

DR. FRANK JAN DE GRAAF



SUMMARY

As professor Corporate Governance & Leadership, Frank Jan de Graaf is fascinated by decision-making in practice. How do individuals navigate on the seas of information and how does their (professional and personal) mental models influence the decisions they make? Frank Jan started as a financial journalist and defended in 2005 his PhD concerning corporate governance, corporate social performance and Dutch banking, titled: Corporate social performance and the governance structure, Stakeholder influence and the deregulation of Dutch finance (University of Amsterdam, Economics faculty). To further develop his insights in practice, he started in 2005 as an advisor Responsible Investment for the Dutch pension fund PGGM. Since 2013 he is professor at the Amsterdam University of Applied Sciences, focussing on professional development, innovation and organisation in finance and accounting. Also, he is part of the management team of the finance and accounting department and teaching at the Amsterdam Business School.

CAREER STEPS

2013 -	Professor (lector) Corporate Governance & Leadership, Amsterdam University of Applied Sciences, member management team Finance and Accounting programs (since 2019)
2007 - 2013	Professor (lector) International Business and research director at the International Business School Groningen, Hanze University of Applied Sciences
2010 - 2014	Director Network For Sustainable Financial Markets (NSFM)
2007 - 2013	Independent Consultant Responsible Investment
2005 -	Lecturer and coordinator at Universiteit van Amsterdam Business School, various programs, among other executive education for controllers (EMFC), internal auditors (EIAP) and Corporate Governance/Corporate Finance course
2005 – 2007	Advisor Responsible Investment PGGM Investments
2001 – 2005	Assistant Professor Universiteit van Amsterdam Business School
2000 – 2001	Consultant KPMG
1995 – 2000	Freelance journalist and consultant

- De Graaf, F.J. (2019), CSR processes in governance systems and structures: The development of mental modes of CSR. *Business & Society Review*; 124: p431– 448. <https://doi.org/10.1111/basr.12183>
- De Graaf, F.J. (2019), Behavioral theory and ethics: How professionals assess their mental models, *Journal of Business Ethics*, 57(4), p933–947
- Rauwerda, K., van Teeffelen, L. & de Graaf, F.J. (2018), Fintech verandert de rol van mkb adviseur, *Economisch Statistische Berichten*, 103(4766S), p2-5
- De Graaf, F.J. (2018), Competing logics: Financialisation and a Dutch cooperative bank, *Journal of Management History*, 24(3), p316-339, <https://doi.org/10.1108/JMH-08-2017-0040>
- Lambalk, S., De Graaf, F.J. (2017), Explaining the relationship between firm performance and corporate governance of Dutch non-life insurance companies, *Journal of Sustainable Finance & Investment*, 7(2), p197 - 231
- Rauwerda, K., De Graaf, F.J., Van Teeffelen, L. (2016), Financiering en treasury; Naar MKB-advies over gestapeld financieren, *MCA*, 6, p24 - 30
- Kraaijenbrink, J., De Graaf, F.J. (2016), Van business model canvas naar een lerende en integrale aanpak van ondernemen door middel van business modelling, *MAB* 90(7/8), p301 - 307
- De Graaf, F.J. (2016), Corporate social responsibility, governance and stakeholders: A bank in the upbeat of the crisis, *Critical Perspectives on International Business*, 12(4), p388 – 412, <http://dx.doi.org/10.1108/cpoib-11-2013-0048>
- De Graaf, F.J. (2016), CSR as value attunement within governance processes, *Business & Society Review*, 121, p365–390. doi:10.1111/basr.12091
- De Graaf, F.J. (2014), Meer dan de Wolf: kennis onzekerheid en duurzaamheid in finance & accounting, *MCA* (18), p10-16
- De Graaf, F.J. (2014), Normativiteit, economie en de onderneming (Ethics, economics and the theory of the firm), *M&O*, 63(2), p37-51
- De Graaf, F.J., Stoelhorst, J.W. (2013), The role of governance in corporate social responsibility, Lessons from Dutch finance, *Business & Society*, 52(2), p282-317
- Gellert, F.J., De Graaf, F.J. (2012), CSR and aging workforces: An explorative study on CSR-implementation in SMEs, *Business Ethics, An European Review*, 21(4), p353-363
- De Graaf, F. J. , Molenkamp, A. (2012), Reflectief vermogen internal auditor van cruciaal belang voor moderne onderneming, *MCA* Oktober 2012 (5), p212-218
- De Graaf, F.J., Loonen, G.(2010), Objectiviteit vraagt zelfkennis, De rol van de control-functie en de vloeibare waarheid, *MCA*, August 2010 (4), p30-35
- De Graaf, F.J., Williams, C. (2009), The intellectual foundations of the global financial crisis: Analysis and proposals for global reform, *UNSW Law Journal*. 32(2), p390-415 <http://www.ssrn.com/abstract=1523831>
- De Graaf, F.J., Slager, A. (2009), Guidelines for integrating socially responsible investment in the investment process, *Journal of Investing*. 18(3), p70-78
- Johnson, K.L., De Graaf, F.J. (2009), Modernizing pension fund legal standards for the 21st century, *Rotman International Journal of Pension Management*, International Centre for Pension Management/University of Toronto 2 (Spring 2009),

p44 – 51, also on Harvard Law Journal Blog:

<http://blogs.law.harvard.edu/corpgov/2009/06/27/modernizing-pension-fund-legal-standards/>

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<http://www.springerlink.com/content/6773652368544524/fulltext.pdf>
- De Graaf, F.J., Slager, A. (2007), Verantwoord beleggen, duurzaamheid en institutionele beleggers, *VBA Journaal*, nr. 2, zomer 2007, p31 – 38
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- De Graaf, F.J., Bouma, J.J., Maas, K. (2005), Rapporteren over MVO, De toegevoegde waarde van de procesbenadering, *Accountancy en Bedrijfskunde*, september 2005, p38 - 48, Kluwer, Mechelen
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- Herkströter, C. A. J., De Graaf, F.J. (2002). "Verantwoord ondernemen en rapportage." *Economisch Statistische Berichten (ESB)* 12-7-2002, p528-529

PUBLICATIONS

BOOK CHAPTERS

- De Graaf, F.J. (2016), Vakmanschap in economie & management, hoe professionals hun dominante denkmodellen in de praktijk toetsen. In: De Jong, G., De Graaf, F.J., Zielstra, J., Vakbekwaamheid en de professional in finance & accounting. Amsterdam, Hogeschool van Amsterdam.
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- De Graaf, F.J., Haigh, M., (2011) Activism in European pension funds: Exerting pressure on Intermediaries. In: Sun, W., Louche, C., & Pérez, R. (Eds.). (2011). *Finance and sustainability: Towards a new paradigm? A post-crisis agenda*, p119 – 143. Bingley, UK, Emerald
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- Johnson, K.L., De Graaf, F.J.. (2011) Modernizing pension fund legal standards for the 21st century. in Zumbansen, P. and C. Williams (eds.) The embedded firm: Labor, corporate governance and finance capitalism, p459-476, Cambridge, Cambridge University Press
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PUBLICATIONS ***(EDITED) BOOKS***

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PUBLICATIONS

PROFESSIONAL PUBLICATIONS

- De Graaf, F. J., Heinsius, J., Huibers, F., Lazzaro, E., Bhansing, P. V., & Ramselaar, A. (2019). Capturing Value by Creatives. Amsterdam, CAREM.
- De Jong, G.J., De Graaf, F.J. (2019), Algemeen belang verandert de professionaliteit van de financial, *Controllers Magazine*, November 2019, p. 32 - 34
- De Graaf, F.J., Van Montfort, K. (2019), Accountants hebben integrale visie op datascience nodig, *Accountant*, september 2019, p. 56 - 60
- De Graaf, F.J., De Jong, G. (2019), De twee-eenheid van onderzoek en onderwijs, *Tien principes voor praktijkonderzoek, TH&MA*, 4-19, p. 74-78
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- De Graaf, F.J. (2019), Het belang van een ziel en morele ambitie, *Het Friesch Dagblad*, 16 maart 2019, p. 24
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- Udo, R., Teeffelen, L. van, De Graaf, F. J. (2018) Kennis en keuzes van financieel adviseurs: Een eerste verkenning, Technical Report, Hogeschool van Amsterdam, Hogeschool Utrecht, DOI: 10.13140/RG.2.2.23558.06728
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- Verleg, B., De Graaf, F.J. (2017), Hoe je van studenten verantwoorde ondernemers maakt, *Over professionals, ethiek en bildung, TH&MA*, 24(1), 66.
- Jacobs, R., De Graaf, F.J., Rauwerda, K., Zonneveld, J. (2017), Mkb-ondernemingen en banken: Verkennend onderzoek naar de kwaliteit van de kredietrelatie, Hogeschool van Amsterdam

- De Graaf, F.J., 11 (2017), Stel de vraag wat de relevantie is voor economie voor onderwijs en praktijk, Het Financieele Dagblad, 11-01-2017, p. 9.
- Jan Zonneveld, De Graaf, F.J. (2016), "De zegeningen van staatskapitalisme voor banken", *Me Judice*, 26 september 2016, also published in: Het Friesch Dagblad, 27 September 2016, p. 13..
- Lijn, S., Toxopeus, H., Polzin, F. Abid, J., Kleverlaan R., Maas, K., Stam, E., De Graaf F.J., Nationaal Crowdfunding Onderzoek 2016, onderzoek naar de motivaties, risico-inschattingen en besluitvorming van crowdfunders in Nederland, September 2016
- De Graaf, F.J., De Jong, G. (2016), Wat is de controller van de toekomst, over vakbekwaamheid en kletsvakken, MCA, No. 5, p216 - 218
- De Graaf, F.J., Kidney, S. (2015), What to Do about Europe's Market Fundamentalism: Embrace the European Tradition of Social Banking and Investing, *Journal of Environmental Investing* 6, No. 1, p117- 125
- Jacobs, R., De Graaf, F.J., Landman, W. (2016), Meldpunt Mores: Inventarisatie Klachtendossiers. Hogeschool van Amsterdam, Amsterdam
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- De Graaf, F.J., Velthuisen, H. (2012), Waar staat de hogeschool voor, *Science Guide*, 14 September 2012
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- De Graaf, F.J. (2011), Zet opbrengst transactiebelasting profijtelijk in (Optiek), *Het Financieele Dagblad*, 21 December 2011, p7
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- De Graaf, F.J. (2010), Cultuurwijziging bank niet te meten (Optiek), *Het Financieele Dagblad*, 7 August 2010, p7

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- Bosma, R., De Graaf, F.J. (2010), Moet en kan de auditor ook op ethiek toetsen?, Audit Magazine: 1(March), p14-17
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- De Graaf, F.J. (2010), Economics, scientific doubt and history, EFMD Global Focus: 4(1), p49-52
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- De Graaf, F.J. (2008), Bestuurders pensioenfondsen moeten hun verantwoordelijkheid nemen, Zeggenschap, juni 2008, p6- 9
- De Graaf, F.J. (2007), Stakeholder-dialoog en corporate governance, Gevolgen internationale ontwikkelingen voor Nederlandse ondernemingen, Finance & Control, Oktober 2007, p7-11
- De Graaf, F.J. (2007), Uitbesteden pensioengeld leidt tot financiële risico's, Het Financieele Dagblad, May 31, 2007
- De Graaf, F.J. (2006), Maatschappelijk verantwoord ondernemen en de Overheid, Openbaar Bestuur Mei 2006, SDU, Den Haag
- De Graaf, F.J. (2003) Geen beter bestuur bij meer inspraak van aandeelhouders, Het Financieele Dagblad, 24 maart 2003, p7 (Optiek)
- De Graaf, F. J., Herkströter, C. A. J. (2002). Systeembeoordeling voor rapportage over verantwoord ondernemen. Fiducie. 11(1),p7-14.
- De Graaf, F.J., Sanders, T. (2000) Duurzame Zaken, Maatschappelijk Verantwoord Ondernemen in Nederland, Fair Ventures/Beck
- De Graaf, F. J. (from 1 November 1999 until June 2005). Column Staatszaken, Staatscourant
- De Graaf, F. J. (1998 – 2001). Het Financieele Dagblad: book reviews/boekrecensies
- De Graaf, F. J. (1996 – 1999). NRC Handelsblad: bookreviews/boekrecensies
- De Graaf, F. J. (1996 – 1999). Financieel Economisch Magazine (FEM): book reviews, articles, Amsterdam, Elsevier

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- De Graaf, F. J., Langenhoff, W. (1995). Reclame als leidraad, Filosofische beschouwing over een cultuurfenomeen, Tijdschrift voor Marketing, november 1995, Deventer, Kluwer
- De Bruijn, J., De Graaf, F.J. de (1995), Kwaliteit is een doel, geen middel, Communicatie, Bohn Stafleu Van Loghum, Houten september 1995

OTHER ACADEMIC
POSITIONS

2012 -	Member of various accreditation panels in Dutch higher education (sometimes as auditor, sometimes as representative of a program)
2013 -	Reviewer and member of the Editorial Board Journal of Sustainable Finance & Investment
2010 -	Reviewer Thunderbird International Business Review
2008 -	Reviewer Corporate Governance, An International Review
2007 -	Reviewer Journal of Business Ethics
2008 – 2016	Member of the Jury Best Thesis Award on Corporate Governance, Eumedion, Dutch organisation of institutional investors for better Corporate Governance

PhD supervision, co-supervisor:

Franz Joseph Gellert, Tilburg University, 2010

Dirk Johan de Jong, University Groningen, 2014

Anu Manickam, London South Bank University, 2017

PhD supervision, as co-supervisor (in progress):

Marion Smit, Moral Courage, UvH Utrecht

Richard Puyt, Cognitive artifacts in decision making, Twente University

Jan Zonneveld, State-ownership, Banks and CSR: The role of the state by 'infirmaries', Universiteit van Amsterdam (NWO funded)

Kirsten Rauwerda, Standards for Fintech Companies, Vrije Universiteit Amsterdam (NWO funded)

RESEARCH/
CONSULTANCY

2020-	Responsible for NWO Raak Research project Standards for Fintech companies (about € 600.000),
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PROJECTS AND
MANAGERIAL TASKS

NOT RELATED TO A
CURRICULUM

2020-	Responsible for NWO Raak Research project Independent management accountant at housing associations (about € 600.000),
2020-	Responsible for NWO Raak Research project Digital auditing (about € 600.000), together with Rotterdam University of Applied Science and Utrecht University of Applied Science
2018	Responsible for NWO Raak Research project Civic Crowdfunding and citizen participation (about € 600.000), together with Rotterdam University of Applied Science
2017	Participating EU-ERASMUS+ Project REFINE, improving master programs in Finance in Moldova and Armenia
2017- 2019	Responsible for NWO Raak Research project Towards Advising SMEs on Stacked Funding (about € 600.000), together with HU University of Applied Science Utrecht
2017- 2019	Participating in NWO Raak Research project Soft control benchmark for SME's (€ 600.000), responsible partner is Rotterdam University of Applied Sciences
2013 – 2016	Quartermaster (kwartiermaker) Professorship Entrepreneurship, Research program Responsive Entrepreneurship, Amsterdam University of Applied Sciences
2012	Quartermaster (kwartiermaker) Professorship New Leadership in Economics (Nieuw Economisch Leiderschap), Amsterdam University of Applied Sciences, Amsterdam (HvA)
2011	Responsible for the participation of the Hanze University of Applied Sciences in Opening Up ((about € 400.000), A European programme (Interreg Nord Sea Region)
2011	Exportmonitor 2011 Noord-Nederland (€ 3000)
2010	Internationale Netwerken Noord-Nederland (€ 3000)
2009 - 2011	Responsible for SIA Raak Research project Innovation ExportClubs (€ 320.000), together with NHL University
2008 - 2009	Co-developer SIA Raak Research project responsible for The Flat World, International Competences (€ 420.000)
2008 - 2010	Responsible for SIA Raak Research Project Innovation in Tourism (€ 420.000)
2003 - 2004	Four advisory reports for financial companies, which are integrated in my PhD. thesis.
2003 - 2004	Project in measuring the added value of corporate social responsibility for the Dutch Ministry of Economic Affairs
2001	Report about Corporate social performance and corporate governance for a Dutch financial institution

RESEARCH/
CONSULTANCY
PROJECTS AND
MANAGERIAL TASKS

NOT RELATED TO A
CURRICULUM

2015	Training Dutch pension fund on responsible investment
2011 – 2012	As part of a team of an international consulting firm reviewing the governance structure of the European Investment Fund, Brussels: see: http://ec.europa.eu/economy_finance/evaluation/pdf/final_reprt_eval_eif.pdf
2011	Consultancy work/workshop for a pension fund
2010	Consultancy work for a pension fund, an insurance company and a charity
2009	Consultancy work for an asset manager and a charity organisation
2008	Consultancy work for an asset manager (Syntrus Achmea), a health-insurance company and a charity organisation
2007	(April-December), as advisor Responsible Investment, Product development, supplier selection and product implementation at Dutch Asset Manager Syntrus Achmea

2001	Report in service of Nyfer, one of the main research institutes in the Netherlands, about knowledge management
2000	Some assignments for financial institutions about transparency and integrity
2000	Sustainable business, M ³ as a management-tool to balance stakeholder interests, together with T. Sanders, KPMG
1999	Report Duurzame zaken, maatschappelijk verantwoord ondernemen in Nederland (Sustainable business, corporate social performance in the Netherlands), together with T. Sanders
1999	M ³ -method; a management-tool to balance stakeholder interests, together with T. Sanders
1999	Study about the most effective market scale for local bank offices

RESEARCH/
CONSULTANCY
PROJECTS AND
MANAGERIAL TASKS

NOT RELATED TO A
CURRICULUM

AS A FREELANCE JOURNALIST

1999	Prospectus Premium bond loan for Feijenoord
1999	Communication plan for Implementation flexible reward system for a retail company
1998	Communication plan for implementation for Quality control for category managers for a Retail company
1998 - 1999	Research about knowledge management for an IT-company
1997	Report about market positioning for a advertising agency
1997	A report about the millennium problems for an IT company

EXPERIENCE IN THE
CURRICULUM

2017 – 2018

Course Business in Society, Msc Management Science (EPMS), Universiteit van Amsterdam Business School

Elective corporate governance for managers Msc Management Science (EPMS) Universiteit van Amsterdam Business School,

2015 -

- Financial Management, Executive Internal Audit Program, Universiteit van Amsterdam Business School, together with Willem van Loon.

2011 – 2014

- Corporate Finance & Decision Making/Internal & External Governance, Perspectives from finance and heterodox approaches, Msc Management Science (EPMS)course Universiteit van Amsterdam Business School.

2011 – 2013

- Thesis Supervisor MBA programme Universiteit van Amsterdam Business School.

2011 – 2013

- Thesis Supervisor MBA programme Hanze University of Applied Sciences, GRoningen.

2011 – 2013

- New Economic Realities, MBA Course Hanze University of Applied Sciences.

2009 -2014

- Responsible Investment for Pension Fund Trustees, SPO, Den Haag.

2010 – 2011

- Internal audit, objectivity and new developments, Rijksacademie, Den Haag.

2009 – 2010

- Research methodology for executives, an MBA-course (Hanze).

2011 – 2013

- Research methodology for executives, an MBA-course (Amsterdam Business School).

2007 – 2009

- Corporate Governance, corporate responsibility and ethics, a three day MBA-course Hanze University of Applied Sciences.

2007 - 2011

- Module coordinator Research for the Executive Master of Internal Auditing of the Universiteit van Amsterdam Business School.

2007 – 2011

- Module coordinator Management & Governance (together with Hans Strikwerda) for the Executive Master of Internal Auditing of the Universiteit van Amsterdam Business School.

2007

- Research methodology for controllers Universiteit van Amsterdam Business School, (training postdoctoral students to write a thesis), together with Susanne van Hoek.

2002 – 2004

- International Management, Msc course Universiteit van Amsterdam.

2003 -

- Thesis supervisor postgraduate degree for registered internal auditor Universiteit van Amsterdam Business School.

2003 -

- Thesis supervisor postgraduate degree for registered controller, Universiteit van Amsterdam Business School.

**ADDITIONAL
FUNCTIONS**

2019

- Expert panellist SME Finance and Financial Codes of Conduct, AFM (Dutch authority for Financial Markets).

2011 – 2013

- Member Supervisory Board Studium Generale Groningen, cooperation University Groningen and Hanze University of Applied Sciences.

2009 - 2011

-Member Working Group Education and Business, Dutch Trade Board (Education), advisory board Dutch Minister of International Trade.

2010 – 2018

- Member Supervisory Board Serviceflat Oranjewoud

2010 - 2013

- Member SAM Faculty, Sustainability Asset Management, Zurich.

2007 – 2015

- Member Technical Committee Portfolio 21, Brussels.

2008 - 2014

- Director and co-founder Network For Sustainable Financial Markets.

1999 – 2004

- As treasurer, member of the board of the Interchurch Peace Council (Interkerkelijk Vredesberaad), member of the foundation of the Interchurch Peace Council.

2004 – 2009

- Member of the board of the Interchurch Peace Council (Interkerkelijk Vredesberaad).

1996- 2001

- Member of the board 'Project Ontwikkelingsmaatschappij De Pijp' (Project development company De Pijp).

1995 - 2003

- Steward of the Dutch Protestant Church De Oranjekerk, chairman of the stewardcouncil.

1999 – 2001

- Member of the central church council Amsterdam. 2001 – 2003 member central steward council.

EDUCATION

2005	PhD. at faculty of economics and econometrics, Universiteit van Amsterdam
1991/1994	Economic History at the Universiteit van Amsterdam (B.A. and M.A.)
1987/1991	School for journalism and public relations, Kampen/Zwolle (Bs.)
1982/1987	Christelijke Scholengemeenschap Oostergo, Dokkum (HAVO)

Next to these programs, I have been able to follow various courses and trainings on lecturing and (personal) leadership.
