

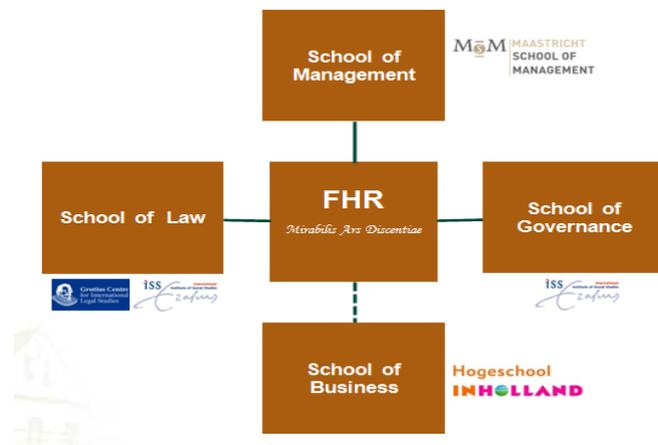


Profile of the
FHR LIM A PO INSTITUTE
FOR
SOCIAL STUDIES
and the
FHR SCHOOL OF BUSINESS



Introduction

The F.H.R. Institute for Social Studies (FHR for short) is a not-for-profit organization established on March 9, 2000 as a living memory to Frederik Hendrik Rudolf Lim A Po (1900-1957), a fierce advocate of lifelong learning.



Today FHR consists of three graduate schools: The School of Management offering a Master of Business Administration programme, the School of Governance offering a Master of Public Administration programme, and the School of Law offering a Masters programme in International and Comparative law. The FHR School of Business offers Bachelors programme in business.

A number of interdependent motives inspired Establishment of the Institute:

- The first was a personally felt need to do something back for the country after retirement in 2000 from an active professional career as a lawyer (1963-1981) and during the remaining period as an executive of Shell in The Hague and Billiton PLC in London.
- The second motive was a belief that education, rather than economic activity, was the key driver behind the development of the country.
- The third was a recognition that higher education in Suriname was well below international standards which was a critical impediment for young Surinamers who want to pursue an advanced degree.
- And finally a fourth motive was a strong philosophical conviction that 'education is not preparation for life but life itself' (John Dewey).

Purpose of the Institute

The vision of the institute was inspired by two propositions. The first is that 'the progress as a nation cannot be swifter than the progress in education' (John Kennedy). And the second is that the critical process in the modernization of a nation centres on the strengthening of its institutions.

Following these propositions FHR adopted the following vision:

"by promoting a voluntary and self-motivated pursuit of lifelong learning for personal and professional reasons FHR can make an important contribution to modernization of society."

The mission of the institute is based on this vision:

“to enhance the capabilities of the institutions of the public sector, the private sector and civil society through education of individuals responsible for the conduct of these institutions.”

This process of strengthening institutions encompasses improvement of organizational performance, skills, expertise and knowledge and professional and ethical standards. The three domains selected as the foci of this process are post-graduate education in management, governance and law. Learning in all programmes is from a development, international and comparative perspective with the aim to broaden the ideological and intellectual orientation inherited from colonial times.

Historical time line of FHR Institute

A number of milestones can be identified in the 12 year history of FH:

- A cooperation agreement was concluded with the Institute of International Relations Clingendael and the International Institute of Social Studies (ISS) in 2001
- A Post Graduate Diploma Programme for Internal Relations and Development was initiated in 2002
- A cooperation Agreement was concluded with the Maastricht School of Management (MsM) in 2003
- Master in Business Programme which was initiated in 2004
- The Post Graduate Diploma Programme for Internal Relations and Development was upgraded in 2005 to a Master in Public Administration (MPA).
- A Diploma Programme in International and Comparative Law at the masters' level was initiated in 2011.
- In the same year a Diploma Programme in International Human Rights was started under contract with the Government and UNDP.
- In November 2002 FHR was granted the Rotary Vocational Excellence Award and was honoured by the President of the Republic of Suriname for its contribution to post graduate education.
- In February 2012 FHR Institute entered into a cooperation agreement with the Arthur Lok Jack Graduate School of Business of Trinidad and Tobago.
- In October 2012 FHR Institute acquired the local division of 'In Holland Suriname' which offers a bachelors programme in business. Today the School goes by the name FHR School of Business.

Market description and opportunities

The value proposition of FHR is to offer young and mid-career professionals higher education at international standards and discounted international rates. FHR is in this regard unique in the Suriname market. There is no other institution that offers internationally accredited programmes.



New MBA programmes were started up during the past three years, but this competition has not had an impact on the recruitment levels of FHR.

Anton de Kom University has cooperation agreements with universities in Belgium and with Erasmus University for double degree programmes in banking and accountancy. These programmes, however, are highly dependent on foreign education policies and subsidies from the Belgian and Dutch Government

FHR expect growth of its markets as the equal quality of its education and its lower cost is increasingly dampening the spirit for pursuing higher education in the Netherlands.

Strategy of alliances

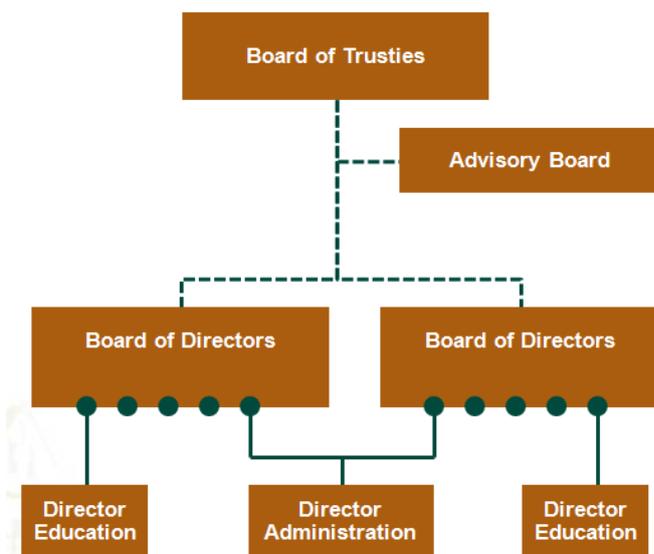
An important strategic decision driven by FHR's mission was to enter into strategic alliances with well established international institutes that could support the objectives by providing educational resources such as qualified and experienced professors, good quality teaching methods and materials, and ensure compliance with international standards. For this reason FHR established alliances with:

- The Institute of International Relations Clingendael in 2001
- The International Institute of Social Studies (ISS) in 2001
- The Maastricht School of Management (MsM) in 2003
- The Arthur Lok Jack Graduate School of Business of Trinidad and Tobago in 2012.
- The Hogeschool INHolland in 2012

Governance structure and Finance

A foundation owns the FHR Institute for Social Studies with its three graduate schools, while the FHR School of Business is owned by a separate foundation.

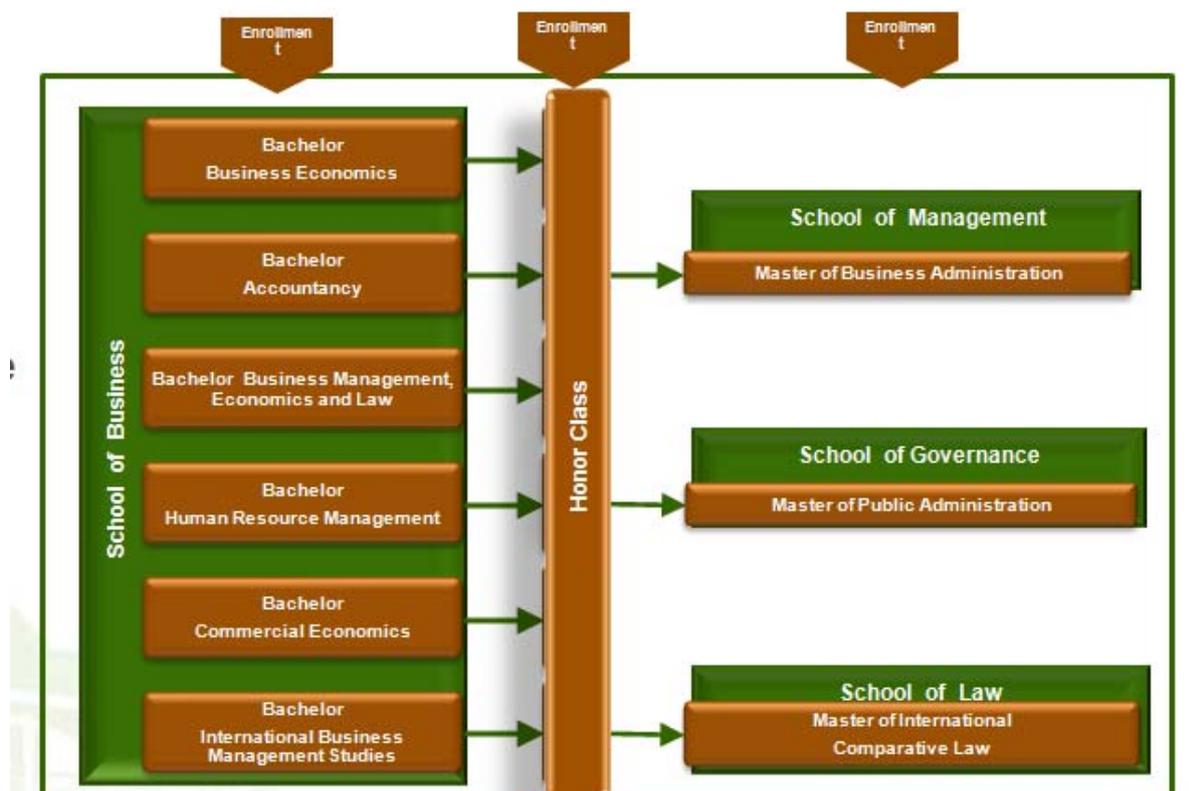
With the acquisition of the School of Business the need for a new and integrated governance structure became evident. Although two separate foundations have to be retained for the time being, Due to organizational requirements and financial commitments, one for the graduate programmes and one for the bachelors programme, there will be one common Board of Trustees, one common Board of Advisors and one common Boards of Directors for both foundations.



The Board of Trustees will consist of highly reputable citizens with a demonstrated interest in higher education. Its main responsibility will be to ensure the continuity of the institutions and the preservation of its goals.

The Board of Advisors will consist of representatives of all partner organizations and its main responsibility will be to reinforce the concept of a network of institutionalized partnerships as the underpinning of the FHR Institute of Social Studies and the FHR School of Business.

The Board of Directors will consist of local citizens. One member in the board will be the managing director responsible for the day to day management of the operations of the three graduate programmes and the undergraduate programme. Two member of the board will each be responsible for the day to day management of the educational aspects of the operations of respectively the graduate and the undergraduate programmes. The remaining members of the Board will not have day to day responsibilities for the operations of the graduate and undergraduate programmes. However, with the two three directors with day to day responsibilities rectors they will have the collective responsibility for the proper management of the two institutions.



The financial set up of both foundations is as follows: Both foundations are exempted from income taxation. They are both not-for-profit organizations and they have similar financial objectives: (i) to cover all operational expenses (ii), to make provisions for future growth and (iii) to set up a fund that can absorb any risks associated with the continuity of the two institutions.

Neither of the two foundations owns the buildings in which they operate. The buildings in which the Master Programmes and the Bachelor programmes are housed are used under long term lease agreements with the owners. The institutions carry refurbishment and maintenance costs.

Currently the operational expenses of the programmes are covered and a fund has been established to absorb the risks associated with the continuity of the graduate schools. A provision to cover the cost of the accreditation of the Bachelor Programmes is in place and a provision for growth beyond the next 5 years and a fund to cover risks associated with continuity are part of the institutions' approved plans.

General description of the programmes

Post Graduate Diploma Programme for Internal Relations and Development

In response to a suggestion from the Ministry of Foreign Affairs, in 2002 a Post Graduate Diploma Programme for Internal Relations and Development was initiated. The Programme was developed and conducted in cooperation with Institute of International Relations Clingendael and the International Institute of Social Studies (ISS). At that time ISS was an independent international graduate school in the social sciences. Since 2009 it is part of the Erasmus University of Rotterdam. The target population of the Programme was a group of 25 young and mid-career professionals in the public and private sector, who were to be educated on the implications of globalization could have on the course of development of a country.

Public Administration

After two intakes of the diploma programme had been completed successfully, in 2005 FHR and ISS decided to upgrade the diploma programme to a Master in Public Administration (MPA) Programme. Three 3 intakes of this MPA Programme were completed between 2006 and 2010 under the jurisdiction of the Dutch Law on Higher Education. Since 2011 successful students are issued a joint ISS-FHR Master Degree accredited by the European Association for Public Administration Accreditation (EAPAA). Most of the students on the Programme are civil servants and their tuition of € 10.000,-- is either paid by the government (for about 50% of the participants) or through scholarships from public and private organizations, including the FHR Lim A Po Foundation.

When the current intake of this Programme (6th and 7th) will be completed in 2013 and 2014, the Programme will have delivered over 150 masters in public administration. FHR and ISS take pride in the fact that the alumni prove themselves to be highly committed civil servants who serve their country through their intellectual power, ethical standards and their will to act. At least 25 alumni have been promoted to the first and second echelon of the administration.

Business Administration

The second master programme which FHR offers is a Master in Business Administration. This Programme was initiated in 2003 in cooperation with the Maastricht School of Management (MsM). The Programme is internationally accredited by [AMBA, IACBE and ACBSP]. This programme is one of MsM's 26 outreach Programmes worldwide and was last year commended for being the best organized of those programmes. Each intake has 30-36 students and the 9th intake has started in October 2012 and lasts for 2 years. The number of graduates as of today is over 200. The MBA Programme has an excellent reputation. The international quality of its education, the conduct of the programme and its overall standards are widely recognized. Almost all participants in the MBA Programme are from the private sector. All major businesses (mining companies, banks and insurance companies, trading houses and manufacturing companies) have enrolled employees on the Programme and pay the tuition fees for their employees. The inflow of students has been steady since the start of the Programme.

International and Comparative Law

The third Programme is a Programme in International and Comparative Law. It is conducted in cooperation with ISS and with support of Grotius Centre for International Legal Studies of Leiden University. After two successful diploma programmes were completed in the years 2011 and 2012, the Programme will now be upgraded to a Master in International and Comparative Law (MICIL) Programme. The first intake will start in May 2013 and targets 25 students. Accreditation of the Programme will be obtained from the local accreditation organization (NOVA). It is expected that participation from the private sector and the public sector will be about 50/50. The tuition fee for the Programme is € 11.500.

Programme in Executive Education

The fourth Programme is on Executive Education. It is at the master's level and it is a combination of 6 short four-day executive courses and 10 one-day seminars. These courses and seminars are spread over one year and are each year organized around a different theme. This year's Programme is the 6th and its theme is 'Intangible Assets'. Participation in the courses and seminars varies from 30 to 40 students and the tuition fee for the series of 6 courses is € 3600, while tuition for the series of 10 seminars is € 1500,--.

Arthur Lok Jack Graduate School of Business of Trinidad and Tobago

A cooperation agreement with the Arthur Lok Jack Graduate School of Business of Trinidad and Tobago was concluded in February of 2012. The cooperation agreement is slowly coming to fruition. It is envisaged that the two institutions will, as a first step, cooperate on an Masters Programme for Small and Medium Enterprises (MSME), which will get underway in quarter 2 of 2013. Agreement has been reached on two projects for In House Leadership Training which will soon commence.

FHR School of Business

In October 2012 FHR has acquired the local 'In Holland Suriname' which offers a bachelor's programme in business, and it was renamed the FHR School of Business. The School runs 6 bachelor business programme and has about 800 students and a growth potential during the next 5 years of at least 5 % per annum. Until 2015 graduates will receive a diploma based on the Dutch Higher Education Law. A process is on its way to obtain international (AICBE) accreditation for the programme by 1 October 2014. This will facilitate full

integration of the bachelor school with the master programme scheduled for 1 October 2015 at the latest. All bachelor programmes are 4 year programmes and the tuition fee is € 1750 per year which most students pay by themselves and some through scholarships from their employers.

Challenges

The FHR institutions face three major future challenges. The first has already been mentioned: it is the international accreditation of the bachelor programme latest by 1 October 2014.



The second is the alignment of the bachelor and master programmes. This requires alignment of curricula, introduction of a master class, cultural adjustments, and integration of all support services and implementation of the joint governance structure and shared resource pool.

The third is the need to develop a framework and strategy to ensure succession of the roles played by those who initiated FHR by upcoming and dedicated leaders in education.
