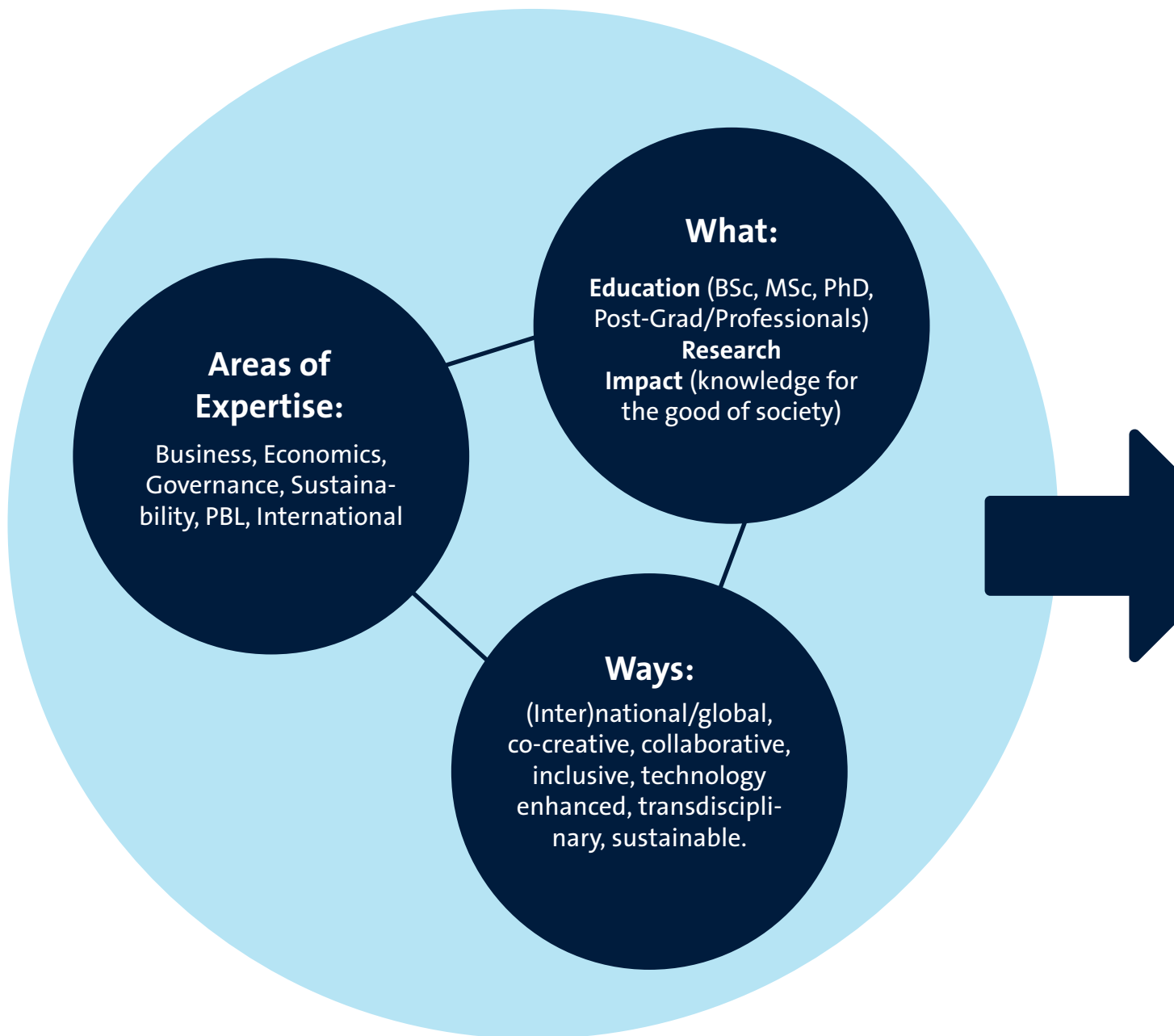


SBE Strategic Renewal

Our vision for Maastricht University School of Business and Economics in 2025 and transformational initiatives to get there.





Based on extensive consultation with staff, students and members of the International Advisory Board during the period October 2019 – June 2020, the Board of Maastricht University School of Business and Economics (SBE) has distilled a vision for 2025.

SBE's efforts will be strategically aligned in support of this vision during the coming five years. Our activities and efforts will, among others, address challenges mentioned in the 'Strategic Renewal 2017-2022' roadmap, but will also account for the cyberattack and COVID-19 crises that SBE recently experienced. COVID-19 has for instance accelerated SBE's transformational educational initiatives.

A group of diverse people, including a woman with glasses and a man with a beard, are gathered around a table, looking at a laptop screen. The background is a soft, out-of-focus office setting.

Our vision for SBE in 2025

As part of Maastricht University, the European University of the Netherlands, **the School of Business and Economics (SBE) contributes to a better world by addressing societal problems, by co-creating knowledge and developing team players and leaders for the future.**

We are recognized as having a positive impact on the local, regional, national and global environment to which we belong.

Identity

SBE is an international School of Business and Economics with a broad scope. SBE's areas of expertise reside in economics, international business, management, public policy, governance and sustainability. SBE offers high-quality research and research-based education for adult and lifelong learners. Our approach is challenge driven, innovative, collaborative, inclusive and based on European values.

As an open and connected community, we are an outward looking member of the international knowledge society. We believe in collaboration and co-creation for a sustainable future. We inspire and are inspired by engaged professionals who appreciate transdisciplinary collaboration. We contribute to society by welcoming different perspectives. We regard integrative problem solving as an indelible element of an integral approach to societal relevant research and learning. Our graduates contribute to society applying problem-solving skills and state of the art knowledge.

Mission

SBE combines a strong commitment to excellent research and research-based education with a focus on our impact on society. Our aim is to generate ideas that advance scientific knowledge and practice, and to educate and train undergraduates, graduates and professionals to function effectively and

responsibly in careers in economics, international business, management, public policy, governance and sustainability. Through these objectives, SBE aims to add value to the society to which it belongs.

SBE's Challenges

Higher education is changing around the globe. Worldwide, SBE's competitors are responding to changing student and societal demands by rethinking educational models. COVID-19 has strongly accelerated the development of online and technology-enhanced learning. The increasing 'half-life' of skills affects our curricula as well as the demand for lifelong learning. In the Netherlands, demographic developments intensify the competition for a decreasing number of potential students. To face these challenges, SBE needs to modernise problem-based learning (PBL) building on the opportunities offered by learning technologies. We need to renew PBL's value as a unique selling point.

Both society and students are calling out to universities to respond to societal challenges, such as the UN Sustainable Development Goals for 2030. The world has gone digital and that represents both opportunities and challenges to societies across the globe. Globalisation also poses challenges to societies. And these challenges are interlinked: sustainable development can be supported by digitalisation. Climate change may affect migration globally. SBE will take up these



challenges in its research, education and its own organisation. By combining existing knowledge at SBE in novel ways, we can co-create new knowledge in collaboration with non-academic stakeholders that will give SBE a distinct profile. We aim to provide a holistic view on Sustainable Development, Digitalisation and Globalisation. For this reason, we have launched the SBE-SDDG Challenge.

SBE is organized in a matrix structure with institutes such as the Education Institute, the Graduate School of Business and Economics, GSX, and the postgraduate school UMIO. Education, research and development are organized in the columns while the departments host the human resources needed for these activities in the rows. This matrix structure has not been fully implemented yet: responsibility and accountability have for example not always been clearly assigned, the financial allocation model is not ideal, and HR processes should be improved, for example to address the leaking pipeline. In addition, SBE is in the process of further integrating the Maastricht Graduate School of Governance (MGSoG) and Maastricht Sustainability Institute (MSI) in the matrix. Finally, it is possible that the Maastricht School of Management (MSM) will also be integrated in SBE. For these reasons, SBE's organisation will need to be further improved with a clear focus on our ambitions with regard to research, education and impact on society.

Strategic approach

SBE aims to achieve our vision for 2025 through three transformational activities that address the three challenges mentioned. These will allow us to transform from where we are today (2020) to where we want to be in 2025. In addition, we have a number of management quality essentials that we need to pay attention to in order to operate SBE more efficiently. The transformational initiatives and management quality essentials are elaborated on the next pages.



Our values

Maastricht University School of Business and Economics

International

Fostering sustainable
development

Inclusive

Connected

Co-creative

Transformational initiatives to get to SBE 2025

SBE has chosen three focal areas for the 2020-2025 period:

1. **Sustainable Development**
2. **Digitalisation**
3. **Globalisation**

These focal areas have been chosen because they represent both global trends and societal challenges. SBE already has expertise in these areas that can be harnessed to address the challenges – especially when combined in novel ways. The three focal areas will guide our efforts in research, in education and in our operations.

Based on SBE's strategic identity, mission and vision for 2025, SBE will focus on three transformational initiatives that will address each of the three challenges that SBE faces in education, in research and in its organisation.

1. **Technology-enhanced PBL/education**

A modernisation of PBL and rethinking of education in terms of content and delivery.

2. **SBE-SDDG Challenge**

A call for co-creation of new knowledge across disciplines and with society within the three focal areas: Sustainable Development, Digitalisation and Globalisation.

3. **Organisational Development**

Continued development of our organisation in order to address the challenges in our organisation, be it in HR (the leaking pipeline, work/life balance, recognition and reward of academic performance) or in governance (RACI) or in terms of the further integration of MSI and MGSOG and possibly MSM.

SBE beyond 2025

Next to the three transformational initiatives, the board will continuously invite the SBE community to help shape SBE both in the short as well as in the longer run.

In this envisioning process, the school is challenged to dream and brainstorm on issues such as:

- In what direction is society headed?
- In what direction is higher education headed?
- How can SBE contribute to this?

Management Quality Essentials

In 2019, the board defined the following management quality essentials covering the practices and processes needed to run SBE efficiently. These will still need attention in the years to come. The COVID-19 pandemic added another dimension to this. Currently, the 1.5-meter society in particular affects almost all aspects of our organisation.

Education

- Educational portfolio
- Quality agreements
- Internationalisation
- Community building
- Innovation

Organisation

- HR development
- Organisational development, including a financial allocation model that supports the primary activities
- Scale advantages in primary processes

Lifelong learning

- Anchor and integrate UMIO in SBE
- Engage staff in lifelong learning

Research

- Quality
- Integrity
- Visibility and societal impact
- Co-creation
- Funding
- International collaboration

Note that, at the time of writing, SBE is still discussing closer collaboration and possible integration of Maastricht School of Management (MSM) with the Executive Board of Maastricht University and with governing bodies of MSM.



Future

1. We still do PBL and the International Classroom, but supported by technology.
2. We contribute to transdisciplinary research in SDDG, in ways that we need to develop together with societal stakeholders.
3. Our organisation will have a functioning matrix and we will be well equipped to support initiatives.



Strategic overview – SBE in 2025

Our vision for SBE in 2025

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Identity

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Mission

We combine a strong commitment to excellent research and research-based education with a focus on our impact on society.

Values

SBE is international, inclusive, connected, co-creative and fosters sustainable development.

Challenges:

1. Higher education is changing around the globe. We need to renew PBL's value as a unique selling point.
2. Society and students are calling out to universities to respond to societal challenges. By combining existing knowledge at SBE in novel ways, we can co- create new knowledge together with non-academic stakeholders. That will give SBE a distinct profile.
3. The matrix structure is not optimized to support our ambitions. We need to integrate new units. We need modern HR policies to retain and attract talent. SBE's organisation needs to be further improved with a clear focus on our ambitions with regard to research, education and impact on society.



Transformational Initiatives to get to SBE 2025

1. **Technology-enhanced PBL:** modernise/rethink delivery supported by technologies.
2. **SBE-SDDG Challenge:** create new knowledge across disciplines and together with societal stakeholders.
3. **Organisational Development:** make our organisation work in support of our vision.



Management Quality Essentials to run SBE efficiently

- A. **Education:** portfolio, quality assurance, internationalisation, community building.
- B. **Lifelong learning:** anchor and integrate UMIO in SBE, engage faculty in executive education.
- C. **Research:** quality, integrity, visibility, impact, funding and collaboration.
- D. **Organisation:** HR development, financial allocation model, scalability of primary processes.

Let's do this together!

School of Business and Economics

Matrix structure

Dean

Associate Deans

Managing Director

Education Institute

UMIO

GSBE

GSX

CSDBR

DDO

EEO

Finance

HR

IRO

IT&F

M&C

PDQA

RSO

AIM

DAD

ERD

FIN

MILE

MGSOG
Merit

MPE

MSCM

MSI

OSE

QE

ROA

