Background

The research group Global Learning is grounded in the ambition of The Hague University of Applied Sciences (THUAS) to include internationalisation into teaching and learning of all its students. THUAS considers internationalised curricula the key instruments to provide all students with enhanced transversal skills to function as professionals and global citizens.
Mission

Global Learning aims to internationalise teaching and learning in all THUAS degree programmes, both domestic and international. Internationalisation enhances the development of transversal skills of all students, such as intercultural communication, critical thinking and creativity. These transversal skills do not only contribute to the employability of students but also enable them to become global citizens, in line with the educational vision and mission of THUAS.1

Global Learning aims to internationalise Programme Learning Outcomes, Module Learning Outcomes and Session Learning Outcomes and their assessment and thus enhance the quality of education.

The research group combines two concepts: global learning and internationalisation at home. Global learning addresses issues that transcend borders2, while internationalisation at home3 stresses including all students through the domestic learning environment. The combination of the of global learning and internationalisation at home enables us to explore the interaction between a range of international and intercultural dimensions: global, European, Dutch, regional (Metropolitan Region Rotterdam-The Hague), local, institutional and degree programme specific.

Global Learning focuses on the development of the skills of lecturers that enable them to assume ownership of curriculum internationalisation.

Aims

The research group Global Learning aims to purposefully integrate international and intercultural dimensions into teaching and learning at THUAS through:

- Increasing our knowledge of the skills that lectures need to facilitate global learning by students
- Providing research-based insights for professional development of lecturers for internationalisation at THUAS
- Gaining insights into effective internationalised teaching and learning in both domestic and international classrooms
- Identifying stakeholders and their roles in the implementation process of internationalisation at home and global learning, in both policy and practices
- Enhancing the international and intercultural dimensions of teaching and learning in all programmes at THUAS
- Providing insights into continuing international and intercultural learning of students from vocational and secondary education


THUAS students attending Jos Beelen’s inaugural lecture, 26 September 2018 - © Quintin van der Blonk
About the professor

**Dr. Jos Beelen**

Jos Beelen holds a bachelor’s in history and a master’s in Classical Archaeology from the University of Amsterdam. During his master’s he spent a year doing archaeological fieldwork in Turkey. He obtained his doctoral degree from the Centre for Higher Education Internationalisation (CHEI) at Università Cattolica del Sacro Cuore in Milan. His thesis focused on the obstacles and enablers to internationalising learning outcomes by academics. Jos worked as a lecturer at Inholland University of Applied Sciences and as international officer, policy advisor and researcher at the Amsterdam University of Applied Sciences. Jos is Visiting Professor at the Centre for Global Learning at Coventry University.

Members of the research group

**Marloes Ambagts- van Rooijen**

Marloes Ambagts- van Rooijen works as a lecturer, teacher trainer and researcher at The Hague University of Applied Sciences. Besides teaching business communication at the International Business programme, she works for the Hague Centre for Teaching. In this role, she delivers teaching & learning and curriculum design & development modules within the English-taught BDB. Next to that, she develops and provides staff training for lecturers teaching in the international classroom, such as the Training for International Learning and Teaching, a Content and Language Integrated Learning training and a workshop in activating pedagogy. Within the lectorate of Global Learning, Marloes is looking into key lecturer competences for shaping effective international classrooms as an educational researcher. She intends to start her PhD research into this topic in 2019. Marloes has been working in international education in various roles throughout the educational landscape since 2006.

**Jantien Belt**

Jantien is a lecturer in the Marketing department at THUAS, where she lectures in market research, critical thinking and communication skills. She also organizes the annual training in communication for second year students. Over the past years, Jantien has conducted several studies into the acquisition of intercultural competences by students. Currently, she researches the experiences of students and lecturers with the internationalised curriculum of year 1 of the Marketing programme and the effects on the curriculum of five mindset skills (proactivity, responsibility, self-regulation, verbal and non-verbal interaction and explorative capacity). In addition, Jantien is board member of Businet, an international network organisation of universities within and outside of Europe.
WHO ARE WE

Claudia Bulnes
Claudia Bulnes works at The Hague University of Applied Sciences as a Spanish lecturer in the department of European Studies, staff trainer supporting internationalisation of the curriculum in The Hague Centre for Teaching and Learning, international policy advisor in the service unit Education, Knowledge and Communication and researcher in the research group Global Learning. In her role as trainer, she supports colleagues and programmes in the implementation of the internationalisation policy at THUAS through trainings ranging from Internationalising Curricula to Internationalising and Assessing Learning Outcomes and Intercultural Communication. She is also involved in initiating student trainings at THUAS for preparation of study abroad. She researches the implementation of internationalisation at home at THUAS, exploring disciplinary differences as a factor in the internationalisation of home curricula. Claudia’s other research interests are on staff professionalisation in the field of internationalisation of the curriculum.

Simone Hackett
Simone has over 10 years’ experience in international education. Holding a Master of Education and a Bachelor of Arts in Sociology she started her career in higher education in 2007 as a lecturer at Utrecht University of Applied Sciences where she also coordinated internationalisation activities, developed international curricula and implemented internationalisation strategies. In 2015 Simone was appointed Faculty Coordinator Internationalisation for the Faculty of Health & Sports at The Hague University of Applied Sciences (THUAS). She took the initiative for several Collaborative Online International Learning (COIL) activities and acts as the COIL Coordinator for THUAS. Simone is a leading member of The European Association for International Education (EAIE). As member of the EAIE conference programme committee (CPC) she stimulates state-of-the-art contributions from new speakers and identifying programme content that reflects the main internationalisation issues in Europe and the world. She is responsible for evaluating and accepting conference proposals submitted by experts in the field. As of the academic year 2017-2018, she is a member of the research group Global Learning at THUAS. Her research interest is in Internationalisation at Home, specifically COIL. She is currently working on a PhD proposal titled “What factors influence the COIL course?”

Reinout Klamer
Reinout Klamer works as senior lecturer and internationalisation coordinator for the programme Facility Management at The Hague University of Applied Sciences. Reinout teaches several subjects related to service management and also works a coach for internships and theses. In the role of internationalisation coordinator Reinout is actively involved in COIL projects and has initiated several projects in Facility Management. He has initiated a research-based COIL project in cooperation with the Zurich School of Engineering (ZHAW), where students focus on current Facility Management topics related to virtual working. Also, he has initiated a project together with the University of Monterrey (UDEM) focused on intercultural competences and sensitivity. As an internationalisation coordinator Reinout participates in the European Framework for Facility Management (EUROFM) and is responsible for various international activities of the program. Reinout’s research interests are in area of Collaborative Online International Learning (COIL) and the way COIL can contribute to the development of students’ 21st century skills.
Eveke de Louw
Eveke de Louw is a senior lecturer at European Studies and a policy advisor on internationalisation of the curriculum and co-curriculum at the unit Education, Knowledge and Communication. She develops and delivers tailor-made trajectories, trainings and workshops on internationalisation of the curriculum, formulating and assessing internationalised learning outcomes as well as effective pedagogies for the international classroom. Moreover, she is an active member of the Internationalisation at Home Expert Community with the European Association for International Education. She researches the implementation of internationalisation at home at THUAS, exploring disciplinary differences as a factor in the internationalisation of home curricula. Her research interests focus on analysing the effectiveness of and further professionalising practices in internationalisation at home.

Paul G. Nixon
Paul G. Nixon is a Principal Lecturer in Political Science and Europe Platform Co-ordinator. He has recently been appointed as Visiting Professor in the Department of Communication, IUSVE, Venice, Italy. His research is on the value of international staff exchanges. Often exchanges such as those undertaken under programmes such as ERASMUS+ are seen as only producing positive outcomes. The research will attempt to analyze the added value to both the individual undertaking the exchange, as well as to the organizations involved (both the host and the sending institutions). Nixon identifies goal setting and attainment, levels of pre departure training (if any), as well as attitudinal changes and the effects that these have upon the individuals teaching style and methods upon their return. In order to tie in the research and the KK with other THUAS initiatives, the same process will be investigated in one or more of the Strategic Partner Institutions to be used as a comparison, where practical, thus examining potential cultural differences.

First visiting scholar
In September, the research group Global Learning welcomed its first visiting scholar, Dr. Adriana Perez Encinas from Universidad Autonoma de Madrid. In addition to research, she met with practitioners of internationalisation and advised on the international student experience at THUAS.
https://www.linkedin.com/in/adriana-pérez-encinas-19130227/
Research themes

1. Skills of lecturers as facilitators of global learning
The research group aims to identify the skills of lecturers that enable them to design and facilitate internationalised learning for all students. The research group explicitly addresses all programmes at THUAS, particularly the domestic programmes (i.e. those taught in Dutch).
The research group also contributes to the enhancement of professional development for internationalisation and on monitoring the effect of such professional development.

2. The implementation of global learning for all
The research group aims to research the implementation of global learning for all in two dimensions: as an element of the process of teaching and learning and curriculum development and as an element of processes in management and leadership.
In the first dimension, the focus is primarily on lecturers, but also on educational developers, curriculum developers and quality assurance officers.
The second dimension focuses on leaders, managers and international officers.

This research theme is based on the advice of the Education Council of the Netherlands\(^4\) to consider internationalisation and the development of skills and attitudes (such as Global Citizenship) a continuum across primary, secondary (including vocational) and tertiary education. Research is specifically focused on the connection between secondary and tertiary education in the development of 21st century skills and global citizenship skills and how activities in internationalisation contribute to the formation of such skills.

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Partners and network

In the Netherlands:
- Rotterdam University of Applied Sciences (in the framework of Metropoolregio Rotterdam- Den Haag, MRDH)
- ROC Mondriaan, The Hague
- Nuffic
- Centre for Internationalisation of Education (CIE), University of Groningen/NHL Stenden University of Applied Sciences
- Centre for Global Learning: collaboration of The Hague University of Applied Sciences (Professor Jos Beelen), Rotterdam University of Applied Sciences (Professor Leo Klienbannink), Zuyd University of Applied Sciences (Professor Mark Pluymaekers), NHL/Stenden University of Applied Sciences (Professor Robert Coelen), Hanze University of Applied Sciences (Dr. Els van der Werf) and Nuffic (Roos Hogenkamp)

In Europe:
- European Association for International Education (EAIE)
- Hochschule des BFI, Vienna
- Campus Wien, Vienna
- Erasmushogeschool, Brussels
- Karel de Grote Hogeschool, Antwerpen
- University College Leuven Limburg
- Georg-August Universität, Göttingen
- Technische Universität, Berlin
- Università Cattolica del Sacro Cuore, Centre for Higher Education Internationalisation (CHEI)
- OsloMet University
- University of Maribor
- Coventry University, Centre for Global Learning: Education and Attainment

Outside Europe:
- Asociación Mexicana para la Educación Internacional (AMPEI)
- Boston College, Centre for International Higher Education
- Columbus Network
- Feria Internacional de Educación Superior Argentina (FIESA)
- International Education Association of South Africa (IEASA)
- Universidad del Norte, Barranquilla, Colombia
- University of the Free State, Bloemfontein

IN THE NETHERLANDS - IN EUROPE

IN THE NETHERLANDS
- Rotterdam University of Applied Sciences
- ROC Mondriaan, The Hague
- Nuffic
- Centre for Internationalisation of Education (CIE)
- Centre for Global Learning

IN EUROPE
- European Association for International Education (EAIE)
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- Campus Wien, Vienna
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- Karel de Grote Hogeschool, Antwerpen
- University College Leuven Limburg
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- Technische Universität, Berlin
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- OsloMet University
- University of Maribor
- Coventry University, Centre for Global Learning: Education and Attainment

OUTSIDE EUROPE
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- University of the Free State, Bloemfontein
Research projects

- On the basis of a pre-PhD voucher, Marloes Ambagts initiated the development of her proposal for a study on the skills of lecturers in international (English medium) classrooms, both in domestic and international programmes. She presented a first version of her research design at the residential PhD week of the Centre for Internationalisation (CIE) of the University of Groningen on 18 September.
- Simone Hackett also obtained a pre-PhD voucher and started developing a proposal on 1 November. Her proposal focuses on the skills of lecturers to design and facilitate Collaborative Online International Learning (COIL).
- Paul Nixon researches mobility of lecturers as an instrument for their professional development.
- Research by Jantien Belt monitors the implementation of transversal skills in the revised curriculum of the bachelor programme in Marketing (Commerciële Economie).

- The research group submitted a successful proposal for a KIEM-project on the continuous pathway for internationalisation from vocational and secondary education to universities of applied sciences. This project has been undertaken in collaboration with ROC Mondriaan, NHL Stenden University of Applied Sciences and Stichting Confessioneel Onderwijs Leiden.
- Internationalising the Basic Teaching Qualification Programme (Basiskwalificatie Didactische Bekwaamheid, BDB). While the BTQP is the only compulsory training for lecturers at Dutch universities of applied sciences, it does not contain any explicit preparation for internationalisation, nor for teaching in diverse and multicultural settings. Since diversity is a given in any THUAS classroom, this is considered an important issue, not only at THUAS but at all universities of applied sciences in the Netherlands. Therefore, the research group is making suggestions to include relevant dimensions of internationalisation and diversity in the BTQP, in consultation with other universities of applied sciences.

An important step in 2018 was the establishment of the Learning Community Internationalisation, in which researchers and practitioners meet and discuss relevant research in relation to practice at THUAS. External speakers regularly participate in sessions. The Learning Community held its first session in August and met three additional times before the end of the year.

Symposium ‘Beyond the champions’, 26 September 2018

foto: Quintin van der Blonk
Output of the research group
Education and professional development

The research group Global Learning has a special task in providing The Hague Centre for Teaching and Learning (HCTL) with research-based insights into professional development of lecturers. Four members of the research group act as trainers within HCTL.

A highlight in 2018 was the Spotlight Seminar on Internationalisation at Home which THUAS and the research group Global Learning hosted on 28-29 November. Ca. 160 practitioners in internationalisation participated, including two members of the Executive Board of THUAS. Two members of the research group facilitated sessions, one of which they co-facilitated with THUAS students. The outcomes of the seminar contributed to the future agenda for internationalisation at home, which was described by Eveke de Louw, Jos Beelen and Elspeth Jones in a blog for the EAIE.

● Throughout 2018 three Quick WIN clinics were held: open one-hour meetings for which no registration is required. Marloes Ambagts facilitated two clinics about didactics for the intercultural classroom and Eveke de Louw and Claudia Bulnes played the Programme Logic Game in the third clinic. The WIN-themes (World Citizenship, Internationalisation and Networking) represent the key focus areas of THUAS.
● Jos Beelen participated as a member of the taskforce that aims to make global citizenship more visible at THUAS in the framework of the so-called ‘break through themes’.
● Student coaches in the European Studies programme were trained in guiding international students by Eveke de Louw and Claudia Bulnes in January.
● Together with Caroline Voordouw, Jos Beelen conducted an internal audit of the IBMS programme. Sessions and document analysis started early in 2018 and the final report was presented to and discussed with IBMS staff members in June.
● On 1 and 2 February, Marloes Ambagts and Jos Beelen participated in the International days of VIVES University College in Bruges. Jos Beelen facilitated a masterclass.
● Jos Beelen facilitated a webinar on internationalisation at home, together with Elisabeth Brunner-Sobanski, on 13 February. Ca. 130 education professionals participated, making this the best attended webinar of EAIE to date.
● April saw the start of a trajectory with staff of Process & Food Technology on internationalising learning outcomes, which continued to December 2018 and was facilitated by Claudia Bulnes and Eveke de Louw.
● Jos Beelen facilitated a workshop on implementing internationalisation of the curriculum for the Faculty of Management & Organisation in May.
● The research group strengthened the relations with one of its key stakeholders: educational developers. Jos Beelen delivered a keynote on 1 June at the LNO2 conference in Antwerp, which was dedicated to the role of educational developers in internationalisation of the curriculum. At the same conference, he also facilitated a workshop with Karine Hindrix (UCLL). Eveke de Louw, Claudia Bulnes and Marloes Ambagts also facilitated workshops.
● Simone Hackett facilitated a workshop on Virtual Exchange for lecturers of the Fachhochschule des BFI on 1 June.

WHAT WE DO

- A workshop on mapping internationalisation was offered at The Faculty Social Work and Education in July.
- Jos Beelen acted as a member of the jury for the Berry Minkman Award of the European Studies programme.
- August saw the launch of the Learning Community Internationalisation, in which lecturers and practitioners from all faculties participate, together with researchers of Global Learning. The Learning Community is an important platform to share research outcomes directly with teaching staff. A further three sessions took place in 2018.
- Reinout Klamer facilitated a workshop on COIL for the staff of the Faculty Management and Organisation on 30 August.
- At a study day on 20 September on internationalisation of Masters and Professional Courses at THUAS, Jos Beelen delivered a workshop and facilitated a round table discussion.
- Another step in the focus on educational developers and their role in the process of internationalisation of curricula for all students was marked on 26 September. On that day, and preceding Jos Beelen’s inaugural lecture, an international symposium was held at THUAS with the title ‘Beyond the champions’. Our close partners University College Leuven Limburg, Coventry University, OsloMet and Georg-August Universität Göttingen all sent speakers and facilitated sessions together with members of the research group.
- Claudia Bulnes and Eveke de Louw facilitated a workshop on Global citizenship for Masters & Professional Courses.
- Reinout Klamer and Eveke de Louw, together with Jacco van Uden, facilitated a session for the Learning Community Internationalisation at THUAS on change management and internationalisation on 12 November.
- On 7 November, Jos Beelen delivered an invited keynote at and, together with Sushy Mangat, a workshop at the annual conference of Businet, in Tallinn. Researcher Jantien Belt is a board member of this organisation.
- A workshop on intercultural communication for non-teaching staff of the Faculty of Management & Organisation also took place in November.
- Marloes Ambags facilitated a workshop for lecturers on 6 December, at the International Days of Rotterdam University of Applied Sciences.
- The workshop ‘In at the deep end: internationalising learning outcomes’ was facilitated by Eveke de Louw and Claudia Bulnes in December for the Law Department of THUAS.

KEYNOTES AND WORKSHOPS

THUAS faculties and programmes

The learning community internationalisation

International events

Inter-institution collaboration in professional development of lecturers

Claudia Bulnes, Eveke de Louw and Marloes Ambags initiated joint workshops on internationalisation between THUAS, Rotterdam University of Applied Sciences and Amsterdam University of Applied Sciences, delivered jointly by facilitators at the three institutions.
Jos Beelen receiving the President’s Award 2018 of the EAIE

foto: EAIE
A highlight in 2018 was Jos Beelen receiving the President’s Award of the European Association for International Education. The award was given to him for his contribution to internationalisation at home and presented at the EAIE President’s reception in Geneva on 11 September 2018.

During the conference of Feria Internacional de Educación Superior Argentina (FIESA), Jos Beelen delivered an invited keynote on 1 February in Mendoza (Argentina).

Together with Jos Beelen, who is a member of the EAIE Publications Committee, two members of the research group participated in the Joint Leadership Meeting of the European Association for International Education (EAIE), from 7-9 February in Geneva. Simone Hackett is a member of the Conference Programme Committee and Eveke de Louw is a member of the steering group of the Expert Community Internationalisation at Home. A fourth THUAS staff member (who is not a member of the research group) is Jan Geerts, member of the steering group of the Expert Community Alumni Relations. This makes THUAS the best represented institution with the European Association for International Education.

On 22 February, Jos Beelen facilitated two workshops on internationalisation and employability at the THUAS management conference in Noordwijkerhout.

Invited by Symbiosis University in Pune (India), Jos Beelen chaired a panel and delivered a keynote, together with Dr. Tanja Reifenrath of the University of Göttingen.

On 24 May, Jos Beelen acted as chair at the inaugural lecture of Leo Kliennbannink as Professor of International Education at Rotterdam University of Applied Sciences.

On 29 June, Jos Beelen delivered an invited keynote at the conference of the European University Alliance in Lille.

On 8 September, Jos Beelen delivered an invited keynote at the closing conference of the Erasmus+ project ATIAH in Bolzano.

At the annual conference of the European Association for International Education (EAIE) in Geneva (11-13 September), Jos Beelen facilitated a workshop with Dr. Els van der Werf (Hanze University of Applied Sciences) and was a speaker in the feature session of the Expert Community Internationalisation at Home. He also spoke in a session on Collaborative Online International Learning (COIL), with Dr. Jon Rubin. This session explored the similarities and difference between internationalisation at home and COIL and included cases and insights from THUAS.

At the same conference, research group members Claudia Bulnes and Eveke de Louw acted as speakers in conference sessions. In the months before the conference, twenty THUAS students participated in a knowledge sponsoring trajectory, managed by the Expert Community Internationalisation at Home of EAIE.

On 3 and 4 October, Jos Beelen facilitated a workshop and delivered an invited keynote at the annual conference of Asociación Mexicana para la Educación Internacional (AMPEI) in Pachuca (Mexico).

Jos Beelen taught an online guest lecture for the Universidad del Turabo (Puerto Rico) on 19 October.

On 28 and 29 October, Jos Beelen participated in a Technical Assistance Mission (TAM) to Israeli universities in Jerusalem and Tel Aviv, together with Professor Marjolijn Verspoor (University of Groningen). Aim of this mission was to provide national bodies and universities with current insights into internationalisation of curricula and acquisition of English as a foreign language.
Jos Beelen was interviewed by researchers on internationalisation of the curriculum at the University of Puebla (Mexico). On the occasion of this inaugural lecture an interview was published on H Nieuws and by Nuffic.

Jos Beelen participated in the supervision of PhD students at the residential weeks in March and September of the Centre for the Internationalisation of Education at the University of Groningen.

On 5 February, Jos Beelen delivered the lecture Dutch courage in internationalisation at Coventry University. This was on the occasion of an event organised by the research Centre for Global Learning: Education and Attainment.

Jos Beelen was a speaker at the farewell symposium of Susana Menendez as member of the Executive Board of THUAS. He also co-edited the book that was published on this occasion.

On 26 September the research group Global Learning hosted the international symposium Beyond the champions. Executive Board member Rajash Rawal provided the introduction and members of the research group facilitated the sessions, along with colleagues of our partner institutions University College Leuven Limburg (UCLL), University of Göttingen, Coventry University and OsloMet University. The first round of sessions consisted of institutional case studies and the second round of thematic sessions.

Jos Beelen delivered his inaugural lecture A deeper dig into Global Learning on 26 September. In this lecture, he compared international education to an archaeological excavation in which the exploration of layers leads to increasing insights.

On 10 October, Jos Beelen lectured on line to students in the research master on international education at Boston College.


7 Wille, G. (2018, 21 september). Met internationalisering at home kunnen we het verschil maken [We can make a difference with internationalisation at home]. https://nieuws.hhs.nl/uitgelicht-nl/met-internationalisering-at-home-kunnen-we-het-verschil-maken/?_ga=2.219157913.1476384123.1552042950-994769330.1551954806

Looking ahead at 2019

- 2019 will see the transition from the research platform Connected Learning to the Centre of Expertise for Global and Inclusive Education. This will require organisational adaptations but also a realignment of the research themes.
- Ellen Sjoer and Jos Beelen will conduct a study visit to Coventry University and its Centre for Global Learning and its Disruptive Media Learning Lab.
- Jos Beelen will participate in the supervision of PhD candidates at the residential weeks (March and September) of the Centre for Internationalisation of Education (CIE), University of Groningen/NHL Stenden University of Applied Sciences.
- Claudia Bulnes, Eveke de Louw and Jos Beelen will deliver invited presentations at the Europe-Asia Education summit in Istanbul on 1 March.
- On 13 September, a study day for staff in vocational education and universities of applied sciences will be held at THUAS. This is the closing of the KIEM project on the continuous pathway for internationalisation in secondary and tertiary education.
- Global Learning will publish a collection of practices for internationalisation at home at THUAS.
- A research project on the role of educational developers to support lecturers in internationalisation of curricula will be started. This will be comparative research with our partners in Leuven, Coventry, Oslo and Göttingen.
- Eveke de Louw, Claudia Bulnes and Jos Beelen will be speakers in sessions at the annual EAIE conference in Helsinki in September. Their session proposals have been accepted.
- Members of the research group will act as speakers in the annual conference of Nuffic on 10 October.
- An article on educational practices at THUAS for the magazine Forum (EAIE) buy members of the research group has been accepted for publication.
- The chapter ‘Employability skills as guiding principles for internationalising home curricula’ by Jos Beelen has been accepted for publication by Routledge.
- The chapter ‘Intelligent internationalization’ at work in The Hague, the City of Peace and Justice’ by Jos Beelen has been accepted for publication by the Centre for International Higher Education of Boston College.
- Global Learning aims to co-write two papers with the Centre for Global Learning: Education and Attainment (GLEA) of Coventry University.
- Global Learning participates in the proposal for an Erasmus+ capacity building project for COIL with South African universities.
- From 1 August 2019 the research group will be strengthened with Karine Hindrix, Babet Hoeberigs (ROC Mondriaan) and Corina Tabacaru (HHs, BFM, IB)
Appendix:

Publications


F.l.t.r. Jan Geerts, Simone Hackett, Jos Beelen and Eveke de Louw at the Joint Leadership Meeting of EAIE.
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