

Key points of TiSEM strategy 2022-2027

November 30, 2021

Mission of TiSEM 2022-2027

- Our **mission**: we develop and disseminate groundbreaking knowledge in the fields of business and economics to help understand and advance the ever-changing society
- Our **ambition**: we are among the best in Europe in the selected fields of business and economics, we generate academic and societal impact through scientific research and teaching and provide a work environment where our faculty can belong and thrive
- Key priorities:
 - **QUALITY**: Our academic research expertise is the basis for the impact we generate with our research and the high-quality academic education we deliver
 - **FOCUS**: We maintain our international research position and standing of our educational programs by being selective, distinctive and relevant
 - **ENABLE**: We create conditions where our faculty members can deliver their best contribution in the area of research, teaching and impact
 - **CONNECT**: We build and capitalize on focused partnerships with external partners in a number of research and education areas

Core values

TiSEM adheres and aspires to the core values of the broader Tilburg University community:

CONNECTED: We connect with each other, with society, with other disciplines and other cultures. We recognize and value each other and the different perspectives we bring. We stand for the connection between education, research and impact. We are connected to the regional, national, and international ecosystems.

CURIOUS: We are curious and genuinely in search of new (fundamental) knowledge and insights. We believe in the importance of fundamental and free research. We are creative and continuously innovating.

CARING: We respect and take care of each other. We draw strength from our differences. Human dignity is the basis for our decisions and actions.

COURAGEOUS: We are courageous in thought and action: critical, independent, and decisive. We dare to go against the established views. We trust each other and give each other space, also to make mistakes and learn from them. We have the courage to choose wisely and with consideration.

Current position of TiSEM

As we look to the future, we take stock of our current position as School:

RESEARCH – with its strong research performance and reputation across all its fields, TiSEM holds a leading European – and in some areas world-wide – position. The research culture along with the strong Graduate School with a track record of excellent placements is what draws top talent to TiSEM.

EDUCATION – TiSEM's portfolio of high-quality educational programs, continually renewed to meet the needs of students and employers (e.g., BSc Entrepreneurship and Business Innovation), draws a high and ever-growing number of students. The growing number of recruitment partnerships (Philips, Achmea, Unilever) and increasing focus on labor market orientation allows our graduates to secure good jobs fast. We hold a leading market position in the Dutch Pre-Master market.

Current position of TiSEM (cont.)

IMPACT – TiSEM research – often interdisciplinary in nature – is of high relevance for addressing pressing issues of the modern society. This relevance is increasingly translated into highly visible institutes that become key partners for public, private and non-profit actors (e.g., Netspar, Zero Hunger Lab)

ORGANIZATION – TiSEM boasts eight dynamic departments and a professionalized and innovative organization and support processes. With half of TiSEM faculty being non-Dutch, the School offers an international work environment.

Key strategic aspirations for the 2022-2027

1. We reinforce our position as the world class academic institution
2. We further develop a distinct education profile and offering
3. We further strengthen the academic and societal impact we generate through our research and teaching
4. We continue to grow an inclusive and supportive work and life environment as well as organizational culture where our diverse faculty and students can belong and thrive
5. We provide optimal support for teaching, research and impact in terms of effectiveness and efficiency for the faculty and staff

1. World class academic institution

- a. we continue to pursue top academic research (CURIOUS)
- b. together with departments we identify focus areas we (can) excel in and support departments in strengthening those research clusters (COURAGEOUS)
- c. we stimulate the principles of open science and responsible research
- d. we attract and retain (international) top talent by providing:
 - a strong research climate
 - an inclusive and welcoming work environment
 - facilities to support them and their families in building a life in the Netherlands
- e. we reinforce the attractive research climate with strong social cohesion and fabric (CONNECTED)
- f. we strive for more interdisciplinary research. We clearly define what high quality interdisciplinary research is and build facilitation and incentive structures to stimulate it (CURIOUS, COURAGEOUS)

1. World class academic institution (cont.)

- g. we encourage bottom-up interdisciplinary collaboration by facilitating inter-department and inter-faculty interactions between research staff (e.g., seminar series, joint conferences) (CONNECTED, COURAGEOUS)
- h. we facilitate a few collaborative research centers (academische werkplaatsen) around broad, scientifically and societally relevant research themes (identified bottom-up)
- i. we continue to proactively support departments in identifying opportunities and developing proposals for obtaining research grants
- j. we actively participate in the ENGAGE consortium to enrich the educational offering for our students, strengthen our research and increase its impact

2. Distinct education profile and offering

- a. we strive for our education to be rooted and inseparable from our research (CONNECTED)
- b. we deliver our education in a blended format where on-campus interaction with faculty and fellow students is an integral element of the education process (CONNECTED)
- c. we are student-centric: focused on students' needs and open to their input (CARING, CURIOUS)
- d. we reinforce the distinctive profile of our education around the unique strengths of our school:
 - Personal interactions with staff and fellow students (CONNECTED, CARING)
 - Societal orientation (CONNECTED)
 - Character development in our students
- e. we invest in strengthening the labor market orientation of our programs by way of internships (also international), career coaching and skill development and case teaching (CONNECTED)

2. Distinct education profile and offering (cont.)

- f. we engage with the alumni to continuously update both the professional content as well as skills included in our programs (CONNECTED)
- g. we strategically shape a distinctive educational program portfolio by periodically evaluating and renewing the portfolio with the aim to counter demographic trends (COURAGEOUS)
- h. we incorporate business analytics module(s) in all our programs and develop some programs / tracks with an in-depth focus on business analytics
- i. we increase personalization and flexibility of our educational programs by offering a broader range of electives and minors as well as exploring more modular approaches to delivering education (CARING)
- j. we foster the international (class-room) experience of our students and stimulate interactions between local and international students, among others through challenge-based learning (CONNECTED)

3. Academic and societal impact

- a. we clearly define what constitutes societal impact for a research-focused institution like TISEM: impact is always rooted in research (CONNECTED)
- b. we encourage research inspired by societal and business challenges, already at the stage of defining research questions (COURAGEOUS)
- c. we engage with industry and societal partners to identify the current societal and business challenges (CONNECTED)
- d. to increase the societal impact of our fundamental research we identify societal applications of the research done within the School and proactively share it (science communication) (CONNECTED)

3. Academic and societal impact (cont.)

- e. we build on the societal applications of our research to increase revenues from the 2nd and 3rd money streams
- f. we recognize and reward research with high academic and societal impact by providing clear incentives for impactful research activities / output
- g. we invest in the development of a life-long learning offering for our alumni that builds on the unique research competences of our staff (CONNECTED)
- h. we increase the visibility of our top research (science communication)

4. Inclusive & supportive work and life environment

- a. we embrace the vision of Recognition & Rewards and work to implement it in our recruitment, promotion and evaluation criteria (COURAGEOUS)
- b. we invest in HR arrangements to attract, develop and retain talent in the area of research, education, impact and leadership
- c. together with the departments, we develop a clear strategic HR plan for each of them (COURAGEOUS)
- d. we nurture teams where staff members can feel they belong and are heard by the manager (appropriate span of control) (CARING)
- e. we motivate our faculty to take responsibility for their growth as professionals and (connected) leaders and facilitate them in doing so

4. Inclusive & supportive work and life environment (cont.)

- f. we provide equitable career progression opportunities to all by developing transparent, fair and inclusive processes and policies (CARING)
- g. we provide facilities to help our international staff members build a life in the Netherlands (e.g., dual career support, language package for the spouse, informal gatherings to support social interactions etc.) (CARING)
- h. we strive for the School culture that reflects its international standing and faculty composition and is welcoming and inclusive for the international colleagues
- i. we work to reduce the work pressure experienced by our Staff, including PhD students, by reducing administrative burden and improving the work-life balance. We balance expectations with resources provided

5. Optimal support for teaching, research & impact

- a. IT systems and all other support systems run efficiently, effectively and complementarily, in service to the primary processes
- b. we work to increase the availability of management information in the area of HR (HR analytics), including education & research
- c. HR policies are designed (and implemented) to better support and nurture the growth of the faculty members (CARING)
- d. decisions are evidence-based: make use of timely, complete and accurate information. Implementation processes are monitored based on data metrics (CURIOUS).
- e. we employ Learning Analytics to strengthen student-centricity, improve study performance and improve the quality of education (CURIOUS, CARING)

5. Optimal support for teaching, research & impact (cont.)

- e. we operate as a professional organization (institution) where faculty are trusted to act based on shared goals and values - rules are minimized and simplified (CARING)
- f. to assure long term financial health of the school we aim for stability in our market share in inflow and improving the study success (lower drop out rates) which results in a slight increase in the total student numbers.
- g. to make possible the accomplishment of the ambitious (strategic) HR goals, we advocate for a more HR capacity within / available to the School
- h. we improve provision of information to staff members
- i. we improve in interface between academic staff and support (e.g., one stop shop support)
- j. we invest in hybrid work infrastructure

Main risks and strategic lines that address them:

1. Decline in student inflow and total numbers

Strategic action lines that address the risk: 1 i, 2a - j, 3 e, 5e, 5g

2. Difficulties with securing the (research and teaching) talent we need in the competitive labor market

Strategic action lines that address the risk: 1b, 1c, 1d, 4a - d, 4f - i, 5c

3. Shifts in the government funding of higher education (e.g., decrease in funding per student)

Strategic action lines that address the risk: 1h, 3e, 3g, 5g

4. External factors out of our control (e.g., Corona)

Strategic action lines that address the risk: 5a, 5b, 5d, 5f

Input used in arriving at TiSEM strategy 2022-2027

- Research accreditation report 2021
- Input sessions with all functional groups within the School
- Education strategy session and strategy work groups
- Consultations with student groups
- Dialog sessions of the Recognition & Rewards program
- Diversity & Inclusion report of Anne-Wil Harzing
- MT sessions (plus a joint one with HoDs) with an external strategy coach
- Consultations with the Heads of Departments and heads of staff
- Discussion in the Faculty Council Consultation with the Societal Advisory Council

Mission of TiSEM 2018-2021 (*for comparison*)

- Our **mission** is to contribute to the development and transfer of knowledge at a top level in all the main fields in business and economics.
- Our **ambition** is to be among the best in Europe in all our fields in business and economics (as measured by rankings), to strive for academic excellence in scientific research and in teaching, and to create societal impact.
- Key priorities:
 - EXCEL: Our disciplinary research base is a precondition for high-quality academic education and relevant, impactful research. Our priority is quality, not quantity.
 - INNOVATE: We enhance the appeal of our educational programs through continuous portfolio innovation and an innovative teaching culture.
 - CONNECT: We establish, develop and capitalize on focused partnerships in all of our research and educa

TiSEM strategy 2018-2021

AMBITIONS



Excel

Maintain scientific excellence being among Europe's top-ranked Schools of Business & Economics



Innovate

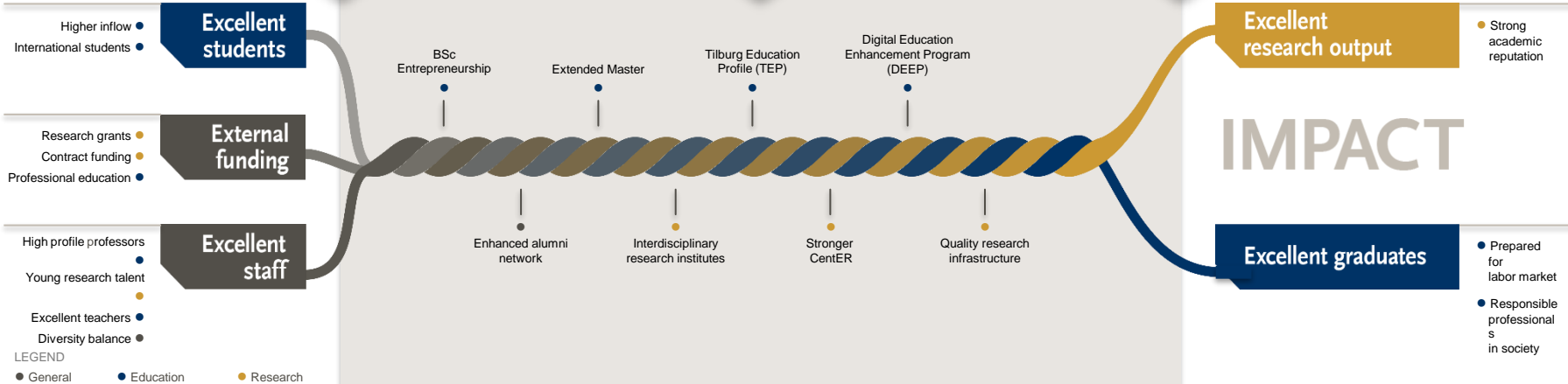
Become a catalyst of innovation to boost student inflow and ensure societal relevance and impact



Connect

Engage with and impact science, business and society through high quality fundamental research

ACTIONS



IMPACT

School of Economics and Management

Link to the previous strategy

- The 2022-2027 TiSEM strategy builds on the 2018-2021 strategy while responding to new developments
- What we did accomplish in the course of last 5 years:
 - ✓ maintained and improved our scientific excellence and standing in the international rankings
 - ✓ through innovation we boosted student inflow (also international) and increased societal relevance and impact
 - ✓ attracted a lot of young research talent
- We made various efforts but did not get as far as planned in terms of tangible output:
 - increasing external funding
 - improving gender balance
 - preparing students for the labor market
 - engagement with business and society through our fundamental research