

Wittenborg IAAP Meeting Minutes 2023

International Academic Advisory Panel (IAAP) Meeting

Date & Time: Saturday, 18th March 2023, 09:00 – 13:30

Venue: hybrid, Bilderberg de Keizerskroon, Apeldoorn and virtually via [MS Teams link](#).

Attendees:

- The Chair
- Panel Member 1
- Panel Member 2
- Panel Member 3
- Panel Member 4
- Panel Member 5
- Panel Member 6
- Panel Member 7
- Panel Member 8
- Panel Member 9
- Panel Member 10

Apologies:

- Panel Member 11
- Panel Member 12
- Panel Member 13
- Panel Member 14

Agenda structure

No.	Agenda Item	Time (CET*)
	<i>Welcome with Coffee & Tea</i>	<i>09:00 - 09.15</i>
1	Welcoming IAAP members	9.15 - 10.30
2	Strategic Planning	9.30 - 10.00
3	Research Centre Report	10.00 – 10.20
4	EDQM	10.20 – 10.40
5	Short Q&A	10:40 – 11.00
	<i>Break</i>	<i>11.00 - 11.30</i>
6	Round table discussion and Q&A	11.30 - 13.00
	<i>Lunch</i>	<i>13.00 - 13.30</i>

*CET (Central European Time)

1. The Chair has welcomed the IAAP members

2. Strategic Planning

The President of Wittenborg presented an overview of the institution's Mission & Vision, emphasizing alignment with long-term strategic goals. Updates on current accreditations were shared, including progress on AACSB. A key highlight was the integration of the UN Sustainable Development Goals (SDGs) as a theme for the upcoming academic year, which will guide both curriculum development and research initiatives.

Members advised on ensuring that Wittenborg's mission and vision stay adaptable to future industry trends and technological advancements. They could recommend periodic reviews to align with evolving educational landscapes. One Panel members advised adjusting the wording of the vision from 'to become a recognised university' to 'to be a recognized university', emphasizing that Wittenborg should be more assertive in their statements to show off the strong and commendable qualities of the school.

Members suggested intensifying efforts to not only secure accreditations like AACSB but also leverage them as tools for marketing and improving student recruitment. Panel member 5 suggested to concentrate all efforts on AACSB, instead of chasing many different types of accreditations.

3. Research Centre Report

The Research Centre Manager delivered the yearly report, outlining key achievements and ongoing projects, particularly under the Erasmus+ Programme. The presentation also covered the strategic direction of the Research Centre, focusing on increasing collaboration and expanding research outputs in line with Wittenborg's overall goals.

The panel commended the increased efforts and visible success of Wittenborg in carrying out and maintaining projects under the Erasmus+ Programme.

The panel advised a stronger focus on interdisciplinary research that ties into Wittenborg's key areas of expertise, as well as suggested better dissemination of research outcomes to the public and stakeholders to increase the centre's visibility.

4. EDQM (Education Development & Quality Management)

The Head of EDQM presented an update on the department's activities, with a detailed AACSB Progress Report and Assurance of Learning (AoL) strategies. The introduction of Multidisciplinary Phase Exit Exams (MEEs) was announced, aimed at enhancing the integration of cross-disciplinary skills and ensuring a comprehensive evaluation of student learning outcomes.

AACSB Progress & Assurance of Learning (AoL): Members advised the team to maintain the current work rhythm to ensure steady progress toward AACSB accreditation. They emphasized the importance of confidently "closing the loop" by thoroughly analysing and acting on assessment data. Furthermore, they suggested clearly charting and documenting the results of AoL processes to demonstrate continuous improvement and to make future accreditation reviews smoother and more transparent.

Members suggested piloting the MEEs with a small cohort first, gathering feedback before scaling up, to ensure the exams accurately reflect students' learning across multiple disciplines.

5. Round Table discussion and Q&A

- **Diversity & Inclusion: 'A political concept vs in-practice'**

Panel Member 1 initiated a discussion on the challenges of Diversity and Inclusion, framing it as both a political concept and a practical concern. He emphasized that while policies and quotas are increasingly mandated by governments and institutions, meaningful implementation requires more than just meeting targets. The focus should shift towards embedding inclusion into the culture of universities, ensuring that diverse voices are genuinely empowered. He advocated for diversity not only as a metric but as an educational tool, enriching learning experiences and research. Also naming it 'diversity in practice'.

Members engaged in a roundtable discussion on Diversity & Inclusion in pairs, focusing on how it manifests as both a political concept and a practical challenge. After the discussions, a representative reported back, summarizing key insights:

The members collectively agreed that while diversity is often driven by political mandates, the real challenge lies in translating these policies into meaningful action. Practical suggestions included mentorship programs for minority groups and embedding diversity into both teaching and research practices. The group emphasized that Wittenborg's diversity efforts should go beyond compliance, aiming to foster a genuinely inclusive environment where all voices are heard and valued.

One topic that arose was **positive exclusion**—the idea that in striving for diversity, some groups might unintentionally be excluded or overlooked. The members stressed the need to balance diversity efforts with inclusivity, ensuring that no group feels marginalized in the process.

The discussion concluded with practical suggestions, such as mentorship programs and maintaining an inclusive curricula, to maintain diversity as part of the daily fabric of academic life.

Meeting ended at 13.00.

Prepared by The Secretary

Approved by The Chair