

Profile for chair of the Executive Board



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THE HAGUE
UNIVERSITY OF
APPLIED SCIENCES

Profile for chair of the Executive Board

The chair of the Executive Board is part of a collegial and complementary Executive Board. The chair thereby meets the profile applicable to all members of the EB, whereby additional result areas apply.

Educational vision and Institutional plan

The [Institutional Plan](#), the [Educational Vision](#) and the [Research Framework are decisive factors for The Hague University of Applied Sciences](#).

The Institutional Plan *Global citizens in a learning society. The Hague University of Applied Sciences en route to 2020* is the answer to the developments and challenges facing The Hague University of Applied Sciences. To that end, The Hague University of Applied Sciences is strategically committed to further increasing its international profile, promoting global citizenship and establishing a networking university of applied sciences. In 2019, the Institutional Plan was extended to 2022.

The Educational Vision and implementation of the Institutional Plan. There are therefore three main principles for The Hague University of Applied Sciences:

- All graduates leave The Hague University of Applied Sciences as global citizens.
- The education is characterised by inclusiveness
- The education is activating, challenging and feasible.

The strategic research policy focuses on five ambitions:

1. More effective exchange and cohesion between research and education.
2. Improving the impact of research on professional practice and on society.
3. Focus: on developing the research themes in greater detail and focusing research accordingly.
4. Quantity: expanding the volume of research.
5. Quality: continuing to improve and embed the quality of research in education.

The task

Based on the educational and research vision and the institutional plan, the Hague University of Applied Sciences has, in recent years, laid the foundations to improve the quality of education and research, student satisfaction and staff satisfaction. Partly based on this perspective, in autumn of 2018 a procedure was started for the institutional audit on quality assurance¹, which was completed at the start of 2020.

1 The institutional audit on quality assurance (ITK) is a periodic, external and independent assessment of the internal quality assurance of an institution. Internal quality assurance comprises both the quality-centred culture as well as the internal quality assurance of an institution. This audit established that the internal quality assurance system combined with the quality-centred culture ensures that the internal vision of good education will be realised. The provisional results of the ITK confirms the course being taken by the university of applied sciences and is positive, subject to conditions.

The task for the coming years is to continue this development in a result-oriented and steady manner. As an internal and external figurehead, the chair manages this task. The preparations for the new Institutional Plan (ready no later than end-2022) forms a part of this. The chair focuses on this goal and on sharp profiling, and directs their (educational) leadership at the organisation of The Hague University of Applied Sciences. The focus on the implementation of the chosen course takes place with a good balance with the external orientation of the university of applied sciences as part of The Hague knowledge and education region and for the social contexts in which THUAS operates. The chair is engaging, decisive and approachable, energetically supports THUAS' "story" and encourages innovation and participation.

The following results areas apply to the chair:

Presidency

- Oversees the policy and decision-making cycle, aimed at transparency and good governance.
- Is a natural connector, who manages in an energetic and collegial manner to oversee the formation of a strong Executive Board.
- Encourages collaboration between the other organisational units focused on a professional and learning organisation.
- The chair shares with the two colleagues the responsibility of ensuring transparent communication and interaction with the Board of Trustees and the General Council.

Portfolio

The members of the EB are jointly responsible for every topic. The chair has the casting vote for a number of aspects. Considering the mutual complementarity and the profile of the current members of the Executive Board, the current distribution of the portfolio between the chair and members of the Executive Board forms the premise when appointing a new chair. The current division of tasks within the Executive Board is included in the [Appendix](#). Different aspects within the distribution of the portfolio can be emphasised based on the background, affinity and experience of the chair to be appointed.

A component in the distribution of the portfolio is that all members of the Executive Board manage a faculty and/or service. In any case, the chair is responsible for one faculty. Finally, the members of the Executive Board have sufficient affinity with all portfolios to function as critical discussion partners for colleagues.

Competencies

The chair has at least the following competencies:

- **Strategic management** - Reflects on trends and developments and knows how to translate them into the future role and position of The Hague University of Applied Sciences. Develops an inspiring and appealing vision for the future.

Formulates the strategy. Integrates information and developments into the strategy. Views matters from a completely new perspective and outside the box. Develops a broadly supported strategy and expresses a commitment to the strategy at all times while focusing on collaboration and participation.

- **Leadership (and educational leadership)** - Provides direction and guidance to the organisation, with a permanent focus on improving education, research and supporting services in mutual collaboration by creating the right preconditions and encouraging collaboration, commitment and team spirit.

Knows how to make the organisation's mission and vision more concrete. Formulates clear long-term goals and gets staff members enthusiastic about these. Creates a clear link between the goals and improving the learning results of students. Expresses the organisation's vision in a clear and inspirational manner and encourages contributions and interpretations from the organisational units and participation.

- **Focus on results** - Continually pursues results and is focused on continuous improvements.

Pushes the boundaries. Formulates specific performance goals that go beyond the existing standards and require change. In doing so, takes calculated risks and accepts uncertainties regarding the chances of success. Establishes challenging but realistic goals. Commits to delivering unique performances.

- **Impact** - Can use energy and persuasiveness to convince others of a specific viewpoint in order to obtain broad support and consent for plans, ideas or products.

Uses complex persuasion strategies. Builds coalitions and ensures support of participation, among others, based on persuasiveness, while being mindful of other viewpoints. Is visible in the organisation and is able to connect with all internal parties, including students.

- **Relation management** - Is able to build and maintain relevant internal and external (long-term) relationships.

Develops networks. Builds networks with various goals. Brings people in contact through various networks.

Result areas

The following result areas apply to all members of the Executive Board:

Statutory management

- Assumes managerial responsibility and acts as the statutory manager of Stichting HBO Haaglanden.

Strategy

- Assumes responsibility for the development of strategic policy and corresponding planning for the faculties/degree programmes/research and supporting processes.
- Jointly addresses strategic, educational and corporate issues.

Education and research

- Assumes responsibility for (and safeguards) frameworks for the education and research programmes, and for the structure of education and research organisation.

Business operations and finances

- Assumes responsibility for an adequate planning and control cycle and integral quality assurance system.
- Assumes responsibility for timely availability of the necessary facilities and services to carry out the required tasks.
- Assumes responsibility for efficiently achieving goals and safeguarding continuity.

Management

- Manages (a number of) deans and directors.
- Assumes responsibility for optimal collaboration and synergy between the central services, the education in the faculties and the research in the Centres of Expertise.

Position within the organisation and sector

- Assumes responsibility for a recognisable profile in relation to the organisation and professional practice.

Inclusive organisational structure and diversity

Assumes responsibility for an inclusive organisational structure. Assumes responsibility for making optimal use of and increasing the diversity within the organisation.