

MANAGEMENT INSTRUCTIONS ERASMUS SCHOOL OF ECONOMICS 2025

Following advice from the School Council, the following Management Instructions were adopted by the Administrator on 4 February 2025.

These Management Instructions were approved by the Executive Board on 18 March 2025, as referred to in Article 11.12 of the Management and Administration Regulations Erasmus University Rotterdam (*Bestuurs- en Beheersreglement Erasmus Universiteit Rotterdam*; BBR-EUR).

This translation is for informational purposes only. In the event of any discrepancy, contradiction, or ambiguity between this translation and the original Dutch version, the Dutch version shall prevail. No rights can be derived from this translation.

Wherever the word "School" appears, it refers to the Dutch word "faculteit" (in English 'faculty').

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Chapter 1 - General provisions

Article 1.1 - Definitions

1. In these Management Instructions and the provisions based thereon, the terms below shall have the following meanings:
 - *Awb*: [General Administrative Law Act](#) (*Algemene wet Bestuursrecht*);
 - *BBR-EUR*: [Management and Administration Regulations Erasmus University Rotterdam](#) (*Bestuurs- en Beheersreglement Erasmus Universiteit Rotterdam*), as referred to in [Article 9.4. Higher Education and Research Act](#) (*Wet op het hoger onderwijs en wetenschappelijk onderzoek; WHW*);
 - *Administration*: The entirety of Decisions, operations and actions by which the Executive Board implements EUR policy on the acquisition and provision of financial resources, the acquisition, care for and maintenance of material resources, as well as the commitment of Officers and the effective and lawful use of these resources, as described in Article 1.1 paragraph 1 BBR-EUR;
 - *Administrator*: The person charged with the performance of Administrative Tasks on the instructions, in the name and under the responsibility of the Executive Board (in an administrative law sense) and EUR (in a private law sense);
 - *Administrative Unit*: Unit, established by the Executive Board, in which the Administrator conducts the Administration, here the School;
 - *Management Instructions*: Arrangement with regard to the topics as described in Article 11.12, BBR-EUR;
 - *Administrative Task*: Legal act or Decision with regard to the Administration of Officers. Administration of finances, movable and immovable property, information systems and student facilities, on behalf of EUR or the Executive Board;
 - *Decision*: A decision as referred to in Article [1:3 Awb](#);
 - *Management Body*: Body of a legal entity established pursuant to public law, or a person or board vested with some public authority, as referred to in [Article 1:1 Awb](#);
 - *BW*: The Civil Code;
 - *Executive Board*: The Executive Board of Erasmus University Rotterdam, a Management Body as defined in Article 1:1(1)(a) Awb;
 - *Coordination*: Making proposals, implementing policies and providing organisational and administrative support for the implementation and safeguarding of the Administrative Task;
 - *Dean*: Administrator, head of a School as referred to in [Article 9.12 WHW](#) and under Management Body;
 - *EUR*: The legal entity established pursuant to public law named: Erasmus University Rotterdam;
 - *School*: The Management Unit; Erasmus School of Economics;
 - *Officer*: Member of the Staff or person working for EUR on some other grounds, in a defined or undefined post (SAP-HR);
 - *Mandate*: Competence to make Decisions in the name of a Management Body, as referred to in [Article 10:1 Awb](#);

- *Staff*: Employees who have an employment relationship with EUR;
 - *Table of Powers of Attorney*: An overview of proxies of the School and the amounts allocated to the proxies
 - *In Writing*: In writing or "by electronic means" as referred to in Article [6:227a of the Civil Code](#) (*Burgerlijk Wetboek*);
 - *Sub-Administrator*: The person mandated by, on behalf of or under the responsibility of the Administrator to execute Sub-Mandates or Sub-Power of Attorney within its own Sub-Management Unit;
 - *Sub-Administrative Unit*: A part of the Administrative Unit;
 - *Sub-Mandate*: Administrative law management tasks mandated by the Administrator or lower functionary, to an Officer lower in rank;
 - *Sub-Power of Attorney*: Private law Administrative Tasks given in Sub-Power of Attorney by the Administrator to Officer lower in rank;
 - *Power of Attorney*: Power granted by a principal to another, the proxy, to perform juridical acts in their name, as referred to in Article 3:60, DCC Article [3:60 of the Civil Code](#) (*Burgerlijk Wetboek*);
 - *WHW*: The Dutch [Higher Education and Research Act](#) (*Wet op het hoger onderwijs en wetenschappelijk onderzoek*).
2. Terms used in these Management Instructions have the same meaning as in the BBR-EUR and/or the WHW, insofar as these terms also appear in the BBR-EUR and/or the WHW and are not included in the definitions.
 3. Where in these Management Instructions a term is used in the singular, it may also include the plural and vice versa.

Notes

The Dean is the Administrator and Erasmus School of Economics is the Administrative Unit within the meaning of the BBR-EUR.

The Administrator has a Mandate and Power of Attorney under Article 11.10 BBR-EUR.

The Administrator may grant a Sub-Mandate and a Sub-Power of Attorney.

The Sub-Mandator and sub-proxy giver remain authorised to exercise the power Sub-Mandated or granted in the Sub-Power of Attorney ([Article 10:7 Awb](#)).

The Sub-Mandator or sub-proxy giver may revoke or revoke the Sub-Mandate or Sub-Power of Attorney at any time (Article 10:8 Awb and [3:73 BW](#)).

From the BBR-EUR:

Article 4.1 - Faculties of the EUR (Article 9.11 WHW)

1. EUR includes the following Faculties:
 - a. School of Economics, calling itself: Erasmus School of Economics (ESE for short);
 - b. School of Law, calling itself: Erasmus School of Law (ESL for short);
 - c. School of Social Sciences, calling itself: Erasmus School of Social and Behavioural Sciences (ESSB for short);

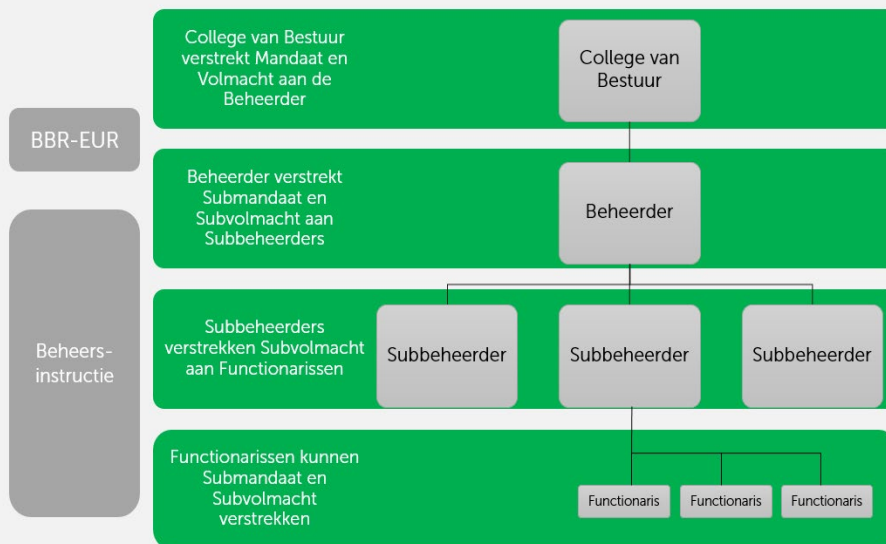
- d. School of Medicine and Health Sciences, calling itself (in combination with the Academic Hospital Rotterdam): Erasmus University Medical Centre (Erasmus MC for short);
 - e. School of Philosophy, calling itself: Erasmus School of Philosophy (ESPhil for short);
 - f. School of History, Culture and Communication, calling itself: Erasmus School of History, Culture and Communication (ESHCC for short);
 - g. School of Business Administration, calling itself: Rotterdam School of Management, Erasmus University (RSM for short).
2. The above-mentioned Faculties are also Management Units.

Article 7.1 - Setting up ISS

1. The ISS is integrated into EUR under an integration agreement. The integration agreement sets out detailed rules regarding the organisation and tasks of the ISS.
2. The ISS is a Management Unit.
3. At the head of the ISS is the rector. The rector of the ISS is the Administrator of the ISS.

Article 11.12 - Management Instructions

1. Each Administrator shall draw up further regulations regarding the Sub-Mandate or Sub-Power of Attorney granted by them, called: the Management Instructions. The adopted or amended Management Instructions, shall require the approval of the Executive Board.
2. The Management Instructions regulates:
 - a. whether and, if so, how the Administrative Unit is divided into Sub-Administrative Units;
 - b. a list of duties and powers reserved by the Administrator;
 - c. a listing of which Officers perform which tasks and powers under Sub-Mandate and Sub-Power of Attorney;
 - d. a provision for carrying out Administrative Tasks in the event of the absence of the Administrator or Sub-Administrator.



Article 1.2 - Mandating by means of a Sub-Mandate or granting a Sub-Power of Attorney – general

1. Administrators may, by means of a Sub-Mandate, mandate certain tasks assigned to them as Administrators pursuant to the Management Instructions, by means of a separate written Decision, or by granting a written Sub-Mandate to Officers working within their Administrative Unit.

2. A Sub-Mandate or Sub-Power of Attorney may be granted either in general or for a specific case.
3. In the event of a conflict between a specific Sub-Mandate or specific Sub-Power of Attorney and the general Sub-Mandate or general Sub-Power of Attorney, the specific Sub-Mandate or specific Sub-Power of Attorney shall prevail.
4. Mandating by issuing a Sub-Mandate or granting a Sub-Power of Attorney follows the organisational set-up of the organisational unit, without skipping hierarchical reporting lines, unless they are not directly derived from the manager.
5. The Administrator may grant a Sub-Mandate or Sub-Power of Attorney to the Sub-Administrators.
6. The Sub-Administrators may grant Sub-Mandates or Sub-Powers of Attorney to Officers.
7. An Officer may take a Decision or perform a private law act on behalf of the EUR only if he has been granted a Sub-Mandate or Sub-Power of Attorney to do so.
8. A Decision taken by a person acting pursuant to a Sub-Mandate shall be deemed to be a Decision of the Executive Board or the Administrator.
9. The Sub-Mandate is authorised, subject to the restrictions placed on the Sub-Mandate granted, to take and sign a Decision.
10. The Sub-Mandator or sub-proxy giver may grant a Sub-Mandate or Sub-Power of Attorney to the extent that the Administrative Tasks are not reserved.
11. When executing a mandated or Sub-Mandated power of the Executive Board, the Administrator or Sub-Administrator shall sign "on behalf of the Executive Board", indicating their name and position.
12. When executing a power of the EUR granted by Power of Attorney, the Administrator or Sub-Administrator shall sign "on behalf of the EUR", indicating their name and position.

Article 1.3 - Restrictions placed on a Sub-Mandate or Sub-Power of Attorney

1. The Sub-Mandatee or Sub-Power of Attorney may issue rules and guidelines for the execution of the Sub-Mandate or Sub-Power of Attorney.
2. In exercising their Sub-Mandate or Sub-Power of Attorney, the Sub-Mandatee or sub-proxy is bound by the statutory provisions, the [Collective Labour Agreement for Dutch Universities \(CAO Nederlandse Universiteiten\)](#), internal regulations within the EUR, rules and guidelines as referred to in the first paragraph of this article, the reasonable interests of the Sub-Mandator or sub-proxy giver, the employment contract, as well as the restrictions imposed on the Sub-Mandate or Sub-Power of Attorney.
3. A Sub-Mandate or Sub-Power of Attorney granted by the Administrator to a Sub-Administrator shall not be exercised in any case if:
 - a. the Executive Board has indicated that it reserves consideration of the issue in question to itself;
 - b. the Decision relates to a person higher up the chain of the Sub-Mandate or Sub-Power of Attorney;
 - c. the Decision relates to the Sub-Mandatee or sub-proxy themselves;
 - d. it concerns a subject for which the prescribed method of deliberation or consideration has not yet been completed;
 - e. it is a matter of principle, unless the Executive Board has already adopted a policy position on the matter;
 - f. the Sub-Mandatee or sub-proxy could reasonably have suspected that their Decision will have significant side effects or additional consequences, such as setting precedent, unequal treatment of similar cases and the like.
4. The Sub-Mandatee or sub-proxy shall inform their Sub-Mandator or sub-proxy giver of the non-exercise of the Sub-Mandate or Sub-Power of Attorney referred to in the third paragraph.

5. A Sub-Mandate to decide on an objection shall not be granted to the person who has themselves, under a Sub-Mandate, taken the Decision against which the objection is directed.
6. In no case shall a Sub-Mandate be granted insofar as it relates to a Decision to annul or withhold approval of a Decision of another Management Body.

Notes

Second paragraph:

One example is procurement policy.

Third paragraph (b):

For example, for the sake of integrity, it is undesirable for someone to approve an expense claim from a person higher up the Sub-Mandate or Sub-Power of Attorney chain.

Third paragraph (c):

It is important that a Sub-Mandate or Sub-Power of Attorney is not exercised when a conflict of interest is likely to arise.

Third paragraph (d):

For example, School Council advice or approval that has or has not yet been finalised.

Article 1.4 - Limitation of the duration of a Sub-Mandate or Sub-Power of Attorney

1. A Sub-Mandate or Sub-Power of Attorney referred to in Article 11.2 (1) (f) and (g) BBR-EUR is granted by Administrators pursuant to Article 11.14 (2) BBR-EUR only under certain conditions:
 - (i) the obligation, including an offer made or the implementation of debt collection measures, does not exceed €206,000, excluding VAT, on average per year; and
 - (ii) the obligation, including an offer made or the implementation of debt collection measures, relates to a period not exceeding four years; and
 - (iii) in the case of an obligation or contract with tacit renewal, the initial obligation or contract does not exceed the amount of €1,000, excluding VAT, per year; and
 - (iv) in case of a contract extension, the initial contract must be signed by the Executive Board and contain a one-off fixed-term extension option; and
 - (v) in case the obligation relates to the conduct of scientific research at the EUR, the managers act in accordance with the Dutch Code of Conduct on Research Integrity (*Nederlandse Gedragscode Integriteit Onderzoek*) and the policy adopted by the Executive Board in the field of research data management and ethical review of research.
2. When entering into obligations in connection with the procurement of supplies, works and services, the Administrators shall observe the frameworks set out in EUR's Procurement Policy. These shall include at least, but not exclusively:
 - (i) When entering into obligations relating to the procurement of supplies, works and services with an estimated order value above the limit (bagatel) set in the Procurement Policy for single private treaty procurement, the Administrators shall at all times be bound to the procurement law advice by and guidance from the Procurement and Contract Management Department.
 - (ii) The Administrators are bound by the 'comply-or-explain' principle. The Procurement and Contract Management Department advises, reviews and reports on this.
 - (iii) When entering into obligations relating to the procurement of supplies, works and services, the Administrators are bound by the EUR Purchase-to-Pay

principle. To this end, see among others Chapter 1 Guiding framework Contract administration, Contract and Supplier Management.

- (iv) Administrators are authorised to sign selection/award recommendations and the selection/award letters for the purpose of procurement procedures on behalf of the EUR.

3. In case the conditions referred to in this article conflict with the conditions referred to in the BBR-EUR, the most recent version of the BBR-EUR shall prevail.

Notes

The Executive Board reserves the right to decide on obligations in the event that:

- (i) the obligation exceeds the amount of €206,000, excluding VAT, on average per year; or
- (ii) the obligation (other than a non-disclosure obligation or a processing agreement or joint controller agreement) covers a period of more than four years; or
- (iii) the obligation can be tacitly renewed, unless the initial obligation does not exceed the amount of €1,000, excluding VAT, per year; or
- (iv) in case of a contract extension, the initial contract should be signed by the Executive Board and contain a one-time fixed-term extension option; or
- (v) in case the obligation relates to the conduct of scientific research at the EUR, the Administrators will act in accordance with the Dutch Code of Conduct on Scientific Integrity (*Nederlandse Gedragscode Wetenschappelijke Integriteit*) and the policy adopted by the Executive Board on research data management and ethical review of research.

Article 1.5 - Accountability and information obligation

1. The Sub-Mandatee or sub-proxy shall be accountable to the Sub-Mandator or sub-proxy giver and shall provide the Sub-Mandator or sub-proxy giver with any information (financial or otherwise) that the Sub-Mandator or sub-proxy giver requires in order to supervise the manner in which the Sub-Mandate or Sub-Power of Attorney is handled.
2. The Sub-Mandator or sub-proxy giver may lay down further rules regarding the frequency and manner in which the Sub-Mandatee or sub-proxy is accountable and provides information.
3. In accordance with the Administrators's obligation to the Executive Board, as referred to in Article 11.10(3) BBR-EUR, the Sub-Administrator must immediately notify the Administrator of any significant undesirable side-effects or additional consequences of a power exercised by a Sub-Administrator acting pursuant to a Sub-Mandate and Sub-Power of Attorney. This is certainly the case with:
 - a. Undue precedent or unequal treatment in similar cases within the School, due to a power exercised by a Sub-Administrator acting under a Sub-Mandate or Sub-Power of Attorney;
 - b. A threat to exceed the financial resources made available to the relevant School under the adopted budget;
 - c. Offences committed or suspected within the EUR and of which the Sub-Administrator has become aware in the performance of their duties;
 - d. Events that could have far-reaching consequences for EUR.
4. The Administrator periodically accounts to the Executive Board for the exercise of its Sub-Mandate or Sub-Power of Attorney.
5. The Administrator provides the Executive Board with an annual summary of the matters executed by them pursuant to Mandates and Powers of Attorney.
6. The Executive Board may at any time require submission of financial, administrative and other records by the mandated or authorised person.

Article 1.6 – Administrative organisation of the School

1. The School is divided into the following Sub-Management Units, with the following individuals designated as sub-managers:
 - a. Education:
 - i. the Vice Dean of Education, as referred to in Article 2.12 ESE School Regulations 2025; and
 - ii. the Programme Director, as referred to in Article 2.14 ESE School Regulations 2025,
 - b. Research:
 - i. the Vice Dean of Research, as referred to in Article 2.16 ESE School Regulations 2025; and
 - ii. the Research Director, as referred to in Article 2.18 ESE School Regulations 2025, sub-manager;
 - c. the Capacity Groups established by the Administrator: the Capacity Group directors, as referred to in Article 2.8 ESE School Regulations 2025;
 - d. the Director of Engagement, as referred to in Article 2.10 ESE School Regulations 2025;
 - e. Operations: the Director of Operations, as referred to in Article 2.20 ESE School Regulations 2025;
 - f. the Graduate School, administered by the School as coordinator in accordance with the BBR-EUR.

Unless otherwise expressly agreed In Writing with regard to specific facilities, these Management Instructions apply to the Amsterdam Rotterdam Consortium (ARC, consisting of the Tinbergen Institute and Business Data Science), which is established by joint arrangement and of which the School is the lead agency.

Chapter 2 - Powers reserved to the Administrator

Article 2.1 - Administration of Officers

With regard to the Administration of Officers, the Administrator reserves the right to make Decisions regarding the following Management Tasks, insofar as no exceptions are made in the Management Instructions and the BBR-EUR:

- a. the establishment of the School (Article 11.1(1)(a) BBR-EUR);
- b. the distribution of functions by means of the HAY system (Article 11.1(1)(b) BBR-EUR);
- c. the adoption of the reorganisation plan and the personnel plan (Article 11.1(1)(c) BBR-EUR);
- d. implementing reorganisations within the School (Article 11.1(1)(d) BBR-EUR);
- e. opening up vacancies for the positions of Officers of the School, with the exception of the Administrator and professors (Article 11.1(1)(e) BBR-EUR);
- f. opening vacancies for open recruitment and placing advertisements or establishing any other method of recruitment, except for the Administrator and professors (Article 11.1(1)(f) BBR-EUR);
- g. the selection of Officers, with the exception of professors (Article 11.1(1)(g) BBR-EUR);
- h. making proposals to the Executive Board regarding the appointment of professors (Article 11.6(1)(l) BBR-EUR); entering into employment contracts with Officers, including entering into guest agreements and hiring on-call employees, except for the Administrator and professors (Article 11.1(1)(h) BBR-EUR);
- i. granting resignations, other than at their own request, to Officers and following designated procedures (Article 11.1(1)(j) BBR-EUR);
- j. the grading of Officers, with the exception of professors (Article 11.1(1)(k) BBR-EUR);

- k. granting periodic salary increases, advances, allowances, bonuses and life-course savings schemes up to an amount of €12,500 net per calendar year to Officers (Article 11.6(1)(m) BBR-EUR);
- l. providing in-kind remuneration of between €150 and €12,500 excluding employers' costs per person per year;
- m. reimbursement of expenses to Officers as referred to in laws and regulations, the [CAO-NU](#) and EUR regulations (Article 11.1 paragraph 1 sub n BBR-EUR);
- n. mandating the obligation to move (Article 11.1(1)(o) BBR-EUR);
- o. ordering an Officer to perform another job against their will (Article 11.1(1)(p) BBR-EUR);
- p. laying down specific regulations and provisions concerning holiday and leave arrangements, working hours, reduction and extension of working hours, attendance and other matters relating to the provision of study facilities, including service training (Article 11.1, paragraph 1 sub r to t BBR-EUR);
- q. assessing the performance of Officers, including professors (Article 11.1(1)(u) BBR-EUR);
- r. issuing a service order, failure to comply with which may result in a sanction by the Executive Board (Article 11.1(1)(v));
- s. accounting for the efficient and lawful deployment of Officers, including granting permission to carry out ancillary activities and determining the conditions applicable thereto (Article 11.1(1)(w) BBR-EUR);
- t. establishing specific regulations and provisions on general responsibility for working conditions, including safety, health and welfare, arising from university activities (Article 11.1(1)(x) BBR-EUR);
- u. making proposals to the Executive Board regarding dismissal and termination arrangements (article 11.1 paragraph 1 sub aa BBR-EUR).

Article 2.2 - Administration of finances and contractual obligations

With regard to the Administration of finances and contractual obligations, the Administrator reserves the right to make Decisions regarding the following Administrative Tasks, insofar as no exceptions are made in the Management Instructions and the BBR-EUR:

- a. preparing a budget in which income and expenditure are estimated separately (Article 11.2(1)(a) BBR-EUR);
- b. accounting of income and expenditure (including budget) using the information systems approved at the EUR (Article 11.2(1)(b) BBR-EUR);
- c. administering assets and liabilities, including the registration of movable property, receivables and payables, as well as immovable property and debt and equity, using the information systems approved at the EUR (Article 11.2(1)(c) BBR-EUR);
- d. managing cash and making payments (Article 11.2(1)(e) BBR-EUR);
- e. entering into obligations (including the submission of tenders), not relating to construction activities, to the extent that the obligation exceeds an amount of €10.000, excluding VAT, on average per year; or the obligation (other than a confidentiality obligation or processing agreement or joint processing agreement) covering a period of more than one year; or insofar as the obligation is tacitly renewed, unless the initial obligation does not exceed an amount of €1,000, excluding VAT, per year (Article 11.2(1)(f), in conjunction with Article 11.7(1)(c) BBR-EUR);
- f. accounting for financial management (Article 11.2(1)(i) BBR-EUR).

Article 2.3 - Administration of movable and immovable property

With regard to the Administration of movable and immovable property, the Administrator reserves the right to make Decisions regarding the following Administrative Tasks, insofar as no exceptions are made in the Management Instructions and the BBR-EUR:

- a. the facility for the use of these items (Article 11.3(1)(d) BBR-EUR);
- b. the maintenance and replacement of these items (Article 11.3(1)(e) BBR-EUR);
- c. the provision of the buildings to Administrators, recognised student organisations and third parties (Article 11.3(1)(f) BBR-EUR);
- d. monitoring the lawful and efficient use of these items (Article 11.3(1)(g) BBR-EUR);
- e. administration of these matters using the information systems approved at the EUR (Article 11.3(1)(h) BBR-EUR);
- f. accounting for the lawful and efficient use of movable and immovable property (Article 11.3(1)(i) BBR-EUR);
- g. taking measures, including, but not limited to, those referred to in Article 4.3 of the [EUR Rules of Procedure for Buildings, Grounds and Facilities](#) (*Reglement van Orde van de EUR voor Gebouwen, Terreinen en Faciliteiten*).

Article 2.4 - Administration of information systems

With regard to the Administration of information systems, the Administrator reserves the right to make Decisions regarding the following Administrative Tasks, insofar as no exceptions are made in the Management Instructions and the BBR-EUR:

- a. determining the layout of information systems (Article 11.4(1)(a) BBR-EUR);
- b. taking care of data entry in these information systems (Article 11.4(1)(b) BBR-EUR);
- c. preserving and monitoring data collections, in compliance with the regulations and guidelines established for this purpose (Article 11.4(1)(c) BBR-EUR);
- d. making (parts of) data collections available to users (Article 11.4(1)(d) BBR-EUR);
- e. the regulation of the public accessibility of systems, including the regulation of the access of an individual to those parts of the systems, which contain data on individuals (Article 11.4(1)(e) BBR-EUR);
- f. monitoring the lawful and efficient use of these systems (Article 11.4(1)(f) BBR-EUR);
- g. accounting for the lawful and efficient use of these systems (Article 11.4(1)(g) BBR-EUR).

Chapter 3 – Sub-Mandates and Sub-Powers of Attorney granted to the Director of Operations

Article 3.1 – Sub-Mandates or Sub-Powers of Attorney for Administration regarding Officers granted to the Director of Operations

In respect of management concerning Officers, the following management tasks are assigned to the Director of Operations, acting under a Sub-Mandate or Sub-Power of Attorney:

- a. making proposals regarding the selection of Officers, including guest agreements and on-call hiring (Article 2(1)(h) of the Management Instructions);
- b. making proposals regarding the grading of Officers (Article 2(1)(j) of the Management Instructions);
- c. granting periodic salary increases, advances, allowances, bonuses and life-course plans to Officers up to an amount of €12,500 net per calendar year (Article 2(1)(k) of the Management Instructions);
- d. reimbursement of expenses to Officers as referred to in laws and regulations, the [CAO-NU](#) and EUR regulations (Article 2(1)(l) of the Management Instructions);
- e. applying holiday and leave arrangements to Officers in individual cases (Article 2(1)(o) of the Management Instructions);
- f. taking Decisions in individual cases regarding working hours, reduction and extension of working hours and attendance (Article 2(1)(n) of the Management Instructions);

- g. granting study facilities (including service training) (Article 2(1)(n) of the Management Instructions);
- h. ensuring the performance appraisals of Officers, in particular the conduct of results and development interviews (Article 2(1)(p) of the Management Instructions);
- i. coordinating Sub-Administrative Tasks in the area of management in respect of Officers, including ensuring a good working environment and monitoring compliance with directives on working conditions.

Article 3.2 – Sub-Mandates or Sub-Power of Attorney for the Administration of finance granted to the Director of Operations

With regard to the Administration concerning the finances of the School, the following tasks are assigned to the Director of Operations, acting under a Sub-Mandate or Sub-Power of Attorney:

- a. preparing a budget plan, long-term or otherwise, and financial statements for the School – subject to the approval of the Administrator – separately estimating income and expenditure (Article 2(2)(a) of the Management Instructions);
- b. entering into individual obligations or incurring costs, including the submission of tenders, insofar as these are not related to new construction or renovation, and insofar as they are obligations that can be expressed in monetary terms and do not exceed the amount of €41,000, excluding VAT;
- c. coordinating and controlling Sub-Administrative Tasks related to financial administration.

Article 3.3 – Sub-Mandates or Sub-Power of Attorney for the Administration regarding movable and immovable property granted to the Director of Operations

With regard to the Administration of movable and immovable property of the School, the following tasks are assigned to the Director of Operations, acting under a Sub-Mandate or Sub-Power of Attorney: coordinating Sub-Administrative Tasks relating to equipment and building management, subject to the provisions of these Management Instructions.

Article 3.4 – Sub-Mandates or Sub-Powers of Attorney for the Administration regarding information systems granted to the Director of Operations

With regard to the Administration concerning the School's information systems, the following tasks are assigned to the Director of Operations, acting under a Sub-Mandate or Sub-Power of Attorney: coordinating the Sub-Administrative Tasks concerning the provision of information, subject to the provisions of these Management Instructions.

Article 3.5 - Archiving of Sub-Mandates and Sub-Power of Attorney granted to the Director of Operations

With regard to the Administration of the School Archives, the Administrator assigns the following tasks are assigned to the Director of Operations, acting under a Sub-Mandate or Sub-Power of Attorney: to approve the destruction of documents under the Archives Act (Article 11.17(1)(e) BBR-EUR).

Chapter 4 – Sub-Mandates and Sub-Powers of Attorney granted to another Sub-Administrator

Article 4. – Sub-Mandates and Sub-Powers of Attorney granted to another Sub-Administrators

1. The Administrator may grant a Sub-Mandate or Sub-Power of Attorney to certain Sub-Administrators and Officers. A list of persons to whom a Sub-Mandate or Sub-Power of Attorney has been granted is annexed to these Management Instructions:

- a. Vice Deans as referred to in Article 1(6)(a); Annex 1;
 - b. Capacity Group directors referred to in Article 1(6)(d): Annex 2;
 - c. Programme Directors, the Research Director, the Director of Engagement and the director of the Graduate School as referred to in Article 1(6)(a), (b), (c) and (f): Annex 3;
2. The Administrator grants a Sub-Mandate or Sub-Power of Attorney to Sub-Administrators and Officers to perform Administrative Tasks, with the exception of the tasks reserved by the Administrator to themselves in these Management Instructions.

Chapter 5 – Sub-Mandates and Sub-Powers of Attorney granted by the Director of Operations

Article 5 – Sub-Mandates or Sub-Powers of Attorney granted by the Director of Operations

1. The Director of Operations may grant a Sub-Mandate or Sub-Power of Attorney to certain Sub-Administrators and Officers. An overview of these Sub-Mandates or Sub-Powers of Attorney is included as Annex 4 to these Management Instructions.

Chapter 6 – Sub-Mandates and Sub-Powers of Attorney granted by another Sub-Administrator

Article 6. – Sub-Mandates and Sub-Powers of Attorney granted by another Sub-Administrator

1. A Sub-Administrator may grant a Sub-Mandate or Sub-Power of Attorney to certain Officers. An overview of these Sub-Mandates and Sub-Powers of Attorney is included as Annex 4 to these Management Instructions.
 - a. An Officer attached to a Capacity Group;
 - b. An Officer attached to educational support Capacity Groups;
 - c. other Officers;
2. The programme director may grant Sub-Mandates or Sub-Powers of Attorney specifically for teaching. An overview of these Sub-Mandates or Sub-Powers of Attorney is included as Annex 5 to these Management Instructions.

Chapter 7 - Commitment and monitoring

Article 7.1 - Record

The signed original of each agreement, in digital form or otherwise, should be provided to the School for safekeeping and stored in the prescribed manner.

Article 7.2 – Table of Powers of Attorney

The Table of Powers of Attorney will be reviewed at least once a year and annexed to these Management Instructions.

Chapter 8 - Other provisions

Article 8.1 - Replacement scheme

1. In the absence or inability to act of the Administrator, their management duties shall be assumed by the Officer designated as deputy under Article 2(5)(2) of the ESE School Regulations.

2. In the absence or inability to act of both the Administrator and the Officer, as referred to in Article 8, paragraph 1, subsection 1, the management duties shall be assumed by one or more persons within the School designated for that purpose by the Administrator. These persons shall be designated in advance In Writing by resolution of the Administrator.
3. Replacement shall take place in accordance with the replacement Sub-Mandate or Power of Attorney relating to this absence.

Article 8.2 - Power of Decision

In all cases not provided for in these Management Instructions, the Administrator shall decide according to reasonableness and fairness.

Article 8.3 - Official title

These Management Instructions shall be cited as: Erasmus School of Economics Management Instructions 2025, in short: ESE Management Instructions 2025.

Article 8.4 - Revocation

Erasmus School of Economics Management Instructions 2017 are revoked as of 18 March 2025.

Article 8.5 - Entry into force and publication

1. The Management Instructions will take effect from 1 April 2025.
2. The Management Instructions shall be published by the Administrator on the website.

Article 8.6 - Translation

If a translation is made of these Management Instructions and there is a conflict between the translation and the Dutch version, the Dutch version shall prevail.

Article 8.7 - Administration of the regulations

These Management Instructions are managed by the Administrator of the Erasmus School of Economics.

Rotterdam, 31 March 2025

Prof P.J.F. Groenen
Dean Erasmus School of Economics

ANNEX 1

ANNEX 2

ANNEX 3

ANNEX 4

ANNEX 5