

**TEAM VISIT REPORT –
MAINTENANCE OF ACCREDITATION REVIEW**

**VLERICK LEUVEN GENT MANAGEMENT SCHOOL
25-27 January 2009**

I. Team Recommendation

The team recommendation reflects the opinion of the Peer Review Team only. It will be reviewed for concurrence or remanded to the team by the appropriate accreditation committee. The role of the accreditation committee is to ensure consistent application of the AACSB International accreditation standards and processes across peer review teams.

Within ten days of receipt of this report, the applicant should send the team any comments and corrections related to factual information noted in this report. A copy should also be sent to the Maintenance of Accreditation Committee Chair (Dean Caryn L. Beck-Dudley) in care of the AACSB International office. Lucienne Mochel, Vice President, is the AACSB Staff Liaison for the Maintenance of Accreditation Committee. Suzanne Mintz, Accreditation Services Manager, is the AACSB Staff Liaison assigned to Vlerick Leuven Gent Management School for this Maintenance of Accreditation Review. Amy Roberts, Senior Accreditation Services Associate, is the AACSB staff person who has been sending the relevant information to the team and the school during this process.

A. Team Recommendation

Extend Accreditation Maintenance: The recommendation of the Peer Review Team is that the accreditation of the master's degree programs in business offered by Vlerick Leuven Gent Management School be extended for an additional six years with a Maintenance Review to occur in year five. Concurrence by the accreditation committee and ratification by the Board of Directors are required prior to the confirmation of the accreditation decision. Following ratification by the Board of Directors, the applicant will be notified. The applicant must wait for this official notification before making any public announcement. AACSB International provides a list of applicants achieving accreditation to its members and the public.

B. Subsequent Review of Team Recommendation

The Maintenance of Accreditation committee will review this report, and any response from the applicant, at its next scheduled meeting (normally, provided that the report is received at least three weeks in advance of the meeting). The committee will next meet on 23 March 2009.

The Board of Directors will consider for ratification via electronic ballot the team recommendations to extend accreditation or suspend accreditation that have

concurrence from the appropriate accreditation committee, as soon as possible after the accreditation committee concurrence.

II. Identification of Areas That Must Be Addressed Prior to Next Maintenance Review

The next maintenance review will occur in five years with the expectation of Annual Maintenance Reports beginning with the current academic year. With this in mind, the Vlerick Leuven Gent Management School should annually update its Strategic Plan, in the form of the Annual Maintenance Reports, on the action items noted below:

Since the initial accreditation of Vlerick Leuven Gent in 2004, the revised AACSB Accreditation Standards have been in effect. Important in the revised standards is the area of Assurance of Learning (AOL). Since the School was not required to consider AOL in its original accreditation, in its follow up reports and in its 2008 5th Year maintenance Report, AOL was naturally not specifically considered.

Given the importance of AOL, the Team believes that the School should focus attention specifically on this standard moving forward. The School has developed a very appropriate outline of Learning Outcomes (intellectual potential/knowledge; skills; attitudes) for its overall programs (discussed on pg 43 of its Report). The School has an array of appropriate outcome measures it uses to help ensure its programs are continually evaluated, reviewed, and revised as appropriate. Yet, it has not developed or articulated as fully as possible an institutional Assurance of Learning system to help guide such outcome assessment, consistent with the revised AACSB Standards in this area.

Thus, for the next maintenance review, Vlerick Leuven Gent should develop an institutional Assurance of Learning program, illustrating progress on such a program in its annual reports, and evidence in its Fifth Year Maintenance Report that this system is in place and being used to assist in the review and potential revision of each of its academic programs.

III. Relevant Facts and Assessment of Strengths and Weaknesses in Support of the Team Accreditation Recommendation

A. Educational Improvement

The School has, in the time since its original accreditation, made significant moves to improve its educational programs, both in terms of existing programs and newly conceived and implemented programs.

For example, it has refined its full-time MBA program to include significant focus on corporate social responsibility and sustainability. It has developed business cases, integrative simulations and games, and comprehensive consulting projects, all to better achieve the learning outcomes for the program.

The School has developed new program formats and new programs to make its program portfolio more robust, responding to market needs. Examples are its part-time International MBA program at its St Petersburg Campus, Its Independent Executive MBA program, launched with the Amsterdam Business School in 2007, and its two new MBA programs, the MBA in Financial Services and Insurance,(in collaboration with the University of St Gallen (Switzerland) and HEC Montreal (Canada), and the Beijing International MBA program in Beijing, in collaboration with the Smurfit School of Business (Ireland), ESADE (Spain), and Fordham Graduate School of Business (US). Thus the School's program portfolio now offers students the opportunity to choose between locations (Gent, Leuven, St Petersburg, Beijing) and formats (full-time, part-time evening, and weekend).

The School's student services and support systems and activities are outstanding, including accessibility of faculty, the role of coordinators, the array of career services activities, and the links to their alumni community, especially through their mentoring program. It is noteworthy, for example, that the School has at least two annual events and attendance of alumni and friends has exceeded 1000. This is a mark of the high level of connectedness of the School with its local stakeholders.

B. Strategic Management

The School has well developed and refined strategic management processes, whereby annually its five-year strategic plan is updated and modified as appropriate. Its relatively unique governance structure, with its governing Board and its newly modified Academic Partner program is also a mark of distinction. Its annual strategic management process begins in mid-September with its 2-day strategy conclave, with the last three months of the year filled with strategic investment budget planning, top-down and bottom-up budget and 5-year plan preparation, and ultimate Board approval by the end of the year. The School has implemented a new Executive Committee, a revised Management Committee, introduced a new role of Faculty Dean, and has standing Faculty Evaluation and Partner Evaluation Committee to help ensure the School's strategy is evaluated, refined and implemented appropriately.

The School will have a challenge balancing the "tension" between local and global aspirations. A question to be considered will be how they can balance the need to clearly brand themselves for international prominence while not neglecting their very loyal and committed local stakeholders whom the School has nurtured by being extremely responsive to a wide variety of local business needs and requests. Balancing this need/desire for international prominence with this need to maintain their local support and impact is extremely important, given the School's local and international aspirations (which are, by the way, seen by the Team as very appropriate).

C. Fulfillment of Mission

Relative to the School's well articulated mission, significant progress has been made since the original accreditation visit in November 2003. With the arrival of the new dean,

in September 2008, renewed and more focused emphasis has been placed on refining the School's strategy, and establishing new processes to focus on three activities the School sees as essential: developing faculty, bringing internationalization to the core of the School, and acting as One Vlerick, i.e., one school, with three campuses.

Examples of significant progress, since the last accreditation visit include: going from 14.5 million Euro to 29.5 million Euro revenue; bringing the research budget from 2.9 million Euro to 5.8 million Euro, and moving from 1.6 million accumulated losses to 2.4 million surplus. The School increased the faculty size by 19 new faculty members, 12 of whom are international, the research output has increased substantially. The School has invested significantly in pedagogical development, renovated its campuses with substantial investment (e.g., Leuven, 6 million Euro; Gent, 10 million Euro), and has had substantial positive movement in terms of international reputation (e.g., through program and school rankings).

One significant strength is the School's deep connectedness with the corporate world in terms of research and reputation with the community.

One potential weakness, or area for attention and development/refinement is that it can appear that the School wants to do everything simultaneously. An example cited later in this report is the vast array of research centres, centres for excellence and interdisciplinary research platforms. Strategically the School should focus more on what it really wants to be known for, building on past, present, and anticipated future strengths, and what it really wants its international reputation to be built upon as well as clarifying the support structure necessary. The School's very positive results with contract research can have the unintended consequence of becoming either over-stretched or not setting their priority agenda, and thus not perceived as "expert" beyond its own region and country for the research of its faculty.

Finally, it must be noted that the School tends to have tuition rates that are lower (sometimes significantly lower) than its local and international competition. Realizing that the School must get the approval of the government to raise such tuition, the School and its stakeholders are encouraged to use whatever influence they have to ensure that a more competitive level of tuition can be charged by the School for its programs. In fact there would presently be those who would argue that the modest tuition levels for the School's programs are such that they could leave the (erroneous) impression that the School's programs are not of quality to warrant higher tuition levels. Nothing could be further from the truth. The quality of the School's programs is not currently matched by an appropriate level of tuition for such quality, in terms of its relevant local and international markets and competition.

IV. Commendations of Strengths, Innovations, and Unique Features

The arrival of the School's new Dean offers a unique opportunity for the School. His knowledge of the School, the local, regional and national environment, his experience with prominent international business schools, and his extensive experience with business and

government organizations offer the School the opportunity to target very carefully what the focus of their desired international excellence will be. This could have very prominent impact on the School's international reputation, which is already increasing significantly.

Additionally, the School is very mission driven, and true to the original mission and values of the School's founder, Professor Andre Vlerick, in terms of tangible and in-depth linkages with the business community, being socially responsive, and bridging the academy and the business world.

The School's student services and pastoral care, as mentioned previously, are a mark of distinction for the School. This is especially significant given the relatively small size of the staff.

V. Opportunities for Continuous Improvement Relevant to the Accreditation Standards

From the School's report, and in discussions during the visit, the Team found that the School had been somewhat confusing in its maintenance and presentation of data regarding Faculty Sufficiency and Qualifications. Evidence provided by the School to support maintenance of Standards 9 and 10 (Faculty Sufficiency and Faculty Qualifications) contained some minor errors and misclassifications of Faculty (see pages 61 and 63 of the Maintenance Report).

The Review Team is convinced, however, that the School does meet Standards 9 and 10. Moreover, their development of intellectual contributions is excellent, and they clearly meet Standard 2. We asked the School to update the relevant tables, and these updated tables are included as attachments to this Team Visit Report.

The Review Team has suggested that Faculty from consortium institutions should not be included in Participating and AQ/PQ calculations, especially as consortium partners are themselves AACSB accredited.

Moreover, we recommend that the School updates its definitions of Participating, AQ and PQ, producing updates of the relevant tables, every two years or so. This will allow them to both present accurate data at the next maintenance visit, and to monitor their Faculty Sufficiency and Qualifications in a more formal way.

VI. Summary of Visit

As a preface to this section on the Summary of Visit, the Team would like to thank all those individuals affiliated with the School that prepared for and participated in the Team visit. All visit arrangements were handled very professionally and effectively. School personnel were extremely flexible and accommodating to the Team members needs and requests. All requests for additional information and any scheduling changes were handles very effectively. All those with whom the Team members interacted did whatever possible to help ensure that the Team's work could be accomplished as well as possible. The team was impressed with the high level of collegiality and commitment they found at every level

in the School, and the constructive, developmental and positive approach taken to the accreditation process.

- A. Brief description of the school or accounting unit, including its size and the institutional setting;

Vlerick Leuven Gent Management School traces its roots to the creation of the Centre for Productivity Studies and Research at Ghent University in 1953 by Professor Andre Vlerick.

In 1998 the School signed a cooperation agreement with Ghent University and in 1999 it signed a cooperation agreement with Katholieke Universiteit Leuven.

Legally the School is a “Public Utility Foundation”, and by a 1999 decree by the Flemish government, the School has an (inter)university status, permitting it to grant university degrees, in particular Masters degrees, and it provided an annual subsidy to do this. The government decree recognized the School’s mission as “Providing post-initial education, scientific research and scientific service in the area of management development.” The 1999 decree by the Flemish Parliament made the School an independent university-based integrated business school, Vlerick Leuven Gent Management School, associated with Ghent University and Katholieke Universiteit Leuven.

The School has three campuses in Gent, Leuven, and St Petersburg.

The School, in the 2008-2009 year, has approximately 289 full-time and part-time MBA students (with an additional 20 students in its new Independent Executive MBA program and 189 in its new Beijing International MBA program, as well as 191 specialist Masters students, The School’s total revenue stands at 29.5 million Euro, with research revenues representing 19% of the budget. The participating faculty size is 43, of which 25% is international. The School has enjoyed three years of operating surpluses

- B. List of degree programs included in the review and the number of program graduates in the most recent year;

Name of Degree Program	Major(s), Concentration(s), Area(s) of Emphasis	Graduates
Masters in General Management		117
Masters in Financial Management		39
Masters in Marketing Management		31
Full-time MBA		44
Part-time MBA		100
Independent Executive MBA		n/a
MBA in Financial Services and Insurance		23

C. List of Comparison Groups:

i. Comparable Peers

Rotterdam School of Management
Judge Business School
Oxford Said Business School
HEC Paris
ESADE Business School
Instituto de Empresa Business School
IESE Business School
Warwick Business School
Aston Business School
Irish Management Institute
Stockholm School of Economics

ii. Competitive Group

Tias Business School
Rotterdam School of Management
University Antwerp Management School

iii. Aspirant Group

IMD
Babson College
INSEAD

D. Review Team Members

John W. Seybolt (chair)
Dean and Director
Melbourne Business School
University of Melbourne (AU)

Bob O'Keefe (member)
Dean
Faculty of Management and Law
University of Surrey (UK)

Alfons Sauquet (member)
Dean
ESADE Business School
ESADE (SP)

E. Visit Schedule:

See schedule which follows:

**AACSB Maintenance of Accreditation Review
Vlerick Leuven Gent Management School**

**Visit Schedule
25-27 January 2009**

Sunday 25 January 2009

6:00 p.m. Peer Review Team Meeting at NH Gent Belfort Hotel

*7:00 p.m. Dinner with Chairman & members of the Executive Committee
Louis Verbeke, Chairman; Philippe Haspeslagh, Dean; Patrick DeGreve, General Director; Ann Vereecke, Faculty Dean; Dirk Buyens, Academic Dean*

Monday 26 January 2009 – Gent Campus -Boardroom M+01.05

8:30 a.m. Mission & Strategy
Dean **Philippe Haspeslagh**
General Director **Patrick De Greve**
Accounting Department Manager **Troyka Vervaeke**

9:30 a.m. Faculty Recruitment & Promotion Policies
Dean **Philippe Haspeslagh**
Faculty Dean **Ann Vereecke**

10:15 a.m. BREAK

10:30 a.m. Research
Research Dean **Leo Sleuwaegen**
Research Steering Committee member **Marion Debruyne**
Assistant to the Research Dean **Isabelle Vandenbroere**

11:15 a.m. Meeting with selected Partner Faculty

- Sophie Manigart, Full Professor Finance & Accounting
- Steve Muylle, Associate Professor Marketing
- Filip Roodhooft, Full Professor Finance & Accounting
- André Thibeault, Full Professor Strategic Management
- Roland Van Dierdonck, Full Professor Operations & Technology Management
- Stijn Viaene, Associate Professor Operations & Technology Management

12:00 a.m. Meeting with selected Junior Faculty (Assistant/Associate Professor)

- Robert Boute, Assistant Professor Operations & Technology Management
- Ans De Vos, Associate Professor Human Resource Management
- Céline Louche, Assistant Professor Governance & Ethics
- Miguel Meuleman, Assistant Professor Innovation & Entrepreneurship
- Christopher Voisey, Assistant Professor Strategic Management

12:30 p.m. Lunch with student representatives in campus restaurant

- Dirk De Backer - IEMBA
- Xavier Vandewiele - IEMBA
- Isabelle Van Obergem – IEMBA
- Daan Vermeulen – IEMBA
- Taco Mennega, MBA-FSI
- Joachim Racz MBA-FSI
- Peter Van Renterghem, MBA-FSI

- Victoria Sinopalnikova, FT IMBA
- Jan Bormans, PT IMBA L
- Kristof Geilenkotten, PT IMBA G
- Johnny Slos, PT IMBA G
- Michael Verstraeten, PT IMBA D
- Bart Wouters, PT IMBA D

- Nicola Broeckx, MGM
- Lisa Van den Bossche, MGM
- Christos Maniakis, M3
- Alexandra Shlyopkina, M3
- Ronnie Alinda, MFM
- Tao Tao, MFM

2:00 p.m. Programme Portfolio Strategy*Recruitment*

Academic Dean

Director International Business

Dirk Buyens**Peter Rafferty****2.45 p.m. Curriculum**

Academic Dean

Director International Business

Programme Director MBA-FSI

Programme Director IMBA

Programme Director MGM

MBA Programme Manager

MBA & Masters Office Manager

Dirk Buyens**Peter Rafferty****Kurt Verweire****Koen Dewettinck****Deva Rangarajan****Yolanda Habets****Valerie Versprille**

3:30 p.m. *Career Services*
 Academic Dean **Dirk Buyens**
 Director International Business **Peter Rafferty**
 MBA Career Services Office **Mary Roll**
 Masters Career Services Office **Katelijan Cornelis**

4:15 p.m. BREAK

4:30 p.m. *Corporate World & External Relations*
 Dean **Philippe Haspeslagh**
 General Director **Patrick De Greve**
 External Relations Officer **Maureen O'Hare**
 Chairman Alumni Organization **Jean-Luc Deleersnyder**

5:30 p.m. *Campus Tour* **Patrick De Greve**

6:00 pm *Reception & dinner with **Business Community Partners***

- Mr Dirk Bontridder, President Food Division EuroFINS
- Mr Jean-Luc Deleersnyder, Chief Executive Officer Europe, SCR-Sibelco.
- Mr Erwin Dralants, Training & Development Manager SWIFT
- Mrs Astrid De Lathauwer, Chief Human Resources Officer Belgacom
- Mr Hugo De Moor, Director KBC Asset Management Belgium
- Mr Gust Herrewijn, Country Managing Partner, Ernst & Young
- Mr Pierre Melis, Managing Director, Mejas
- Mr Stephan Raemaekers, Managing Director Deloitte
- Mr Duane Schulthess, Commercial Director, Science | Business
- Mr Fank Verschuere, Managing Director, L.S. Bedding

8:00 p.m. *Visit Team Meeting, NH Gent Belfort Hotel*

Tuesday, January 27

7:30 a.m. *Visit Team Meeting and Breakfast, NH Gent Belfort Hotel*

10:30 a.m. *Transfer to Leuven Campus*

11:30 a.m. *Meeting with Dean* **Philippe Haspeslagh**

12:30 p.m. *Lunch*

14:00 p.m. *Depart for Airport*

F. Materials Reviewed

For the visit, the team reviewed the following:

- The School's 5th Year Maintenance Report, 2008;
- The School's initial AACSB accreditation Peer Review Team Report and recommendations;
- The School's annual maintenance reports, 2004-2008
- The School's most recent version of its Strategic Plan
- The School's academic programs, faculty, student and staff policies and procedures documents
- The research productivity of faculty members, selectively investigating how such faculty members were ultimately designated academically qualifies or professionally qualified, and their level of intellectual contributions over the previous five-year period
- The academic programs and selected syllabi for those programs to ensure consistency with standards and link to mission
- The School's website, published brochures, newsletters, and other published materials for internal and external constituents

BEST PRACTICES REPORT ACCREDITATION REVIEW

VLERICK LEUVEN GENT MANAGEMENT SCHOOL

25-27 January 2009

Team Members: John Seybolt (Chair), Dean & Director, Melbourne Business School; Bob O’Keefe (member), Dean, University of Surrey; Alfons Sauquet (member), Dean, ESADE Business School

The following items are noted as examples of exceptionally effective practices that demonstrate leadership and high quality continuous improvement in management education. They are highlighted in this report as “best practices” that may be of interest to other management educators.

The School’s governance structure, with its Governing Board and Academic Partners, is relatively unique, and this structure facilitates the blend of what one might call the rigour of the academy and the relevance of the business world. Being affiliated with two major universities (Ghent and Katholieke Leuven), while remaining an independent entity governed by a corporate board can offer “the best of both worlds” i.e., links with strong academics across the universities combined with close ties to the business world. This structure has served the School very well, since it also allows the School to have a level of flexibility and resulting academic entrepreneurship that is relatively uncommon in universities. This structure and governance should be nurtured. The recently established Academic Review Committee with its parent universities (Ghent and Leuven) should help ensure that the School can maintain a cooperative relationship with its parent universities, while also maintaining its level of independence that offers it the flexibility, entrepreneurship and links to the business world that have proved so beneficial in the past.

The School has been especially proficient in developing funding mechanisms through the establishment of partnerships with many corporations. The establishment of its program of Chairs, with 5-year commitments of 150,000 Euros per year, its Prime Foundation Partnerships, with 3-year commitments for applied research at 75,000 Euros per year; its Foundation Partnerships, with 3-year commitments for applied research at 40,000 Euros per year; and its Campus Partnerships, with 3-year commitments of 30,000 Euros per year, have led to substantial increases in funding for research among the School’s faculty.

Given the economic uncertainty that the School (and indeed all business schools) currently face, the School has developed sensitivity analyses to determine the impact of revenue reductions at levels of 5%, 10, 15, and 20%. With these analyses, the School has then developed cost containment and reduction scenarios to deal with such revenue shortfalls. This is critically important for the School, especially given its independent status, with little government funding.

The School is encouraged to continue monitoring and refining this analysis on an at-least monthly basis, while the economic uncertainty continues.

The School should be commended for its extremely comprehensive and effective systems and activities in student services and support. This is especially significant considering the relatively small size of the staff to attend to student needs. The School prides itself (rightly so) on treating its students as customers. This is especially evident in the career services function, and with the alumni who are extremely close to the School and its students.

CONSULTATIVE REPORT ACCREDITATION REVIEW

VLERICK LEUVEN GENT MANAGEMENT SCHOOL

25-27 January 2009

Team Members: John Seybolt (Chair), Dean & Director, Melbourne Business School; Bob O'Keefe (member), Dean, University of Surrey; Alfons Sauquet (member), Dean, ESADE Business School

The following items are offered in the spirit of consultative suggestions for improvement. They are not related to AACSB International accreditation standards or the accreditation recommendation.

While the School has had a major improvement in the quantity and quality of research among its faculty over the past several years, it has developed what some might consider to be an over-extensive array of Research Centres (up to 19 presently), Centres of Excellence, and Interdisciplinary Research Platforms, especially given the relatively small size of the faculty. Additionally, the role of the Competence Centres add another level of complexity. If all involved know the systems, there is no problem with this level of complexity. But as new faculty are brought to the School (at both senior and junior levels) special care must be taken to ensure that they understand this relatively complex system and how they can manage their own careers within that system. Otherwise, an unintended consequence of the complexity might be an inability to recruit some very desirable faculty.

A potential dilemma exists since the Senior Leadership Team's roles do not appear as well defined and differentiated as they might be. (the Dean, Director General, Faculty and Academic Deans). There appears to be some ambiguity of roles, and thus the roles don't really reflect the titles as they might in other business schools. For example, the new role of Faculty Dean does not appear to be really empowered, and is not similar in activities, responsibilities and authority to such a Faculty Dean role in many business schools. Additionally, the fact that the Director General's role also includes responsibility for the School's extensive executive education is intriguing, especially since both those major responsibilities appear, in most Schools of similar size and scope, to be more than full-time responsibilities in their own right.

As the School considers its international expansion, especially in terms of welcoming more international students to its main campuses, it would be wise to explore the opportunity to provide housing for such international students. The availability of appropriate housing for these international students can mean the difference between selecting (or not) a school for study. While housing is certainly not a core activity for a school, it is something to explore, perhaps in partnership, should the School want to increase its international student population significantly.

In conclusion, the School, under the leadership of its new dean, is moving to have a more specific focus in its programs and initiatives, so that its three major objectives for the several years ahead can have the attention they need. The School is encouraged to continue this more specific and targeted focus, to help it achieve the higher level of international recognition and reputation that it a high priority.

competence center	first name	last name	S / P	2007-2008 P	2007-2008 S	2007 - 2008 P/(P+S)	2008-2009 P	2008-2009 S	2008 - 2009 P/(P+S)
Entrepreneurship, Governance & Strategy	Filip	Abraham	P	42			48		
	Erik	Buyst	P	21			36		
	Hans	Crijns	P	109,5			161		
	Hans	Geeroms	P	66			48		
	Philippe	Haspeslagh	P				180		
	Daniel	Janssens	P	24					
	Rollie	Lal	P	89					
	Céline	Louche	P	76			96		
	Miguel	Meuleman	P	61,5			95,5		
	Jacques	Pelkmans	P	15					
	Koen	Schoors	P	45			60		
	Leo	Sleuwaegen	P	51,5			129,5		
	André	Thibeault	P	54			287		
	Lutgart	Van den Berghe	P	40			40		
	Louis	Verbeke	P	113			153		
	Kurt	Verweire	P	182			226		
	Christopher	Voisey	P				197,5		
	Subtotal			989,5	0	100%	1.758	0	100%
Operations & Technology Management	Floriëna	Blindenbach-Driesen	P				39		
	Robert	Boute	P	212			205		
	Dominiek	Callewier	P				21		
	Bart	Clarysse	P	64,5			22		
	Koen	Debackere	P	46			58		
	Yvo	Dirickx	P				21		
	Robert	Klassen	S					24	
	Mirjam	Knockaert	P	75,5			28		
	Daniel	O'Leary	P	24			24		
	Friederike	Schröder Pander	S					64	
	Roland	Van Dierdonck	P	23			64		
	Iris	Vanaelst	P				30		
	Mario	Vanhoucke	P	106			118		
	Hendrik	Vanmaele	P	46			24		
	Ann	Vereecke	P	204			165		
	Stijn	Viaene	P	205			168		
	Alexander	Yanchevski	P	63			84		
	Subtotal			1069	0	100%	1.071,0	88	92%
Accounting & Finance	Bruno	Colmant	P	36			39		
	Wouter	De Maeseneire	P	22			16		
	Luc	Keuleneer	P	69			106		
	Sophie	Manigart	P	70			50		
	Filip	Roodhooft	P	254			218		
	Carolina	Salva	P	119			31		
	Regine	Slagmulder	P	51			169		
	Wim	Vanhyfte	P	24			24		
	Henk	Vanhulle	P	21			21		
	Cynthia	Vanhulle	S		14,5			7	
	Lambert	Vanthienen	P	42			84		
	Kris	Waumans	P	24			21		
	Marleen	Willekens	P				21		
		Subtotal			732	14,5	98%	800	7
People & Organisation	Marc	Buelens	P	61			61		
	Dirk	Buyens	P	121,5			213		
	Ans	De Vos	P	91			4		
	Koen	Dewettinck	P	105			177		
	Luciara	Nardon	P	42			12		
	Bruce	Stening	P				58		
	Katia	Tieleman	P	30			48		
	Herman	Van den Broeck	P	25			20		
	Annick	Van Rossem	S					48	
	Karlien	Vanderheyden	P	120			28		
	David	Venter	P	107			143		
	Subtotal			702,5	0	100%	764	48	94%
Marketing	Michael	Ahearne	S		15			15	
	Eddy	Cremers	S		12			6	
	Marion	Debruyne	P	162			187,5		
	Paolo	Guenzi	P	45			24		
	Eli	Jones	S		15				
	Steve	Muyllie	P	240			203		
	Syam	Niladri	P				33		
	Deva	Rangarajan	P	157			150,5		
	Jean-Pierre	Saelen	S		18			18	
	Niels	Schillewaert	P	55			67		
	Gino	Van Ossel	P	68			63		
	Luk	Warlop	P				21		
Bert	Weijters	P	167			117			
	Subtotal			894	60	94%	866	39	96%
Overall				4.387	75	98%	5.259	182	97%

competence center	Title	Phd	First Name	Surname	Highest earned degree	Year Degree	Year of first appointment at the school	% time dedicated to school's mission	Acad. Qual.	Prof. Qual.	other	Learning & pedagogical		Discipline-based scholarship		Contributions to practice		Normal Professional Responsibilities 2007 (within Vlerick)			
												PRJ	OIC	PRJ	OIC	PRJ	OIC				
Entrepreneurship, Governance & Strategy	Prof. dr.		Filip	Abraham	Phd	1987	1998	20%	yes			0	0	4	4	0	1	GR	NCR		
	Prof. dr.		Erik	Buyst	Phd	1988	1998	10%	yes			0	0	21	8	0	11	GR			
	Prof. dr.		Hans	Crijns	Master	1974	1993	100%		yes		0	0	4	1	0	26	GR	NCR	ADM	RES
	Prof. dr.		Hans	Geeroms	Phd			20%	yes			0	1	0	1	1	1	GR	NCR		
	Prof. dr.		Philippe	Haspelagh	Phd			100%	yes			8	0	1	0	0	0	GR	NCR	ADM	RES
	Prof. dr.		Daniel	Janssens	Phd		1998	10%			yes	0	0	0	0	0	0	GR			
	Prof. dr.		Rollie	Lal	Phd	2002	2007	100%	yes			0	0	9	0	0	5	GR	NCR		RES
	Prof. dr.		Céline	Louche	Phd	2004	2004	100%	yes			2	0	16	1	0	4	GR	NCR		RES
	Prof. dr.		Miguel	Meuleman	Phd	2006	2006	50%	yes			0	0	9	1	0	4	GR	NCR		RES
	Prof. dr.		Jacques	Pelkmans	Phd	1975	2007	60%	yes			0	0	4	0	0	0	GR	NCR		RES
	Prof. dr.		Koen	Schoors	Phd			20%	yes			0	0	14	0	0	0	GR			
	Prof. dr.		Leo	Sleuwaegen	Phd	1984	1999	100%	yes			0	0	21	0	0	16	GR	NCR	ADM	RES
	Prof. dr.		André	Thibeault	Phd	1984	2006	100%	yes			0	3	7	2	0	1	GR	NCR	ADM	RES
	Prof. dr.		Lutgart	Van den Berghe	Phd	1981	1992	45%	yes			1	0	16	6	1	9	GR	NCR	ADM	RES
	Prof. dr.		Louis	Verbeke	Phd	1970	1987	100%	yes		yes	0	0	0	0	0	0	GR	NCR	ADM	RES
	Prof. dr.		Kurt	Verweire	Phd	1999	1999	100%	yes			3	0	11	0	0	9	GR	NCR	ADM	RES
Prof. dr.		Christopher	Voisey	Phd	2007	2008	100%	yes			0	0	3	0	0	0	GR	NCR		RES	
Operations & Technology Management	Prof. dr.		Floriëna	Blindenbach-Driesen	Phd	2006	2008	100%	yes			0	0	5	0	0	0	GR	NCR		RES
	Prof. dr.		Robert	Boute	Phd	2006	2006	100%	yes			1	0	13	3	0	1	GR	NCR		RES
	Prof. dr.		Dominiek	Callewier	Master			10%		yes		0	0	0	0	0	0	GR			
	Prof. dr.		Bart	Clarysse	Phd	1996	1991	30%	yes			0	0	36	1	0	35	GR	NCR	ADM	RES
	Prof. dr.		Koen	Debackere	Phd	1990	1998	20%	yes			0	0	70	8	0	17	GR	NCR		
	Prof. dr.		Yvo	Dirickx	Phd	1968	1998	10%			yes	0	0	0	0	0	0	GR			
	Prof. dr.		Robert	Klassen	Phd	2008	2008	100%	yes			5	0	24	12	0	0	GR	NCR		RES
	Prof. dr.		Mirjam	Knockaert	Phd	2005	1999	100%	yes			0	0	13	0	0	6	GR	NCR		RES
	Prof. dr.		Daniel	O'Leary	Phd			10%	yes			0	0	12	0	0	0	GR			
	Prof. dr.		Friederike	Schröder Pander	Phd	2001	2008	80%	yes		yes	0	0	0	0	0	0	GR	NCR		RES
	Prof. dr.		Roland	Van Dierdonck	Phd	1979	1987	100%	yes			0	0	4	0	0	3	GR	NCR	ADM	RES
	Prof. dr.		Iris	Vanaelst	Phd	2006	2006	100%	yes			0	0	3	0	0	5	GR	NCR	ADM	RES
	Prof. dr.		Mario	Vanhoucke	Phd	2001	2001	10%	yes			0	1	43	1	0	9	GR	NCR		RES
	Prof. dr.		Hendrik	Vanmaele	Phd	1998		10%	yes		yes	0	0	1	0	0	0	GR	NCR		
	Prof. dr.		Ann	Verecke	Phd	1997	1988	100%	yes			1	0	18	0	0	21	GR	NCR	ADM	RES
	Prof. dr.		Stijn	Viaene	Phd	2002	2003	100%	yes			1	5	22	5	0	15	GR	NCR	ADM	RES
Prof. dr.		Alexander	Yanchevski	Phd		2006	100%	yes		yes	0	0	0	0	0	0	GR	NCR	ADM	RES	
Accounting & Finance	Prof. dr.		Bruno	Colmant	Phd			10%	yes	yes		0	0	1	0	0	0	GR	NCR		
	Prof. dr.		Wouter	De Maeseneire	Phd	2005	2005	20%	yes			0	0	8	2	0	3	GR	NCR		RES
	Prof. dr.		Luc	Keuleneer	Master		2000	30%	yes		yes	0	0	1	0	0	0	GR	NCR		RES
	Prof. dr.		Sophie	Manigart	Phd	1993	1998	100%	yes			6	0	33	2	0	26	GR	NCR	ADM	RES
	Prof. dr.		Filip	Roodhooft	Phd	1994	2003	100%	yes			4	0	24	3	0	5	GR	NCR	ADM	RES
	Prof. dr.		Carolina	Salva	Phd	2001	2007	100%	yes			0	0	1	2	0	0	GR	NCR		RES
	Prof. dr.		Regine	Slagmulder	Phd	1995	2007	60%	yes			10	0	6	1	0	6	GR	NCR	ADM	RES
	Prof. dr.		Wim	Vanhyfte	Phd			10%	yes		yes	0	0	3	0	0	0	GR			
	Prof. dr.		Henk	Vanhulle	Master		1998	10%		yes		0	0	1	0	0	0	GR			
	Prof. dr.		Cynthia	Vanhulle	Phd		1998	10%	yes			0	0	1	0	0	0	GR	NCR		
	Prof. dr.		Lambert	Vanthienen	Phd		1998	20%	yes		yes	0	0	0	0	0	0	GR			
Prof. dr.		Kris	Waumans	Phd		1999	10%	yes			0	0	0	0	0	0	GR				
Prof. dr.		Marleen	Willekens	Phd		1998	10%	yes			0	0	41	3	0	3	GR				
People & Organization	Prof. dr.		Marc	Buelens	Phd	1980	1987	100%	yes			0	0	20	0	0	15	GR	NCR	ADM	RES
	Prof. dr.		Dirk	Buyens	Phd	1993	1988	100%	yes			1	0	23	10	1	22	GR	NCR	ADM	RES
	Prof. dr.		Ans	De Vos	Phd	2002	1996	100%	yes			1	0	20	14	1	15	GR	NCR	ADM	RES
	Prof. dr.		Koen	Dewettinck	Phd	2005	1999	100%	yes			1	0	14	5	0	4	GR	NCR	ADM	RES
	Prof. dr.		Luciara	Nardon	Phd	2005	2006	100%	yes			0	0	10	0	0	0	GR	NCR		RES
	Prof. dr.		Bruce	Stening	Phd	1979	2008	100%	yes			0	0	5	0	0	0	GR	NCR	ADM	RES
	Prof. dr.		Katia	Tieleman	Phd			20%	yes		yes	0	0	0	0	0	0	GR	NCR		
	Prof. dr.		Herman	Van den Broeck	Phd	1987	1980	100%	yes			1	2	28	2	0	16	GR	NCR	ADM	RES
	Prof. dr.		Annick	Van Rossem	Phd	2005	2007	100%	yes		yes	0	1	2	1	0	1	GR	NCR		RES
	Prof. dr.		Karlien	Vanderheyden	Phd	1998	1990	60%	yes			0	0	9	0	0	6	GR	NCR		RES
Prof. dr.		David	Venter	Master		1986	2007	100%	yes		yes	0	0	0	0	0	2	GR	NCR	ADM	RES
Marketing	Prof. dr.		Michael	Ahearne	Phd			10%	yes			0	0	9	0	0	0	GR			
	Prof. dr.		Eddy	Cremers	Master			5%		yes		0	0	0	0	0	0	GR	NCR		
	Prof. dr.		Marion	Debruyne	Phd	2002	2005	100%	yes			3	0	4	0	0	7	GR	NCR	ADM	RES
	Prof. dr.		Paolo	Guenzi	Phd	2000		20%	yes			0	0	21	0	0	0	GR			
	Prof. dr.		Eli	Jones	Phd			10%	yes			0	0	30	0	0	0	GR			
	Prof. dr.		Steve	Muyile	Phd	2000	2000	100%	yes			11	0	11	0	0	7	GR	NCR	ADM	RES
	Prof. dr.		Syam	Niladri	Phd			10%	yes			0	0	3	0	0	0	GR			
	Prof. dr.		Deva	Rangarajan	Phd	2003	2003	100%	yes			1	0	9	0	0	5	GR	NCR	ADM	RES
	Prof. dr.		Jean-Pierre	Saelen	Master			10%	yes		yes	0	0	0	0	0	0	GR	NCR		
	Prof. dr.		Niels	Schillewaert	Phd	2000	2000	30%	yes		yes	0	0	14	0	0	1	GR	NCR	ADM	RES
Prof. dr.		Gino	Van Ossel	Master	1987		30%	yes		yes	0	0	1	2	0	6	GR	NCR		RES	
Prof. dr.		Luk	Warlop	Phd		1998	10%	yes			0	0	52	0	0	2	GR				
Prof. dr.		Bert	Weijters	Phd	2006	2000	100%	yes			0	0	8	0	0	2	GR	NCR		RES	

competence center	First Name	Last Name	Qualification	AQ Faculty - % of time devoted to mission	PQ Faculty - % of time devoted to mission	Other Faculty - % of time devoted to mission	Qualification ratios per STD 10	
							AQ/ (PQ + AQ + O)	(AQ + PQ)/ (AQ + PQ + O)
Entrepreneurship, Governance & Strategy	Filip	Abraham	AQ	20%				
	Erik	Buyst	AQ	10%				
	Hans	Crijns	PQ		100%			
	Hans	Geeroms	AQ/PQ	20%				
	Philippe	Haspeslagh	AQ	100%				
	Daniel	Janssens	OTH			10%		
	Rollie	Lal	AQ	100%				
	Céline	Louche	AQ	100%				
	Miguel	Meuleman	AQ	50%				
	Jacques	Peikmans	AQ	60%				
	Koen	Schoors	AQ	20%				
	Leo	Sleuwaegen	AQ	100%				
	André	Thibeault	AQ	100%				
	Lutgart	Van den Berghe	AQ	45%				
	Louis	Verbeke	AQ/PQ	100%				
	Kurt	Verweire	AQ	100%				
Christopher	Voisey	AQ	100%					
Total Entrepreneurship, Governance & Strategy				1025%	100%	10%	90%	99%
Operations & Technology Management	Floriëna	Blindenbach-Driesen	AQ	100%				
	Robert	Boute	AQ	100%				
	Dominiek	Callewier	PQ		10%			
	Bart	Clarysse	AQ	30%				
	Koen	Debackere	AQ	20%				
	Yvo	Dirickx	OTH			10%		
	Robert	Klassen	AQ	100%				
	Mirjam	Knockaert	AQ	100%				
	Daniel	O'Leary	AQ	10%				
	Friederike	Schröder Pander	AQ/PQ	80%				
	Roland	Van Dierdonck	AQ	100%				
	Iris	Vanaelst	AQ	100%				
	Mario	Vanhoucke	AQ	10%				
	Hendrik	Vanmaele	AQ/PQ	10%				
	Ann	Vereecke	AQ	100%				
	Stijn	Viaene	AQ	100%				
Alexander	Yanchevski	OTH			100%			
Total Operations & Technology Management				960%	10%	110%	89%	90%
Accounting & Finance	Bruno	Colmant	AQ/PQ	10%				
	Wouter	De Maeseneire	AQ	20%				
	Luc	Keuleneer	PQ		30%			
	Sophie	Manigart	AQ	100%				
	Filip	Roodhooft	AQ	100%				
	Carolina	Salva	AQ	100%				
	Regine	Slagmulder	AQ	60%				
	Wim	Vanhuyfte	AQ/PQ	10%				
	Henk	Vanhulle	PQ		10%			
	Cynthia	Vanhulle	AQ	10%				
	Lambert	Vanthienen	OTH			20%		
	Kris	Wamans	AQ/PQ	10%				
Marleen	Willekens	AQ	10%					
Total Accounting & Finance				420%	40%	20%	88%	96%
People & Organisation	Marc	Buelens	AQ	100%				
	Dirk	Buyens	AQ	100%				
	Ans	De Vos	AQ	100%				
	Koen	Dewettinck	AQ	100%				
	Luciara	Nardon	AQ	100%				
	Bruce	Stening	AQ	100%				
	Katia	Tieleman	AQ/PQ	20%				
	Herman	Van den Broeck	AQ	100%				
	Annick	Van Rossem	AQ/PQ	100%				
	Karliën	Vanderheyden	AQ	60%				
	David	Venter	PQ		100%			
Total People & Organisation				880%	100%	0%	90%	100%
Marketing	Michael	Ahearne	AQ	10%				
	Eddy	Cremers	PQ		5%			
	Marion	Debruyne	AQ	100%				
	Paolo	Guenzi	AQ	20%				
	Eli	Jones	AQ	10%				
	Steve	Muyile	AQ	100%				
	Syam	Niladri	AQ	10%				
	Deva	Rangarajan	AQ	100%				
	Jean-Pierre	Saelen	PQ		10%			
	Niels	Schillewaert	AQ/PQ	30%				
	Gino	Van Ossel	PQ		30%			
	Luk	Warlop	AQ	10%				
Bert	Weijters	AQ	100%					
Total Marketing				490%	45%	0%	92%	100%
Total for the School				3775%	295%	140%	90%	97%