



RSM  
**Student  
Representation**

# **Policy Plan 2021 - 2022**

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# Preface

Dear Stakeholder,

This document contains the Policy Plan of the Stichting RSM Student Representation (SR) for the academic year 2021/2022. First, it introduces SR through a short view back into the past, the current state and long-term vision. Subsequently, it describes the current internal structure within the organisation, as well as external partners. Further chapters depict the main part of the policy plan. It describes the broad direction that SR will follow in the upcoming year, planned activities, and the contribution of this board towards long-term goals.

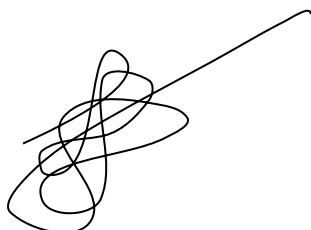
SR is an important organisation within the RSM faculty. It enhances the quality of education, which benefits both students and lecturers. It encourages the entrepreneurial spirit that the city of Rotterdam and Rotterdam School of Management are known for, by bridging the gap between both sides of the lecture hall and discovering creative solutions and innovations concerning education. Moreover, SR brings together many engaged students and enables them to learn about the inner workings of the faculty. It should come as no surprise, then, that many SR volunteers find their way into various participatory bodies, in which they influence policy and shape the future for both our faculty and the Erasmus University. The organisation should be proud of itself, especially with being officially recognised by EUR since this academic year .

Still, many exciting challenges are up ahead; the Covid-19 crisis is still amidst us, which means the education does still not take place fully on campus, as well as a new venture of SR with the (Pre-)Master programmes. Personally, SR has played a significant role in our lives last year. In our role as volunteers, and within the Marketing and Events Committee we have gained valuable experience, made invaluable friendships, and are proud to have contributed to the quality of education at our university. As a board, we are keen to display our passion again this upcoming year. A smooth transition has established the foundation for us to pursue our goals right from the outset. Therefore, we want to thank the previous board for its guidance in the past months. We also want to thank all our predecessors for guiding the organisation to where we are now.

Best regards,

On behalf of the board,

Lilian Florence Paardekooper  
Chairwoman of Stichting RSM Student Representation

A handwritten signature in black ink, consisting of a series of loops and a long, sweeping line extending upwards and to the right.

# Introduction

## 1.1 History

In 1985, a group of students started an organisation with the main goal to improve the quality of education of the Bachelor programme 'Bedrijfskunde' (Business Administration). They called the organisation 'De Studentvertegenwoordiging' (SV); an organisation to represent the students. Business Administration students could approach the representatives from SV to express their concerns or problems. Thereafter, SV tried to resolve the given issue by talking with the associated departments within the Rotterdam School of Management. The next couple of years, SV became more structured; there were two representatives for each course, helping to gain feedback on different subjects (e.g. the literature, professor, or exam). Due to its success, students from the Bachelor study of International Business Administration started their own organisation, called the Student Representation (SR). They shared the same core responsibility and goal of giving students a voice by using feedback to improve the quality of their programme.

In 2008, SV and SR decided to merge their respective organisations; Student Representation was officially born (again), representing both BA and IBA. From this point, SR became an official intermediary between students and the RSM staff. It had grown in Success Stories and added different features to make handing in feedback easier. Not only could students talk to representatives, they could also use social media or the SR website.

In 2011, SR added a new section of representation: Programme Advisory. This committee focused on a more general view of the programme instead of course-related feedback. Students could hand in their feedback regarding academic procedures, such as examination, general studies and the 7<sup>th</sup> trimester. With this, the programme as a whole improved.

In 2015, SR started expanding further by also representing the minors given at the Rotterdam School of Management. Given the project's immediate success, it has continued ever since.

In 2016, SR became a legal foundation, giving it increased rights as a student organisation.

In 2018, SR became part of RSM's exam regulations, which has increased our credibility and importance.

In 2019, RSM has introduced a new curriculum for cohorts starting in the academic year 2019/2020. As a result, SR's board structure was changed following upcoming alterations to the IBA and BA bachelors. As a result, the Third Year Coordinator position was introduced. This individual will be responsible for all Block 9/10 activities (exchange, internship, minors, etc.) in order to increase their credibility. Moreover, they will be responsible for all IBA and BA Block 11/12 representatives. This has been done to account for the track specializations the students will collectively follow at the end of their third year.

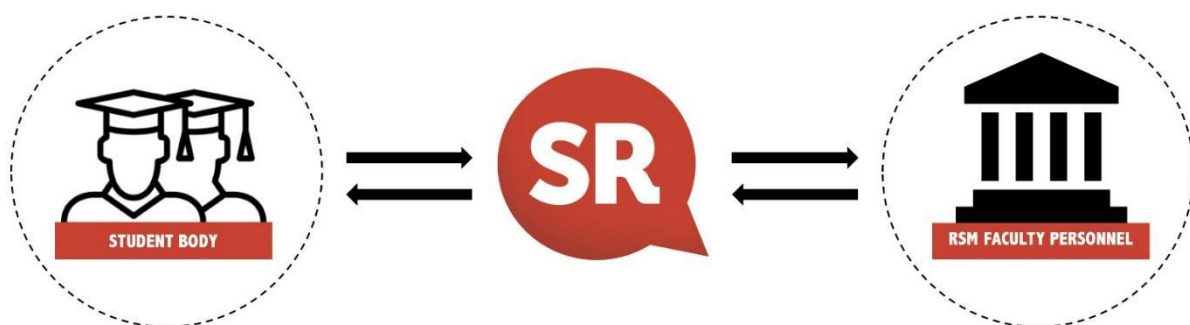
In 2021, SR underwent two expansions, namely into the RSM Master as well as the Pre-master programs. Moreover, SR started collaborating with professors even more closely with the introduction of BusinessMonitor. Another achievement of SR in 2021 has been the official recognition by EUR. This results in students become eligible for a certificate of EUR and SR has gained exposure on the EUR-website.

## 1.2 The organisation now

Currently, volunteers can take different positions, within different committees. These positions will all be discussed in detail later in this report. All volunteers wish to either gain feedback on the programme or courses, raise awareness on SR's operations and communicate the value SR can create for students and professors, or to organise activities that bring students and professors closer together. Due to Covid-19, the organisation has run online for a whole year. Now, the organisation is ready to return to the office and improve education even better, within both bachelor and (Pre) Master programmes.

## 1.3 Mission and vision

RSM Student Representation's mission is to improve the quality of education within RSM, by facilitating and improving the feedback exchange between the student body and faculty personnel.



As can be seen in the figure above, SR is the intermediary between the students and faculty. It is the chain that makes sharing information and gaining feedback possible. This comes to expression in the evaluation students give, reports written by student representatives, as well as the guarding of the quality of RSM's education in both the BA and the IBA programme.

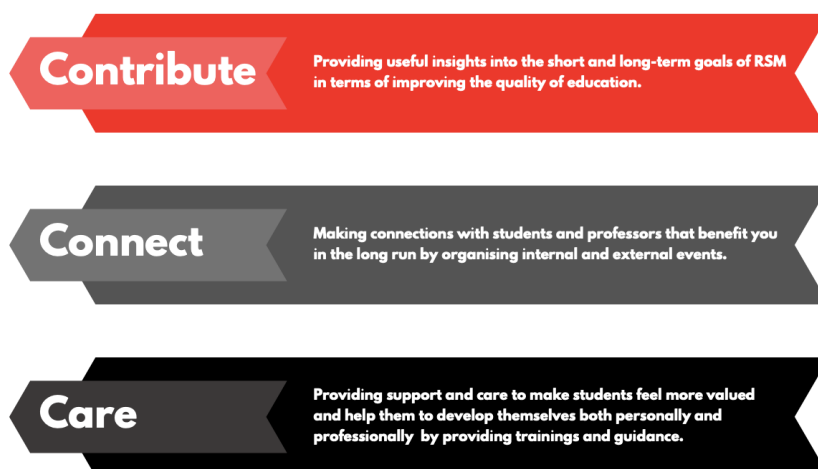
Our course representatives have the responsibility to facilitate the communication between the students, professors and course coordinators. Students who have an opinion about the current state

of education can express this to the representatives in person, via email or WhatsApp, and in our surveys. Furthermore, by creating online systems to gain feedback, it becomes easier for students to express their opinions through different mediums, allowing students more possibilities to speak their minds. Students are represented by two or three assigned course representatives. The student representatives will gather, summarise, forward and discuss the feedback students give with lecturers and coordinators. With this, the professor has a structured way of viewing students' opinions. Together with the representatives, the professor can decide on solutions to the problems.

Representing students in the respective courses is not the only thing the Student Representation focuses on. To improve the academic programme as a whole, SR uses both an internal as well as an external mechanism. Internally, SR has added the Programme Advisory Committee, which investigates the opinion of students on issues that go beyond a single course. Instead of collaborating with professors, the Programme Advisory Committee works together with various stakeholders within RSM. The Programme Development Committee works together with Programme Management and the Student Advisers to research the overall educational environment at RSM, the Internship & Exchange committee collaborates with the International Office and Career Centre to evaluate the internship and exchange during the third year and the Examinations Committee works together with the Examination Board to assess the examinations at our faculty.

Externally, SR creates an impact on the educational quality through the presence in different external commissions and councils; our aim is to be represented in the faculty council, programme committee and university council. By participating in these groups, we can communicate feedback between all stakeholders within the university. This is highly important for several reasons, which go beyond the scope of a single course and can therefore not be dealt with by representatives. With this mechanism, SR can use the common points of perspective from the student body to implement them into the decision making of the faculty and university.

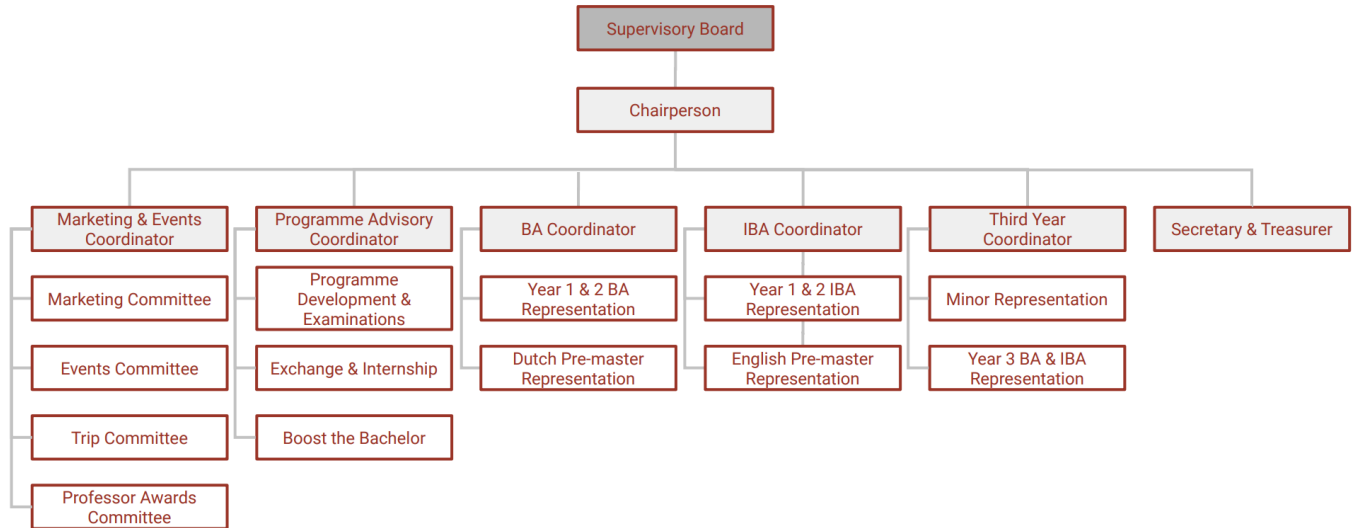
## Three pillars



SR can be defined with three pillars: contribute, connect, and care. As explained above, SR provides useful insights into the short- and long-term goals of RSM in terms of improving the quality of education. SR makes connections with students and professors that benefit both the student body and faculty in the long run. This is done by organising numerous internal and external events. SR cares about the students as well. The organisation provides support and care to make students feel more valued. Besides that, students are given the opportunity to develop themselves through the trainings provided by SR.

## 2. Organisation

### 2.1 Organogram



### 2.2 Functions within the board of SR

We will now elaborate on the different positions within the board of SR, which can be identified as the red parts of the organogram. The board consists of seven members and each of us has his/her own responsibilities and tasks. All board members can be seen in the following picture from left to right: Ata Engin, Xin Yun Stiemsma, Turan Gadzijev, Lilian Florence Paardekooper, Tom Robert van Slijpe, Bo Carmen van den Berg, and Hilde Dales.





**The Chairwoman**

The Chairwoman, Lilian Paardekooper, has the final responsibility for every action taken by the board and all the tasks carried out by SR. The chairman should be able to justify every action that has been taken by the rest of the board. They are personally responsible for the policy executed by SR and for the communication of the plans to all important stakeholders. The tasks the chairwoman is responsible for, are:

- The daily management of the SR
- Monitoring all board members and keeping track of their progress
- Determining the policy and communicating it to members and stakeholders
- Solving conflicts within the SR board
- Chairing public meetings, such as General Meetings with members, meetings with external committees and council meetings
- Carrying the final responsibility for the recruitment and selection processes for new volunteers and a new board
- Involving and motivating the board by organising social activities
- Ensuring openness in the organisation and letting members participate in important decisions
- Controlling all information streams to external parties as well as within the SR, to ensure a clear viewpoint of the SR
- Assuring the actions carried out by the board of SR and its volunteers are in line with the long term vision of SR
- Training and being the point of contact for the Msc. Programme committee members

**The Secretary and Treasurer**

The Secretary and Treasurer, Turan Gadzijev, is responsible for all administrative actions and activities.

The following tasks lie within the duties of the Secretary:

- Formulating the annual budget and spendings report
- Keeping track of all incomes and outcomes
- Taking minutes of both general and board meetings
- Keeping records of all SR Volunteers, which includes personal- and contact details
- Contacting volunteers and external parties if needed and requested upon
- Maintenance and improvement of SR office space and facilities

Within a foundation, there is no official position for the Vice-Chairman. However, the Secretary, in this case Turan, will execute the Chairwoman's tasks in the case of absence. Furthermore, he will be responsible for monitoring the actions taken by the Chairwoman to ensure that she fulfils her responsibilities.

The Treasurer is responsible for the financial management and performance of SR. He is to monitor the fiscal expenditures of the organisation in accordance with the budget. Furthermore, the Treasurer is expected to estimate the budget needed for the upcoming year and to write the budget proposal for the financial department to approve. The budget plan must be set in the best interests of the organisation; hence the funds should be spent as efficiently and effectively as possible. Additionally, the Treasurer handles all the expense declarations of the board members and the payment of all incoming bills. Once a year, all expenses should be checked, summarised and recorded in an annual

report. These will be sent to the Financial Department of RSM and will be published for the Kamer van Koophandel (Chamber of Commerce) and all other stakeholders on our website ([www.rsmsr.nl](http://www.rsmsr.nl)).

### **The BA & Dutch Premaster and the IBA & English Premaster Coordinator**

For executing the main task of SR as an organisation, representing the students, there is both a BA & Dutch Premaster coordinator, Tom van Slijpe, and an IBA & English Premaster coordinator, Ata Engin.

Their responsibilities are:

- Recruiting, selecting, and training suitable representatives for every BA, IBA, and Pre Master courses.
- Efficiently forwarding feedback to representatives, professors, and Programme Management
- Supporting all representatives in successfully accomplishing their tasks
  - Gathering feedback and drawing conclusions from it
  - Writing high-quality reports
  - Creating a standardised format for all reports
  - Meeting with the professors
  - Setting up value-adding infographics
- Forwarding the reports to Programme Management
- Distributing feedback on broader issues to the concerned committees and councils
- Informing the student body about SR achievements
- Organising regular opinion panels for selected courses

### **The Third-Year Coordinator**

The Third-Year Coordinator, Bo van den Berg, has the same responsibilities for the minor courses and the third year of the BA and IBA programmes as their respective coordinators have for the first and second year. Furthermore, the Third-Year Coordinator is involved in the Boost the Bachelor process to ensure continuous improvement of the curriculum and to achieve optimal results in the current bachelor restructuring. The responsibilities of the coordinator are:

- Recruiting, selecting, and training suitable representatives for every BA, IBA and Minor course
- Efficiently forwarding feedback to representatives, professors, and Programme Management
- Supporting all representatives in successfully accomplishing their tasks
  - Gathering feedback and drawing conclusions from it
  - Writing high-quality reports
  - Creating a standardised format for all reports
  - Meeting with the professors
  - Setting up value-adding infographics
- Forwarding the reports to Programme Management
- Distributing feedback on broader issues to the concerned committees and councils
- Play an active role in Boost the Bachelor meetings

### **The Marketing and Events Coordinator**

The coordinator of marketing and events, Hilde Dales, is in charge of supervising the Marketing, Social Events, SR Trip committee and the Professor Awards committees. The coordinator is expected to form the right committees and to assign volunteers to certain projects. The responsibilities of the coordinator are:

- Reflecting upon earlier organised activities
- Interviewing all possible candidates for the committees
- Taking into account that the aforementioned committees have to divide tasks and collaborate
- Selecting a commissioner for the Marketing & Social Events committees, who will have the responsibility of monitoring the other committee members
- Communicating frequently with the commissioner of Marketing & Social Events in order to stay up-to-date about the progress the committees have made
- Organise the Open Feedback Days with the Programme Advisory Coordinator

### **The Coordinator of Programme Advisory**

The Programme Advisory Coordinator, Xin Yun Stiemsma, is responsible for three committees that gather feedback on the programme structure and educational environment of both IBA and BA for further improvements, as well as addressing issues beyond the scope of a single course. This year, the Programme Advisory Coordinator is involved in the process of Boost the Bachelor 3.0 to enable a complete restructure of the Bachelor courses. The responsibilities of Programme Advisory Coordinator are:

- Gathering feedback and relaying it to Programme Management
- Maintaining close contact with and promoting the work of the Career Centre and International Office
- Establishing a close relationship with the Student Advisers (BA and IBA)
- Establishing a close relationship with the Examination Board and exploring new responsibilities
- Playing an active role and representing the student body during the Boost the Bachelor meetings
- Recruiting committee members for the Programme Advisory Committee
- Training the selected Programme Advisory Committee members
- Aiding the PA committee members in organising their opinion panels
- Creating and using a standardised format for feedback collection
- Organising the Open Feedback Days with the Marketing & Events Coordinator
- Play an active role in the Boost the Bachelor meeting

### **General**

The board in general has the responsibility to pursue the goals of SR, which are:

- Guaranteeing the continuity of SR
- Representing the students' opinion regarding the education given at RSM
- Evaluating, guarding and improving the quality of the education
- Having SR function as an intermediary between faculty and student
- Enhancing clear communication to external parties as well as internally
- Motivating and including SR's volunteers to work together
- Ensuring that being active for SR, besides the professional part, is fun
- Recruiting, selecting, and training new members

## 2.3 Functions within SR

After illustrating the positions within the board of SR, we will now further elaborate on the different remaining positions within SR. These are the positions filled by our volunteers and can be identified as the blue parts of the organogram.

### **Marketing and Events committees**

This year, Marketing and Events will again be separated into four committees. The reason for this is the easier supervision and higher effectiveness of coordination of these committees. However, since some projects of the committees will probably overlap, the two divisions will still work together closely.

The Marketing Committee's key responsibility is the promotion of SR, with the main goals of increasing brand awareness and improving direct public communication. In addition to spreading the word of SR as an organisation in general, the committee also focuses on promoting different activities, such as 'Professor Awards' and the recruitment drinks. For communication to the students, the committee uses different tools like social media, flyers, banners and gadgets. Regarding social media, the committee will make effective use of internet platforms, such as the SR website, the Facebook and Instagram Page. By giving stakeholders regular updates about its progress, SR ensures a constant information flow from SR to the student body and other parties.

Regarding events, the Events Committee is responsible for all the internal and external activities with SR volunteers and stakeholders. The events are organized either for our volunteers or for all students, staff and/or professors. The Social Events committee is in charge of creating internal events for all volunteers every 2-3 months. The aim of this is to create a strong bond between everyone in SR so that the organisation can successfully fulfil its goals.

The Trip committee, which is a separate committee, will be in charge of organizing the annual trip to a city in Europe for a weekend. This committee works closely together with the Marketing and Social Events committees in order to make the event as well-known as possible.

Lastly, there will be a separate, small team in charge of the Professor Awards. This is the biggest SR event and therefore it is important to have a small group of dedicated students. As the event approaches, this team will receive all the help they need organizing the event from the Marketing Committee and if needed also the Events Committee.

### **BA, IBA, Premaster (Dutch & English) and minor representation**

As mentioned earlier, representing students is the main purpose of SR and is the main reason why we function as an intermediary between faculty and students. By doing so, we are able to optimally present the opinions and concerns of students. For each bachelor year, two or three representatives will be responsible for one subject per trimester/block and will function as the feedback mechanisms between students and professors.

The most important task of the representatives is to communicate the opinions of students with the professor and faculty. For gaining feedback, SR uses a centralised feedback system. Students can fill in

a form, in an online format. This central system helps with managing, evaluating, and improving the quality of the education at RSM. After gathering, analysing, and summarising the input from students, the representatives have a meeting with the professor to discuss this. During this meeting, the representatives communicate concrete complaints with the professor, which helps solidify the opinions and helps the professor see the raw data that led to the report. Together, the representatives and the professor come up with possible solutions that help improve the course. With this, structural improvements for future academic years are established.

After the meeting, the representatives will write a report to put down the discussed feedback, problems and solutions. These reports are combined and sent to Programme Management for all specific courses to provide up-to-date information on the progress that has been made. The meetings with the professor and the writing of the reports will take place twice a block.

The representation of students will not only take place in the BA, IBA, and Pre Master programmes, but also amongst 15 minors. For this, the Third-year coordinator is responsible and will work together with Programme Management and the minor professors. The procedure for the minor representatives is the same as mentioned above.

### **Programme Advisory Committee**

The aim of the Programme Advisory Committee (PA) is to facilitate the continuous improvement of the academic environment of both IBA and BA. The scope of PA are the Bachelor programmes as a whole, dealing with topics transcending individual course issues. This is mainly done by gathering feedback through surveys and opinion panels. There are three committees under Programme Advisory: Programme Development, Internship & Exchange, and Examinations. PA works together with Programme Management, the International Office, the Career Centre, the Examination Board, the Student Advisers and other relevant stakeholders to identify issues and develop solutions. The committee members collect feedback and formulate reports summarising results, identifying problem areas within their field, and proposing solutions. The goal of the Programme Development committee is to research topics concerning the whole student body on a broader level as for instance, hybrid education or stress among students. Therefore, it is beneficial to stay in close contact with the (I)BA Student Advisers. The Internship & Exchange committee cooperates with the International Office and the Career Centre to gather feedback about the exchange and internship of the third year. Finally, the Examinations committee looks closely at the Examinations part of the student representatives' reports and identifies general problems with examinations at RSM. Additionally, meetings between these committee members and (I)BA student representatives will be organised to inquire additional, more in-depth feedback regarding the examinations. These findings are summarised in a report and sent to the Examination Board.

### **Supervisory Board**

The Supervisory Board consists of four members connected to either SR or RSM. The Supervisory Board consists of Adri Meijdam, the Executive director of the RSM Bachelor Programmes, and Gabriele Helft, the Executive director of the RSM Master Programmes. Furthermore, the Supervisory Board consists of Isabel Boekestein and Raïs Lall Mohamed, who both have experience in being SR board members in the past. During the year, the Supervisory Board focuses on training, monitoring and advising the current board.

## 2.4 External committees & councils

The Student Representation tries to be present in external committees and councils, in order to stay up-to-date on subjects that matter to students within the university or faculty.

### **University Council (UC)**

The University Council is the highest council within the university in which students can participate. The UC advises the general management committee of the university. The council is composed of 24 students, of which half are students from different faculties. The UC has a significant role as no management decision can be made without the consent of the UC. Therefore, the interests of the students are represented. The UC is not only an advisory body, but also has decision-making power.

### **Faculty Council**

The Faculty Council of Rotterdam School of Management, Erasmus University, is an elected body that represents the interests of the RSM Community: employees (academic staff, administrative staff, PhD candidates), and students (bachelor and master). This Council advises the RSM Management Team on all issues pertaining to RSM's educational and research activities, as well as its role in society at large. This year, we have one former SR board member, Malin Holm, as a student member in the council to represent bachelor students.

### **BSc. Programme Committee (PC)**

The BSc Programme Committee is an independent advisory body of the faculty. It discusses all issues related to education and provides solicited or unsolicited advice to the Dean of Education on educational matters. Topics include curriculum design, quality of teaching and examinations, and the study environment. Furthermore, the BSc Programme Committee has the right of consent on some areas of the Teaching and Examination Regulations (TER) but can provide advice on all other aspects. The BSc Programme Committee consists of a secretary, six students, who are always (former) SR members, and five staff members. This year, the BA Coordinator, Tom van Slijpe, and the Programme Advisory Coordinator, Xin Yun Stiemsma, are among the six student members of the committee.

### **MSc. Programme Committee (PC)**

The MSc Programme Committee is the independent advisory body of the faculty for thirteen specialised pre-experience MSc Programmes. It discusses all issues related to education and provides solicited or unsolicited advice to the Dean of Education on educational matters. Topics include curriculum design, quality of teaching and examinations, the study environment, and the thesis trajectory. Furthermore, the MSc Programme Committee has the right of consent on some areas of the Teaching and Examination Regulations (TER) but can provide advice on all other aspects. The MSc Programme Committee consists of one student member and one teaching faculty representative per participating Master's programme, supported by the secretary. The student members are being trained and supported by SR.

## 3. Policy plan 2021-2022

### 3.1 Transition to hybrid education

After more than 1,5 years of mainly digital education due to the Covid-19 pandemic, RSM has announced to go back to physical education, starting with a hybrid form. As this is an important development for students and professors, SR has a significant role as communicators for both. SR wants to keep on offering frequent feedback on how on- and offline lectures are perceived and how students may be encountering possible issues.

SR will develop proactive communication on- and offline between the student body and professors through (WhatsApp) group chats, physical conversations and Canvas announcements.

The digital education section from last year's surveys will be changed into a hybrid education section this year. Here, students can express their preferences on the forms of the courses. As a result, SR will keep track of how the transition from digital to hybrid education is perceived.

The Programme Advisory Committee will also research hybrid education in a more in-depth way. Since hybrid education (emphasising the online element) is becoming the norm, we would like to see RSM remaining in the lead, with innovative solutions for online lectures, workshops and assessment methods. The transition to on-campus teaching including possible examinations will also be evaluated. As a result, short-term issues and solutions, as well as long-term suggestions, will be identified here.

The following changes will be implemented to make a transition to hybrid education run smoothly:

- Facilitating more proactive communication between the student body and professors. This will be done through increased contact with professors and students through not only group chats but also physical conversations after workshops or lectures.
- Making students feel comfortable with on-campus education by providing training and events.
- An emphasis on the transition from digital education to a hybrid or even full-physical form of education within the Programme Advisory Committee, to reflect on possible issues and create innovative solutions for the present and future.



### 3.2 Raise more awareness for SR both internally and externally

In the previous years, SR has been noticing that there is still room for improvement regarding the awareness of the organisation both internally and externally.

For students, we want to make sure SR catches their attention. Often students identify SR only as student representation, and consider the representatives the only position SR has to offer. However, there are many more ways to participate in SR, such as the Programme Advisory Committees and the Marketing and Events committees. External parties regularly forget these Committees.

For the awareness of the organisation as a whole, the Marketing Committee will work on identifying properties where SR can add value. These include: thorough content plans for the SR website and social media, seize opportunities for mutually beneficial collaborations with external parties and execute an employee branding strategy to ensure that SR volunteers are intrinsically motivated.

A new website will be created this year to have a website which can be edited easily. The website will also result in a more professional and clear appearance for SR.

To address not only SR members, but all students as well, SR will provide trainings accessible for every student. These trainings will cover topics like offline exams, public speaking or effective communication.

To decrease the unfamiliarity with the Programme Advisory Committee, both within our organisation as well as externally, PA will have more social media presence. Success stories of Programme Advisory Committee members will be shared more often and the committee members will be featured more prominently. Events for all SR volunteers, including PA committee members, will be organised as well. Here, all committee members and student representatives will be together to bond with each other. Lastly, to involve the Programme Advisory Committee within the organisation, the Programme Advisory Coordinator will collaborate with the BA, IBA and Third-Year Coordinators to organise PA opinion panels together with their student representatives participating. These will be focused on PA's research topics, assisting PA with direct feedback, through the eyes of students, as well as, amplifying the exchange between the committees.

To create overall synergy within the SR association, M&E Committee members will be encouraged to interact with student representatives and PA Committee members to facilitate knowledge transfer. Besides that, the M&E Committee will show more of their activities on social media, such as the preparations for the Professor Awards or the SR Trip, so that external parties can see what an M&E Committee contains.

To boost the recognition of SR as a whole but also the PA and M&E Committee apart, the following actions will be taken:

- SR will provide trainings covering topics which all students can benefit from.
- More Success Stories of the organisation will be shared via a blog on the website and on social media.
- M&E and PA Committee members will be encouraged to take part in the representatives' surveys and vice versa
- Involving all SR volunteers in large scale events to get to know each other and each Committee.



### 3.3 Improvement of feedback collection mechanisms

To develop the collection of feedback even more, two changes will be implemented in the upcoming year: the Business Monitor tool and Opinion Panels.

Last year, the SR Board already tried to change their feedback collection mechanisms from Google Forms to Business Monitor. However, due to some technical issues, Google Forms was still used for the longest period of the year. This year, Business Monitor is ready to be implemented into SR's feedback collection methods.

The Business Monitor will be used as an in-class tool. It will lead to a more collaborative feedback collection process together with the professors where they will be able to analyse results as well.

SR wants to give the professors and the Student Representatives the choice between Google Forms and Business Monitor. From September onwards, the (I)BA and Premaster coordinators will discuss to what extent the professor and SR want to collaborate in every pre-block meeting. If the professor emphasizes on wanting to use Google Forms, an exemption for the Business Monitor tool will be made.

The Programme Advisory Committee will be exempt from this, as its questionnaire requirements exceed the options available in the Business Monitor tool, under which its quality of research would suffer. For this, Google Forms will still be used.

The Business Monitor tool prevents redundancy and thus double work. SR will take a leading role in this by using their expertise and brand. Business Monitor also provides SR with a new sense of professionalism, work even closer together with professors, and an opportunity to improve its practices of feedback collection.

As the Business Monitor tool is still a bit unfamiliar to both SR and professors, the choice between Google Forms and the tool is a great way to always fall back on Google Forms again.

Since this demands some adaptation from the organisation, both board members and representatives will be trained thoroughly to work effectively with this Business Monitor tool. Involved parties will constantly be kept up to date about the developments of the tool to keep on improving this mechanism.

Moreover, in previous years SR has been struggling a lot with the participation grade and effectiveness of Focus Groups. For this reason, the so-called Focus Groups will be changed into Opinion Panels. This will be a new form of Focus Groups where we focus more on the effectiveness of the feedback. Students will still be able to speak their minds but in smaller groups. There will be a maximum of 5 participants and will be led by a representative. There will be a slight change in the structure of the opinion panels, but the overall goal of the former focus groups will remain the same.

The following changes will be implemented to improve the Feedback collection mechanisms:

- Thorough training of the board and student representatives, to ensure all volunteers feel comfortable with Business Monitor and know how to collaborate with professors.
- Giving both SR and the professors the choice between Google Forms and Business monitor to fit with everyone.
- Focus groups will be replaced by Opinion Panels with priority laying more on the participants and effectiveness of the feedback.

### 3.4 Long-term (>1 year) goals

#### Maintenance and enhancement of (Pre-)Master Venture

After having this as a goal for many years, the (Pre-)Master venture has finally launched, starting this academic year 2021-2022. This venture has been developed to let (Pre-)Master students speak their voices as well.

SR will play a role within the masters by guiding the Msc. Programme Committee members. This will be done by giving training at the beginning of September to share SR's expertise on collecting feedback with the Msc Programme Committee members. The Msc Programme Committee members will receive the usual Student Representative training. Furthermore, the Msc Programme Committee members will be connected with SR through regular contact, inclusion in SR's events, and access to SR's resources and expertise. SR will stay in touch with the MSc PC by forming a task force with SR's board members and PC members to gather feedback about the Master venture on how to enhance this venture and include the (Pre-)Master students within SR.

Both Pre-Master programmes will be provided with representatives to represent the courses taught in their respective programmes.

Therefore, the IBA coordinator will take care of the International Pre-Master representatives and the BA coordinator will guide the Dutch Pre-Master representatives. During the year, a task force will be formed within the board to explore how to improve the pre-master representation even more.

Although last year SR was planning on organising the Master's Professor Awards, RSM has indicated to organise it by themselves. This way, SR will not be able to organise the MSc Professor Awards this year. However, SR still sees this as a great opportunity for the future. Hence, this year's board will make a plan for the Master Professor Awards for their predecessors, so that the next board members can organise this event being prepared in the best way possible.

To enhance this venture even further, SR wants to stay in close contact with all of the stakeholders involved in this venture to see what great opportunities lay ahead for all parties.

To make the first year of the (Pre-)Master Venture run smoothly, the following actions will be taken:

- Stay in close contact with Executive Directors, Academic Directors, Professors, Programme Management and the Programme Committee to receive and give feedback on the venture.
- Make sure the board masters the (Pre-)Master programmes and can set a clear strategy for the next year's board.
- Give (Pre-)Master students a feeling of welcome at SR by including them in our communication channels and events.

## Engagement with all members

The engagement of members can be improved for several dimensions; all the volunteers in general and the Dutch volunteers in particular.

Last year, during the Covid-19 pandemic, fewer events were organised or could take place. SR volunteers got less engaged with the organisation. Now, with education coming back to campus, SR is motivated more than ever to get that strong bond back between SR volunteers. With the (Pre-)Master venture included, the organisation will have more volunteers than ever. Therefore, it is crucial to give all volunteers still this family-like feeling of SR.

We want to gain engagement back by several actions. First, we will give all new volunteers a welcome gift as soon as they have joined. In addition to this, as already mentioned, volunteers will get a professional picture taken.

SR wants to organise more (offline) internal events, which will be events for all single committees, but as well events for SR as a whole. An overall more personal approach will be taken to make sure that the SR volunteers feel heard and seen. Additionally, regular feedback within the organization will be gathered to identify improvement points for SR. The performance of these efforts will be measured through the in-/external meetings participation rate and deadline punctuality for tasks. When these indicators reach an overall percentage of 90%, SR will deem its efforts successful.

Including more Dutch students, especially the BA students, has been an objective already for many years. Although we are extremely delighted by the fact that the board 2021-2022 consist of five Dutch members, there is always room for improvement.

SR will stimulate Dutch members, both IBA and BA, to stay engaged with the organisation by giving a welcome message to each of the new Dutch members written in Dutch. We will make sure that the Dutch volunteers are also working together with IBA students to encourage more inclusiveness from both sides. During all our events we will organise, we will make sure that there is enough attention put on the diversity of the SRians. This will be done by mixing up the Dutch students with international students. Because of the high number of Dutch students in the board, there will always be a possibility to rely on the board members and give feedback as well.

Besides that, we are working on having the website offered in Dutch as well as a blog with IBA and BA updates.

Actions that will be taken to enhance engagement with SR:

- Offer a welcome gift to all volunteers with a personal note
- Organise more events, accessible to all members. This can vary from informal events to formal trainings.

Practices that are required to develop more Dutch inclusion:

- Give all Dutch volunteers a Dutch personal note with their welcome gift.
- Make sure Dutch members collaborate with international students to create inclusivity.

## 4. List of activities

Throughout the year, SR will organise different activities. They serve dissimilar purposes: internal activities are organised to bring volunteers together and thank them for their services throughout the year, external activities are mostly set up with the main goal to bring students and professors together.

The following activities will be organized this year:

- Members' day: during the course of the first trimester, the committee organises one day filled with fun, social activities so all new and old volunteers will be able to get to know each other.
- General Meetings: during the year, at least three General Meetings will be organised, where the board and volunteers come together to talk about the recent progress within the organisation. Though the general meeting itself will be set up by the secretary, the Social Events committee will be responsible for the social activities during the evening.
- Drinks with your Professor: the events committee (together with the marketing committee) will be organising a "Drink with your Professor" event where students and staff come together to socialise.
- Social activities: the events committee will organise multiple activities throughout the year, which give volunteers the opportunity to meet each other and to close the gap between different committees, studies or years. Examples of these activities are the SR Birthday which will be celebrated, a Christmas dinner and a "looking back" event. Which activities exactly will take place strongly depends on the input of the Social Events Committee.
- General trainings: these trainings will be organised for all university students. The trainings will be covering crucial topics for students to boost their soft and hard skills, such as Excel, offline exams, public speaking, goal-setting, and effective communication. More trainings will be organised later on in the year.
- SR Trip: closer to the end of the year, most volunteers of SR will go on a trip together to a city somewhere in Europe. In previous years, this has been proven to be the most successful internal activity, as it gives most volunteers a chance to meet people they have not met before.
- Bachelor's Professor Awards: the professor awards committee will be organising this activity from the start of the year onwards. During the year, students can vote for the best professor of the trimester, which will eventually lead to the best professor of the year. Somewhere around May, the winner of the best professor of the year will be announced during a ceremony accessible for all students. Again, this is an opportunity for students to meet the professors and staff outside the lecture halls.
- Ending barbecue: at the end of the year, all volunteers will be thanked for all their hard work during our yearly barbecue. During this event, all volunteers will come together to have dinner and talk about everything that happened during the year. This is the last event of the year.

Besides the events that are organised by the Social Events committee, the Programme Advisory Coordinator and the Marketing & Events Coordinator organise the Open Feedback Days. In November, February and May, SR will be present in various buildings on campus and will proactively reach out to students to get feedback for the Programme Advisory reports and to make them vote for their favourite professor(s). This will also increase awareness of the Programme Advisory Committee.

## 5.Final

## word

This policy plan has given insight into the goals and responsibilities set by the board for the academic year of 2021-2022. The board is free to change these during the year, when deemed appropriate.

Only open and communicated actions are clarified in this policy plan. All plans that are still taken into consideration, thus not open to the public eye, have not been added. Information about these projects will be shown on the website, as soon as they become official.

If you would require any further explanation or clarification about this written document, you may contact the board.

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