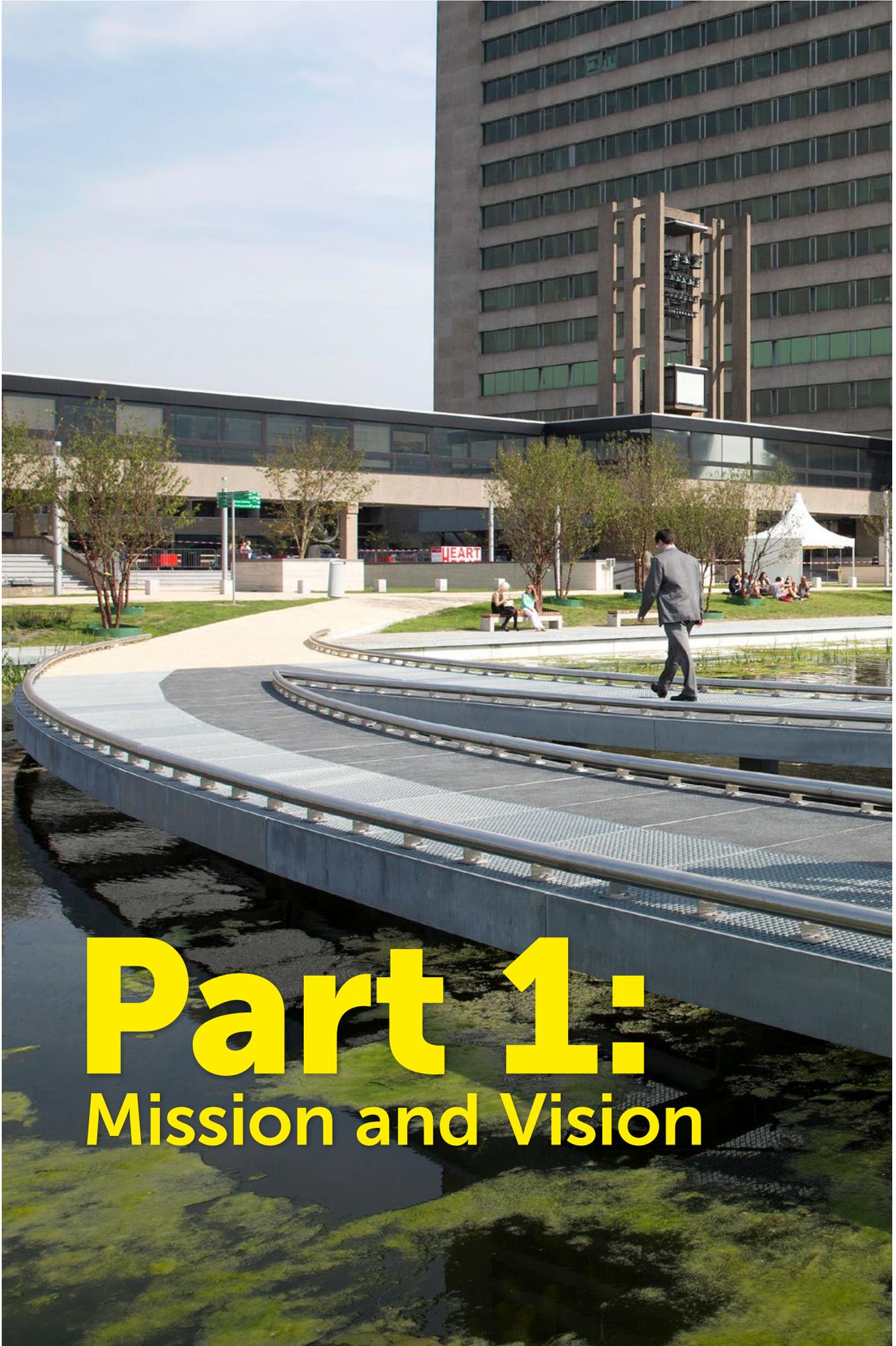


Strategic Plan 2022-2027

Excellence in Economics for Society

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Part 1:

Mission and Vision

Introduction

Our strategy 2022-2027 'Excellence in Economics for Society' is a commitment and a promise, with a clear mission statement:

At our Erasmus School of Economics community, we create and share future-oriented excellent education and research. We focus on impact through quality in everything we do.

We unite people, knowledge, and ideas. We contribute to a sustainable society and the challenges of our time.



Community and society are closely related concepts. Erasmus School of Economics is a community of its own but also connected to many other communities, and as such part of a larger world: our academic community, our university, our city, our society, and, ultimately, mankind, the community of us all. Economics is a rich discipline: it includes the fields of general economics, business economics, econometrics, operations research, data science, marketing, finance, accounting, and their applications. Economics is at the core of society as a whole and people's lives. ◀

Strategy 2022-2027 Where we come from

Research and education excellence, community, quality, and impact are the cornerstones of our Strategy 2022-2027. They build on one another, acknowledging and honouring the strong interdependence and the need for embedding strategic goals and ambitions in well-defined actions. It also implies the assignment to the right people at the right time. Our vision is at the same time our roadmap:

Research excellence for education and societal impact, based on quality, community, and synergy.

Everything we do, strive for, and arrive at, relates to our research and the highest standards it meets. Erasmus School of Economics fosters knowledge and learning at the highest level, passing it on to the world. Accordingly, excellent research has a dual purpose: it is an academic goal, and it is the resource to achieve our aims on education and societal impact. ◀

Over the past years, three main principles served the School's mission and secured our place as a leading worldwide academic brand in economics.

- Quality first.
- Integration of top research with top education.
- Economics as prime focus regarding current and future real-world questions.

These principles are the foundation for our academic reputation and for the societal impact our School makes. They refer to the key objectives of Erasmus School of Economics.

- Sharp focus on an economics perspective.
- Excellence in education and research leading to significant societal impact.
- Sound financial basis as the fundament of a global reputation. ◀



Where we are now

We support and serve the Erasmus University strategic goals, as a School as well as part of the larger Erasmus community. At Erasmus School of Economics, we ensure that we create and share the best of our knowledge and expertise in economics.

- Our core activities of research and education are relevant and impactful.
- Our education is first-rate, future-oriented, and constantly developing.
- Our academic research can reach and impact the outside world.
- We feel responsible for and take steps to develop research and education aligned with the UN Sustainable Development Goals.
- We stimulate our staff to realise their full potential and invest in creating opportunities for optimal work conditions.
- We support diversity and inclusion to ensure that our community is and will be the academic environment for all staff and students.
- We have clear HR policies in place.
- We provide with well-performing professional services, as key to excellent education and research.
- We proceed with interdisciplinary research initiatives our School is involved in already.
- We welcome and stimulate new interdisciplinary research initiatives.
- We encourage the entrepreneurial spirit.

We continue on this path that has secured our place in society as one of the leading academic institutions in economics. As we look to the future and to this world, in need of positive progress, Erasmus School of Economics is committed to contribute to a better world, through our education, research, and partnerships. We do this with the open mindedness that is connected with the fundamentals of academia: what counts is the content of our knowledge. We believe that diversity and inclusion at all levels and in every realm, thus regarding staff and students, education and research, contribute to versatility, and create favourable circumstances for quality, excellence, and impact. ◀

Threats

While we are proud of our achievements over the past years and enthusiastically carry on with our core activities, research and education, we are concurrently facing challenges that we must address in the best possible way. We distinguish three threats, which can be labelled as risks with a general nature, as they are related to and hence can be seen as inherent vulnerabilities of the higher education system.

- A high dependency on the first money stream.¹
- An increasing work pressure, academic and support staff overloaded with tasks.
- An increasing inflow of students, further exacerbating work pressure and potentially jeopardizing the quality of our education.

In addition, we recognise an Erasmus School of Economics specific factor, in its essence more risk than threat. When research and education are the exclusive and predominant areas of attention in School strategy and policy, it can decrease the incentives to do research that has societal impact. Therefore, we will closely monitor the possibilities and outcomes of research and teaching, in order to pursue and maintain a healthy balance. Investing in societal impact research goes hand in hand with a focus on fundamental research. Both belong to our School. As we are well aware, the relevance of our research and education for society at large holds a responsibility to contribute to the world outside. We have a role to play in the future of this world, and our activities can make a difference. Thus, our strategy for the upcoming years appoints the societal impact we make as a strong pillar of our activities.

The three threats mentioned above have our concern and attention. Erasmus School of Economics recognises the need to address these risks, striving to reduce their impact as much as possible. The combined issue of more students, limited governmental funding, and existing work pressure is listed as a managerial priority. ◀

¹ First money stream: the financial contribution from the Dutch government to perform the statutory obligations to perform in the field of research, education, and knowledge valorisation.

Second money stream: grants (based on competition) from NWO and KNAW to researchers and institutions.

Third money stream: other revenues, such as income from contract education, contract research and specific targeted subsidies from Dutch ministries or the EU.

Where we are heading

Our core business is knowledge. We create knowledge, we disseminate knowledge, and we pass it on by sharing it with our students and with society. Because our academic know-how must travel smoothly, it needs a solid organisation to support our goals. This transmission of our research and education, the output and hence the impact, is interlocked with an organisational system that combines structure, community, quality, and excellence with purpose, opportunities, and facilities.

The very history of Erasmus School of Economics is a perfect exemplification of such a combination. Founded in 1913 by local businessmen in search of a good and sound base of well-educated people for their companies, this connection with the outside world is one of our assets. We have a unique business-community network that enables us to help our students when they walk into their new career in the outside world. Our varied Erasmus School of Economics community of staff and students is filled with talent: motivated people with a drive for scientific teaching and ground-breaking research. Like our sister universities and schools at this world-class level, we operate a wheel in motion for change and growth, the further development of talent, and the expansion of potential. Who enters our community, as a student, researcher, or member of the professional services staff, is given the opportunities to grow as a professional and to advance in their career. A community where diversity and inclusion are high on the agenda. What we offer is an organisation in academia with excellent staff, an entrepreneurial spirit, a solid financial foundation, engaged alumni, a vibrant home-base city, and a strong sense of contributing to the world.

‘Creating positive societal impact: the Erasmian Way’, as described in Erasmus University Rotterdam ‘Strategy 2024’, is a ‘we’-oriented approach. Our engagement with society and the world is tied to the responsibility to ensure that our students, staff, and alumni work in an environment that brings out the best. It is this structure we provide for the impact we seek. With our research-based educational programmes in economics, we educate professionals worldwide to play a significant role in societal challenges.

Erasmus School of Economics offers high quality teaching for (inter)national students, to deliver confident and skilled graduates with a curious and critical thinking mindset, and strong argumentation skills.

We want to be the affirmation and stimulation of their potential, so that when they are ready to embark on inspiring careers, we are proud of our young professionals and confident they will make a meaningful difference in the world.

Erasmus School of Economics has a clear strategic focus to be and stay a leading academic institution in economics with a worldwide reputation. Building on our previous strategies², Erasmus School of Economics aims to be the natural choice for ambitious students who wish to study economics, for academics eager to contribute to relevant and challenging research and education, for alumni eager to learn and share their experiences, and for governments and firms seeking talented graduates and reliable advice. But our mission does not end there. ◀

² “Erasmus School of Economics 2023, Your Gateway!” and “ESE 2020”, “A course made good” (2008) and “Winnen door Kiezen” (Success through Choice, 2004)

Extending to Economics for the Future

In our roadmap 'Research excellence for education and societal impact, based on quality, community, and synergy', three interconnected pathways for action create the agenda. Together, they reflect the direction and scope of the circumscribing theme, 'Economics for the Future'. It also is a dedicated choice to support research and teaching on contemporary issues. Accordingly, our ideas, goals, and actions result in a **threefold impact agenda**:

1. **Sense of purpose:** the agenda for excellence in economics for impact.
2. **Sense of opportunity:** the agenda for synergy.
3. **Sense of urgency:** the agenda for SDGs and sustainability.

By joining knowledge, expertise, and effort, we are heading for what we call our Erasmus School of Economics Community. Regarding our strategic goals, organisational effectiveness and societal impact will be enhanced by bringing our School and affiliated companies³ closer together. From a perspective of infrastructure, in the network we are as a whole; the affiliated companies hold a position of strategic importance for operations.

1. Sense of purpose: the agenda for excellence in economics for impact

We are convinced that economics can be a powerful driving force for change, and in this respect has a pivotal role in addressing the big issues of our time, such as climate change, biodiversity loss, and social inequality. In 'Excellence in Economics for Society', our Strategy 2022-2027, we make this an opportunity for contributing to society, in all our activities, by curiosity, commitment, and cooperation. It is the approach of and commitment to our 'Economics for the Future', an overarching theme which includes education, research, post-graduate learning, lifelong learning, and third-party research and consulting. From a solid foundation of strong economic and econometric research we will develop new programmes for students, we will encourage the cross-disciplinary approach in research, and we will introduce a comprehensive societal impact outcome (expected value) for our research projects. We do this in close cooperation with our affiliated companies, our extended community, to enhance societal impact.

Economics for the Future recognises the relevance of economics for achieving the SDGs, carried into effect in **three areas**:

1. **Education:** student programmes aligned with the questions of our time.
2. **Research:** fundamental and cross-disciplinary research, societal impact outcome.
3. **Post-graduate and lifelong learning, and third-party research and consulting:** tightening bonds with affiliated companies.

2. Sense of opportunity: the agenda for synergy

We promote synergy, the higher value added by collaboration and combination. We want to strengthen the potential within Erasmus School of Economics and Erasmus University Rotterdam, to accomplish a more effective 'use' of what we already have: economic knowledge and expertise. In doing so, we feel we can make more societal impact by a shared flow of purpose. It is critical to mention that the process of creating synergy does not interfere nor hinder academic freedom. What we are doing is opening doors, building corridors, expanding our range of travel by closely looking at opportunities, which can emerge from a new agenda.

This agenda, to be set as part of our Strategy 2022-2027, has a clear focus.

- Empowering cooperative teams in education and research.
- Teams formulating how their research will contribute to the Erasmus School of Economics societal impact goal.
- Policies for closer collaboration between Erasmus School of Economics and its affiliated companies.

For the cooperative teams we will develop guidelines on how they can determine their own impact agenda, regarding the societal impact of their research projects. The SDGs are considered as point of reference.

Regarding the closer collaboration with our affiliated companies, a Director of Engagement shall be appointed. Furthermore, we will look closely at other actions to be taken. For example, housing could be an important strategic instrument for easy and convenient interaction between Erasmus School of Economics staff and affiliated companies. We expect from allocating office space to all companies and staff involved in the same building at campus, that it will positively contribute to, facilitate and, therefore, impact the development of new initiatives, to stimulate increased synergy.

³ <https://www.eur.nl/en/ese/aboutus/organisation/affiliated-institute>

This agenda for increased synergy and the process leading to it is already put into practice and has positive outcomes. The sum is more than its parts, the golden rule of successful collaboration. It is at the heart of the Erasmus Initiatives, the four ambitious plans that streamline academic activities to increase the social and economic impact of our work as a university. Erasmus School of Economics is already involved in Smarter Choices for Better Health and Societal Impact of Artificial Intelligence (AI). Besides, our School participates in the Convergence programmes, intensifying the collaboration between Erasmus University, TU Delft and Erasmus MC to address complex, local and international, societal challenges. Other examples are the introduction of a new, mostly online master programme, the e-MSc, within a cooperation of Erasmus School of Economics and Rotterdam School of Management, and aligned with the ever-growing societal digitalisation, the further development of our education and research in Data Science.

Research and education organised in teams, cross-department research, collaboration of senior and junior research staff on a structural basis, facilitation of the 'impact' career trajectory, PhD education, mentoring and coaching towards the job market, international recruitment of talent: all of these, support our goal to increase impact by connection, cooperation and coherence. We will go on to stimulate and facilitate synergy, develop new initiatives, and seize opportunities.

Further, next to the outreach to society through our educational programmes, a meaningful contribution can be done in many ways and is our practice already, while covering a variety of activities:

- Publications in non-academic outlets.
- Blogs, MOOCs and tools (apps for instance).
- Live broadcasts and podcasts.
- Panels and public debates.
- Boards and committees.
- Involvement in affiliated companies.

3. Sense of urgency: the agenda for SDGs and sustainability

We all are part of the global community. The challenges we face are the same, while the answers to the issues can have a different outcome for many. One planet, one home: the success of this transition to a sustainable way of life is highly dependable on the yes or no to terms and agreements. Our sustainability agenda, set against the backdrop of academic freedom is an all-inclusive one, for the whole School's community, with the SDGs as our overall guideline. It is closely linked to our goals and actions regarding the societal impact we strive for, bearing in mind that economics is present in almost every aspect of our life. We distinguish **three areas**.

1. **Our research:** we will classify research on SDG topics to identify our contribution to societal impact.
2. **Our education:** we further integrate sustainability in the curriculum.
3. **Our ESE community:** we reduce our footprint (practical steps) and we develop student 'How can I contribute' programmes.

The principles of academic freedom and independence, as being the inviolable key principles of higher education, are the truth and trust of synergy: working together in teams, cooperation with other departments or research groups, and in establishing synergies with affiliated companies.

Our sustainability agenda is, like everything we do, intertwined with the Erasmian Values of global citizenship, social commitment, diversity and inclusion, and an open, critical mind-set. They are the salient points of our identity, while recognizing the true essence of equality: the diversity of backgrounds and opinions being valued through inclusion. Who you are and where you are from: we stimulate our Erasmus School of Economics community members in every possible way, and we offer equal opportunities to make the most of their talent.

There is a lot at stake in today's world, and for how the future will look like. We build on a history of quality, values, and integrity, and the shared sense of purpose: to offer excellence for society, to make a difference. We build on each other. ◀



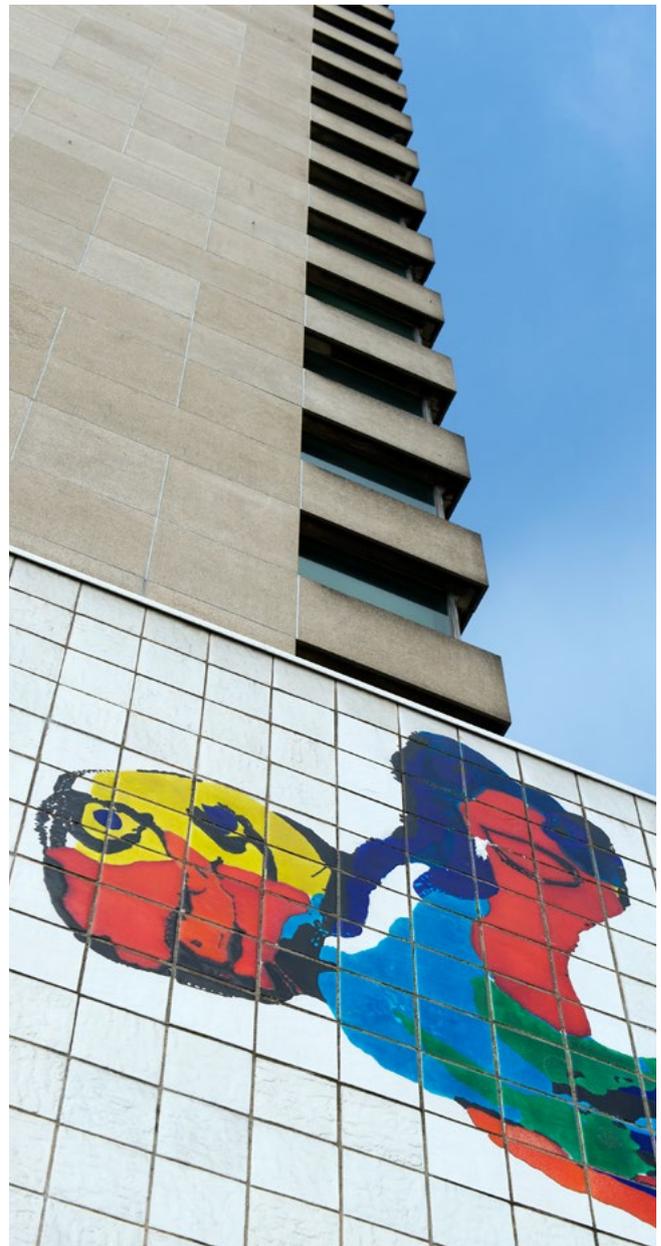
Part 2: Strategic Goals and Actions

Strategy 2022-2027 – The four domains

Strategy 2022-2027: what is new? We will uphold our reputation and high standards, as future-oriented excellent research and education calls for an unwavering dedication and is the main point of attention. At the same time, a significant focus on societal impact, sustainability and synergy underlines our activities, stemming from the role and responsibility we have as a School to contribute to society at large.

Our vision, strategy, and subsequent actions are set out in **four domains**:

- I. **Education**
- II. **Research & Impact**
- III. **Professional staff**
- IV. **Partners**



I. EDUCATION – Vision and Strategy

We are a School with a strong reputation. Our teaching is firmly grounded in our research, drawing on recent scientific insights and working on present-day issues. With our research we seek to contribute to the solutions that must be found today. With our education we teach our students to do the same tomorrow, fostering academic leadership potential from the start. As a direct consequence, this implies that we also put strong emphasis on additional skills: curiosity (ask questions), flexibility (create by combining the known and the new), open-mindedness, and creativity (step into the unknown). The years at our School will bring about what is the team spirit of individual minds in our students: they will get the best from the Erasmus School of Economics community and are invited to take it along and share with the world.

We stimulate our students to be citizens of the world, in a geographical, intellectual, and social way. This implies stepping beyond the borders of cities and nations, cultural background, gender, and religion, altogether with a willingness to act upon the values of a compass that rules out bias and prejudice.

In today's world, economics as an academic discipline has a strong international focus, which as well is being reflected in our academic staff and student population. Our students come from all over the world. We work with partner universities and have exchange programmes, increasingly making the classroom an international one. We actively involve our alumni in education, providing for a thriving and ever-changing learning environment and a vital connection between academic and business world, today and in the future.

How we do it

- We work purposefully to attract bright and motivated students.
- We offer a research-rich learning environment.
- We provide our students with challenging educational experiences.
- We enable students to benefit from Erasmus School of Economics research reputation, its international contacts, and the strong links with business and government.
- We provide programmes that are aligned with the questions of our time.
- Our faculty members share their excitement and expertise in research in the classroom.
- We optimise teams to bring together expertise and talent; this involves both teams of staff and lecturers, and student teams.
- We encourage innovative practices in education, while we ensure our compliance to NVAO and other quality requirements.

- We offer our (graduate) students direct access to the expertise and ideas of visiting world leaders and international academics through debates and public lectures, from among others our alumni.
- We actively link our alumni, researchers, and students worldwide.

1. Strategic priorities in education for 2022-2027

We have marked five priorities in education to direct our actions. These priorities reflect the importance of next and ongoing steps to take, to materialise our vision and hence the way we act upon it.

- a. Strengthen the economic and econometric knowledge and skills of the students, matching the needs of the world today and in the future.
- b. Living the connection of education and research through highly visible top researchers throughout the curriculum.
- c. Stimulate critical, independent, and creative thinking and argumentation skills of our students
- d. Create a vibrant, diverse and inclusive academic environment that offers a network for life.
- e. Align education with the questions of our time, incorporating sustainability in the curriculum.

2. Strategic actions in education for 2022-2027

2.1 Innovate didactics - Higher-order learning goals on campus, lower-order goals online

Realise higher-order learning goals (analysing, applying, evaluating and creating) on campus through collaboration, meet & share, and exchange of thoughts, while lower-order learning goals (reproduction of knowledge, repetitive skills, understanding of teaching materials) are achieved via online options where possible. Our lecturers are in the lead, the design of courses is their responsibility. The use of innovative teaching methods will contribute to intensive, activating, and challenging education and requires experimentation, innovation, and reimagining of the educational design of courses, including:

- A stronger focus on the use of digital tools to practice repetitive skills and assess knowledge.
- More possibility for interaction and allow for a variable size of classrooms.
- Clear participation, commitment of and support to staff in small scale teaching throughout the curriculum.

2.2 Optimise with teams - Create excellence in education by optimal use of expertise and talent

To make optimal use of expertise and talent, and to benefit from a future-oriented approach in teaching based on research, further specialisation in the way we organise (the development of) our courses is desirable. Through working with complementary teams, we promote that staff and (senior) lecturers focus on the content while the mode of delivery (didactics, instructional formats, supporting tools, organisation) is the focus of (senior) lecturers, teachers from the tutor academy, and dedicated staff from the innovation hub. Herewith, we stimulate both excellence in education, and strong alignment and ownership in learning trajectory (beyond the borders of the academic departments). Together with our lecturers we will decide how this will be organised.

2.3 Provide for skills - Incentives of educational quality in place

Including (continuous) development of didactical skills of teaching staff, coaching for (new) teachers, and further optimisation of differentiated career paths, such as (senior) lecturer profiles. We train our students to work in (diverse and random) teams, providing them with necessary skills in an increasingly internationalised and multicultural labour market.

2.4 Contribute as community - Impact at the core

Our research-oriented programmes seek to establish a firm link with practice by connecting to current issues and developments in the field.

- We work together in the EUR initiative 'Impact at the Core' for impact-driven education that aims at making positive societal impact.
- We develop programmes that align with the major issues and questions of our time, and we integrate sustainability in the curriculum, which includes the upcoming master Sustainability. The SDGs are our point of reference.
- Our extensive network of alumni is actively involved in and contributes to our programmes and mentoring, and serves as an asset to our School.
- Together we work on new initiatives for enhancing career skills to help graduates take confident first steps into their career.

2.5 Offer knowledge for life - Initial education and lifelong learning

All initial education is provided by our School and supplemented by contributions from other (EUR) faculties. We contribute to lifelong learning for our graduates in cooperation with our affiliated companies, and work out the knowledge they require. Post-initial and executive education, as well as other lifelong learning initiatives, are delivered by our affiliated companies.

2.6 Expand the scope – Cooperation for new programmes

Our School aims at expanding its scope and we will start new initiatives, such as:

- The introduction of the new, mostly online master programme, the "e-MSc", in cooperation of Erasmus School of Economics and Rotterdam School of Management.
- We actively investigate the development of a new economics degree, the bachelor in Policy Economics, in cooperation of our School and Leiden University.
- We actively investigate how Artificial Intelligence and Data Science can be incorporated in our existing or a new programme. ◀

II. RESEARCH & IMPACT – Vision and Strategy

Excellence in research leads to the reputation of Erasmus School of Economics, nationally and internationally. Above all, this quality of research and the research-driven education of our School are our most valuable assets that need to be maintained and nurtured. We further strengthen the areas of research where we already deliver internationally acclaimed quality, as well as the academic areas with demonstrated potential for accelerated progress. We focus on areas where our comparative advantage can make us among the best in the world. At our School, research quality and high standards of publication outlets are considered more important than the output quantity of research publications. Besides, our excellent research is the inspiration of our societal impact.

How we do it

- We believe that a diverse critical mass of faculty is essential for constant and continuous academic excellence.
- We encourage team formation.
- We further invest in the quality and diversity of our research programmes (Economics, Applied Economics, Econometrics and Management Science, Finance & Accounting and Marketing).
- We believe that sharing our knowledge and expertise in economics is the best way to participate in interdisciplinary research and at the same time, to benefit from other disciplines' input.
- We continue the diverse interdisciplinary research projects our School is involved in already, for example the Erasmus Initiatives.
- We welcome new initiatives to create and share the best of our knowledge and expertise in economics.
- We support our researchers with targeted funding and career guidance.
- We participate in the international job market, both for the recruitment of our tenure track researchers and for the placement of our PhDs.
- In reaching societal impact, we seek cooperation with the School's affiliated companies and we encourage a societal impact strategy at team level.

1. Strategic priorities in research for 2022-2027

We have marked six priorities in research to direct our actions. These priorities reflect the importance of next and ongoing steps to take, to materialise our vision and hence the way we act upon it.

- a. Our research meets the high standards as set by the international top journals and adheres to quality over quantity.

- b. Our research is relevant and, by understanding the present, influences the future.
- c. Our research aims at contributing to the SDGs.
- d. We offer a vibrant research environment, which is characterized by academic integrity, professionalism, and freedom.
- e. We offer a springboard for PhDs and postdocs into their further career.
- f. We embrace open science practices.

2. Strategic actions in research for 2022-2027

2.1 Quality over quantity – Top journal publications

We have a clear focus on quality rather than quantity and stimulate staff to publish in top journals. We recognise, accept, and grant different criteria for quality.

2.2 Young talent - Doctoral programme

A schoolwide and long-term financially feasible PhD programme that meets the Schools' quality ambitions, sees to a structural base of doctoral students funded by governmental funding (first money stream). In addition, related to and in line with our targeted funding, we welcome doctoral students funded by second or third money streams. Our doctoral students preferably have obtained a research master prior to the start of their PhD. We expect our doctoral students to strive for and focus on academic placement outside Erasmus School of Economics, which is supported by our School by offering an extra PhD year.

2.3 Community – A diverse and high-quality faculty in an international environment

Our diverse faculty delivers high-quality research that is recognised by other researchers worldwide and serves our strategy. The School creates and maintains a fruitful research environment.

- We offer sufficient research time, international contacts, opportunities for travelling abroad, and several regular seminar series with international peers.
- We strive for a healthy balance of research and education by working with complementary teams and by ensuring research-oriented education.
- We aim at successful recruitment on the job market.
- We maintain our tenure track system with criteria for appointment and promotion that are clear and non-biased and take personal circumstances into account.

2.4 Connect new dots

- We welcome, enable, and stimulate a research environment with cooperative teams, within and beyond research groups.
- We rely upon our senior staff (full and associate professors) to guide and mentor junior staff (tenure track, postdoc, PhD's).
- We recognise the importance of Artificial Intelligence and Data Science for research and education, and will continue to stimulate and support the development of this area of expertise within our School.

2.5 Strategy for grants - Targeted funding

We continue our successful grant strategy for personal (NWO and EU) grants, built on a targeted approach that supports our promising candidates. We aim at an increase of collaborative and/or interdisciplinary grants for associate and full professors, provided such grants are in line with our research strategy.

2.6 SDGs as reference point - Impactful research

Our research is societal relevant and has impact. This applies to our fundamental research that serves as a basis for further (international) research and to predetermined impact research. As economics can be regarded as the quintessential driving force of today's change, our School can contribute in a most meaningful way with our research. To streamline the efforts regarding our sustainability agenda, research is linked to the SDGs, for which a set of guidelines shall be developed. ◀



III. HR, OPERATIONS AND MANAGEMENT – Vision and Strategy

In achieving our educational and research strategy, we create an energetic, inspiring and encouraging environment for our academic staff and students. Our School is financially healthy and is capable to face existing and future outside world's challenges. We take great effort to make everyone feel at home in our Erasmus School of Economics community.

How we do it

- For staff, students, and alumni alike, our School provides an environment of which the Erasmian values are the foundations.
- We promote respect, diversity, inclusion, and equal opportunities.
- We inspire everyone to achieve their full potential.
- We have a culture in which the views of students and staff are highly appreciated.
- Staff and students are stimulated to engage and share responsibility for our community.

1.1 Strategic priorities in HR for 2022-2027

We have marked nine priorities in HR to direct our actions. These priorities reflect the importance of next and ongoing steps to take, to materialise our vision and hence the way we act upon it.

- a. We give priority to the reduction of work pressure, and each initiative that we start, has the aim to relieve our collective workload.
- b. We nurture our talent in a pleasant and stimulating working atmosphere and guide them towards their next steps in their career. What we expect from each other and what the opportunities at our School are, is clear from the start.
- c. We strive to increase gender and nationality diversity among our senior staff and in (strategic) management positions.
- d. We strive for all our staff to achieve excellence, by providing and supplying them with inspiring and outstanding Human Resources tools and support.
- e. We work in respectful collaboration to support the vision of Erasmus School of Economics to be and remain one of the top Economic Schools.
- f. We are honest, sincere, and trustworthy.
- g. We stimulate working in diverse and inclusive teams.
- h. We work with our partners by advancing dialogue, and demonstrating professionalism in our service, leadership, and activities.
- i. We improve our professional services continuously. By using an interdisciplinary approach, we create opportunities for internal mobility.

1.2 Strategic actions in HR for 2022-2027

1.2.1 Invest in people – Values

Bringing together priorities, values, and strategic themes, we make further investments in:

- Reduction of work pressure
- Attitude and behaviour
- Development
- Diversity
- Leadership

1.2.2 Learn from the team

Both education and research teams learn from each other.

In our system of education, peer review will be implemented and included, for all courses and all levels.

1.2.3 Seize and distinguish career opportunities

We provide opportunities for distinction in focus for our tenured staff, to recognise and reward all contributions.

- Extra research time and thus less teaching or managerial tasks for highly successful researchers, who have demonstrated the capability to attract personal grants at NWO or ERC.
- Faculty that are not member of a research school will take up more teaching, as also will a flexible setup of postdocs and dedicated teaching staff.
- The further development of excellent education has the attention of all staff. A clearly defined group of (senior) lecturers considers this as a special focus area.
- In line with Erasmus University Rotterdam and VSNU initiatives on recognition and rewards, and without compromising our research and education requirements, heterogeneity in career paths for tenured associate or full professors allow for more diversification in impact and leadership.

1.2.4 Mentoring and coaching – All junior staff

All junior staff will receive institutional coaching and mentoring by senior staff. A coaching and mentoring programme will be set up, with senior staff guiding junior staff.

1.2.5 Diversity and inclusion

We foster a diverse and inclusive working environment that gives equal opportunities, regardless of nationality, gender, race, belief, sexual orientation, or other characteristics. We make the most of all the talent we attract to ensure the best for our education, research and professional services. We continue to value the advice of our School's Diversity Officer, to create awareness of implicit bias and to embrace initiatives that fight inequalities.

- We hold our study associations accountable for giving the same opportunities to all students: national, international, and students belonging to historically underrepresented groups, like students with a migrant background.
- We take efforts that our School's faculty and teaching assistants represent our student population and can meet with the international diversity standards that are the custom in our discipline.
- Our recruitment establishes a well-balanced pool of tenure track candidates.
- We ensure fair assessments for promotions.
- Starting a family and other personal circumstances, in principle do not offer an impediment to get tenure nor to become full professor.
- In our senior staff and management positions, we strive for more diversity, in gender and nationality.

1.2.6 Nurture enthusiasm - Professional support staff

We nurture our professional support staff by ensuring continuous room for talent development.

- We create a safe and stimulating environment where our staff can grow.
- We actively promote internal mobility and stimulate personal development.
- By using an interdisciplinary approach to improve our services, we ensure creating networks in which colleagues can develop other skills, be introduced to other disciplines and thus be more exposed to opportunities within our School and University.

2.1 Strategic priorities in Operations and Management 2022-2027

We have marked six priorities in Operations and Management to direct our actions. These priorities reflect the importance of next and ongoing steps to take, to materialise our vision and hence the way we act upon it.

- a. The School recognises the increased work pressure and is committed to its reduction.
- b. The School is and will be financially healthy, with a right amount of reserves to ensure continuity of our operations.
- c. To be less dependent on direct governmental funding, we will diversify more in indirect governmental funding and contract funding. In close cooperation with our affiliated companies we will do contract funded activities, provided this will benefit the School's strategy.
- d. The School agrees to a long-term financially feasible PhD programme, funded by the first stream of money.
- e. The School will actively seek cooperation with central level of our University to ensure alignment in priorities and interests.
- f. We will set up a Schoolwide Reduce our Footprint programme.

2.2 Strategic actions in Operations and Management for 2022-2027

2.2.1 Tools for decision-making - Management Information up-to-date

We ensure that our management information system is up-to-date. This includes financial actuals, outlooks, better accuracy in forecasting of expected students, and risk management and review.

2.2.2 Sound and solid - Financial operations

Permanent academic staff should be financed entirely out of our direct governmental funding. External funding should be used for attracting temporary faculty only. Such a divide is essential to ensure that our operations can continue in case of financial setbacks.

2.2.3 The transparent process – Commercial activities

All commercial activities within Erasmus School of Economics must comply with applicable provisions. We will create transparent processes and procedures for undertaking such activities, in close collaboration with central level and our affiliated companies. ◀

IV. PARTNERS, COMMUNITY, AND SOCIETY

Our research output and academic performance push the state of the art forward and have a natural tendency to create impact. By exchanging data and knowledge, we contribute to the public debate and take part in the issues that are at stake in society. The creation and the transfer of knowledge is stimulated by and embedded in collaborative research, and may also open new sources of funding.

How we do it

- We have made significant investments to enhance collaboration with non-academic partners and to increase our impact on society as a whole.
- We maintain a close relationship with our local community: our home-base city Rotterdam and the wider metropolitan area.
- We stimulate cooperation and collaboration: they create synergy. It is a creative process that is closely connected to our strategy. We therefore stimulate it in all domains and at all levels: education, research, and partners.

Our School has 'family' partners too. The affiliated companies that are connected to Erasmus School of Economics, with their focus on specific markets, perform with a powerful brand. It is this infrastructure, already there and functioning well, that through a stronger alignment with our School can be used as the powerful architecture of synergy, and put to optimal use to contribute to the mutual societal impact and knowledge transfer goals.

1. Strategic priorities in Partners, community, and society 2022-2027

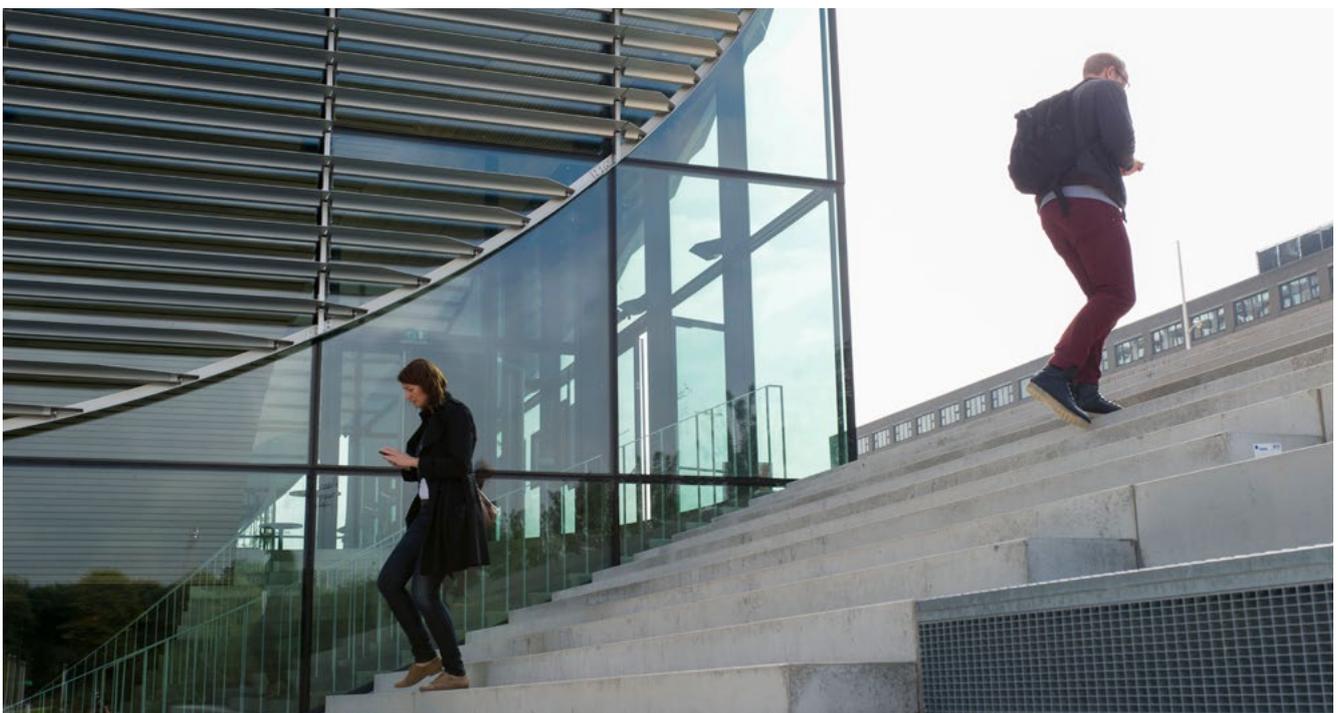
We have marked five priorities in Partners, community, and society to direct our actions. These priorities reflect the importance of next and ongoing steps to take, to materialise our vision and hence the way we act upon it.

- a. Involving third parties in research projects.
- b. Knowledge transfer and societal impact by closer cooperation with affiliated companies.
- c. Sharing expertise by contributing to committees and boards.
- d. Sharing knowledge in the public debate.
- e. Support our home-base city through our expertise and involvement.

2. Strategic actions in Partners, community, and society 2022-2027

2.1 Promoting synergy - Affiliated companies

We maintain and tighten the bonds with our affiliated companies, seeking further alignment. They are the highly valued partners of our Erasmus School of Economics community, with a clear legal operating framework of the EUR Holding. We can benefit at both sides of mutual expertise and strengths, spark new ideas, nourish the breeding ground for new initiatives, and define (financial) incentives in this network that work both ways. As a



community we will organise initial get-togethers, setting an agenda for joint scientific excellence and societal impact. Within this spirit of entrepreneurship, we aim for synergy, and will take care of the policy how to establish this closer cooperation and the principles of operation.

- We appoint a Director of Engagement.
- We establish the process of exploring and further developing the existing and future intersections with workshops (meet and greet), followed by target groups (connect and share), and embed the results (organise and impact).
- We organise for interaction, dialogue, mandate, and balance: running operations in a two-way street.
- We conduct a SDG alignment check.
- We encourage our staff to take part in this impact and synergy strategy, and to involve in personal alliances.
- We examine the possibility of shared housing.

2.2 Enlarge the scope: Third parties

To ensure that our knowledge is being used in society, we will actively seek third parties (external, academic and/ or non-academic) for collaborative research projects that contribute to our strategy.

2.3 Community connects - Society

To enhance impact and relevance of our research output and academic performance, we will connect with the media and cooperate with the business community, social organisations, and government institutions. The city of Rotterdam, its issues and challenges, will be supported by our School by contributing with our knowledge, from a shared sense of responsibility for a healthy society. ◀



V. TOMORROW'S WORLD IS MADE TODAY

Knowledge is a means to an end. It guides our direction by bringing forth the insights, ideas, and solutions society needs in ever changing times. How we as a School disseminate what we find with our research, joining the academic and the public debate, and what we teach our students, determines who we are. We believe that economics can be the driving force for positive change, improving our ways, accelerating transition in a favourable way. Bringing about a better, sustainable world is a matter of knowledge, common sense, civilisation, and stewardship. Along with time, our only non-renewable source. We not only wish to contribute to society and its challenges. We want to be a School that gives and takes part from shared responsibility: 'Excellence in Economics for Society'. ◀

Erasmus School of Economics

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