

## Profile for Chairman of the Executive Board

In view of the expiration of the membership term of Executive Board member Mr J.W. Lintsen, the following profile for an Executive Board member provides the basis for the reappointment process.

### The challenge

The Hague University of Applied Sciences faces the challenge of improving the ratings of the quality of its education and research (Study Guide/accreditation), as well as student satisfaction and employee satisfaction rates. Three aspects are key to overcoming this challenge.

- The goals formulated in the Institutional Plan determine the direction to be pursued. This direction appears to be sufficiently supported within the organisation. However, it is not yet adequately embedded in the development of the education and teams. It requires more concrete points of departure, continuous organisation-wide dialogue on these points of departure, more collaboration between the faculties, educational leadership, team development and targeted professionalisation.
- The service departments play an important role in these developments and the quality of these departments needs to be improved. The reorganisation of the service departments that has already taken place has laid the foundation for this. The formulated goals will have to be achieved in the short term.
- External developments are putting pressure on available resources, which means it will be necessary to critically examine the use of these resources in the coming period. This should result in improved efficiency in the service departments and a better use of employees.

### Result areas

#### SPECIFICALLY FOR THE CHAIRMAN OF THE EXECUTIVE BOARD

- Presidency  
*Overseeing the policy and decision-making cycle, aimed at transparency and good governance.  
Serving as a connecting factor and a person who oversees the formation of a strong Executive Board by working closely together with the other members.  
Encouraging collaboration between the other organisational units of The Hague University of Applied Sciences in order to promote a professional and learning organisation.  
The chairman shares responsibility with the other two colleagues for ensuring transparent communication and interaction with the Board of Trustees and General Council.*

#### FOR ALL EXECUTIVE BOARD MEMBERS

- Statutory management  
*Assuming managerial responsibility and acting as the manager under the articles of association of the Stichting HBO Haaglanden.*
- Strategy
  - *Assuming responsibility for the development of strategic policy and corresponding planning for the faculties/degree programmes/research and supporting processes.*
  - *Jointly addressing strategic, educational and business-related issues.*

- The quality of education and research  
*Preparing frameworks for the education and research programmes and for the structure of education and research organisation.*
- Business operations and finances
  - *Ensuring an adequate planning and control cycle and integral quality assurance system.*
  - *Ensuring the timely availability of the necessary facilities and services to carry out the required tasks.*
  - *Ensuring an efficient achievement of goals and safeguarding continuity.*
- Management  
*Managing a number of deans and directors.*
- Position within the organisation and sector  
*Ensuring a recognisable profile in relation to the organisation and professional practice.*

## Portfolio

The members of the Executive Board work closely together and are jointly responsible for management. The chairman has the casting vote for a number of aspects.

The Executive Board has a portfolio structure. The portfolios are currently as follows:

- Management & Policy and Human Resource Management
- Education and Research
- Finances, Information Provision/Technology and Real Estate

All members of the Executive Board manage a number of deans and directors. The members of the Executive Board have sufficient affinity with all portfolios in order to serve as a critical discussion partner for their colleagues.

This specific reappointment concerns the Management and Policy and HRM.

## 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 strategy and expresses a commitment to the strategy at all times.*
- **Leadership and educational leadership** - Provides direction and guidance to the organisation, with a permanent focus on improving the learning results of students by creating the right limiting conditions and promoting collaboration, commitment and team spirit.  
*Knows how to make the organisation's mission and vision more concrete. Formulates clear long-term goals and gets employees 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.*
- **Results focus** - Continually pursues results and continuous improvements.  
*Pushes the boundaries. Formulates specific performance goals that go beyond the existing standards and that require change. In doing so, takes calculated risks and accepts uncertainties regarding the chances of success. Establishes challenging but realistic goals. Commits to unique performance.*

- **Impact** - Convinces others of a specific viewpoint in order to obtain consent for certain plans, ideas or products.  
*Uses complex persuasion strategies. Builds coalitions and ensures support in order to convince others of viewpoints.*
- **Relation management** - Forges and maintains internal and external relationships that are relevant in both the short and long term.  
*Develops networks. Builds networks with different goals. Brings people in contact through various networks.*