

**Date**

5th of March 2024

Subject

Response to 38703 EUR Leadership Policy

To: University Council
Via:
university.council@eur.nl

Our reference

CvB/275.784/EvS/RP

Your reference

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Enclosure

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Dear members of the University Council,

Thank you for your letter containing advice regarding the EUR leadership development programme and EUR leadership policy. Herewith the response regarding how we will deal with this advice.

1. Mandatory vs Optional.

You shared your concerns that the programme is not mandatory for all leaders. We explained that leaders should have intrinsic motivation and that we cannot make all activities mandatory. The inspiration sessions and community activities are designed to be attractive for all leaders to help them develop and connect with peers. Your advice was to keep track of participation for leaders at all levels to see if a change in policy is called for. This is something that will be done. The policy is planned for updating by the end of 2026 and the tracking of the participation in the programme will provide input for adjustments to the policy.

2. Time.

You recommend that the time required for participation in the trainings and community activities is acknowledged and positive incentives are provided (similar to BKO/SKO). Several of the trainings are incentivised through career advancement (e.g. LiA and SLiA trainings as a prerequisite to move to the next step in an academic career). The communities are positioned as a gateway to networking and connecting across the boundaries of faculties and services. Upon completion of trainings certificates will be issued for CV building purposes. Regarding the time required for leadership activities themselves, plans are being made to research and benchmark to advise the revision of the policy in 2026.

3. Recognition & Reward.

You share your concerns regarding the reporting on the progress of the pilot at ESSB from the Recognition and Rewards programme and that the leadership development programme is closely tied to Recognition and Rewards. The leadership policy was created in close alignment and collaboration with the Recognition and Rewards programme. The required culture shift in recognizing and rewarding academics has natural links with how we envision developing our leaders at EUR. They need to be aware of this movement and be equipped with the (soft) skills to engage in meaningful dialogue surrounding development of their employees in line with R&R.

Concerning the evaluation: ESSB has taken several steps that are in line with the Recognition & Rewards programme. Currently the Recognition & Rewards programme team is developing a multimethod framework to evaluate the steps taken within ESSB. The evaluation will be performed in 2024 and is specifically aimed at further development/adjustment. The programme manager of the Recognition & Rewards team can provide a broader update about the Recognition & Rewards developments at EUR to the U-council (date to be determined).

4. 360-degree feedback.

You express your interest in the results of the 360-degree pilot for feedback related to leadership. We aim to have a report ready in the summer of 2024 and the findings will be shared with the university council.

5. Participation from students in EUR-related leadership positions.

You recommend opening up the leadership programme to students in EUR-related leadership positions. Many of the plans for the communities are in place and set up for 2024. We will consider opening up a community for students in EUR-related leadership positions from 2025 onwards.

The Executive Board of Erasmus University Rotterdam,



dr. E.M.A. van Schoten RA
Vice-president