



SUMMARY After a master degree in economic history, Dr. Frank Jan de Graaf worked freelance as a financial journalist for the main financial-economic media in the Netherlands. After working for KPMG, he was assistant professor at the Amsterdam University, economics and econometrics faculty. In 2005 he defended 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. From 2000 to 2005 he wrote a two-weekly column for De Staatscourant. To further develop his insights in practice, he started in 2005 as an advisor Responsible Investment for the Dutch pension fund PGGM. From 2007 he was professor (lector) International Business at the International Business School Groningen, further developing his research interests in the relationships between (international) finance, organizational control, professionalism and (civil) society. Since 2013 he is professor Corporate Governance & Leadership at the Amsterdam University of Applied Sciences.

CAREER STEPS

2013 -	Professor (lector) Corporate Governance & Leadership, Amsterdam University of Applied Sciences
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. (2018), Competing logics: Financialisation and a Dutch cooperative bank, *Journal of Management History*, 24 (3), forthcoming
- 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*, No. 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: 365–390. doi:10.1111/basr.12091
- De Graaf, F.J. (2014), Meer dan de Wolf: kennis onzekerheid en duurzaamheid in finance & accounting, *MCA* juni 2014 (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/>
- Haigh, M., De Graaf, F.J. (2008), The implications of reform-oriented investment for regulation and governance, *Critical Perspectives on Accounting*, doi:10.1016/j.cpa.2008.05.003
- De Graaf, F.J., Herkströter, C.A.J. (2007), How corporate social performance is institutionalized in the governance structure, The Dutch governance model, *Journal of*

Business Ethics,74, p177-189

<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
- Tali, Z., De Graaf, F.J., Loyaliteitsdividend, registratiedividend en institutionele beleggers: 'Vaste relatie of betaalde liefde', Ondernemingsrecht, 2007-4, 29 maart 2007, p139 –141
- 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
- De Graaf, F. J. (2003). Een institutionele benadering van verantwoord ondernemen. *Filosofie in Bedrijf*, 3, p36–47 september 2003
- 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.
- De Graaf, F.J., Mehrtens, A. (2012), SME role models on a global market: How international entrepreneurs can thrive on social responsibility. In: Bonanni, C., Lepineux, F. Roloff, J., Social responsibility, entrepreneurship and the common good, p158 – 180. Hampshire, Palgrave MacMillan
- 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
- Velthuisen, H., De Graaf, F.J. (2009), Entrepreneurship in the network economy, in: *Enterprise growth in sustaining efficiency and effectiveness, Conference proceedings of 2009 International SME Development Forum*, H. Zhang & R. Zhao (Eds.), Marrickville N.S.W., Orient Academic Forum, p629-636.
- De Graaf, F. J., Herkströter, C. A. J. (2005), Hoe maatschappelijk verantwoord ondernemen wordt vastgelegd in de bestuursstructuur: Corporate governance als

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- De Graaf, F.J., Herkströter, C.A.J., Bouma, J.J. (2005), A process approach in social accounting, Overcoming dichotomies in CSP-research, In: Cramer, J., Jonker, J. (Ed.), Making a difference, The Dutch research program on corporate social responsibility 2003 - 2004, p189- 205 Dutch Ministry of Economic Affairs, The Hague
- De Graaf, F. J., Herkströter, C. A. J. (2002). Alleen belangrijke zaken regelmatig melden. In: Janssen Groesbeek, M. (Ed.), Mensen, milieu en meerwaarde, Nieuwe visies op duurzaam ondernemen en beleggen. Amsterdam: Het Financieele Dagblad/ Uitgeverij Business Contact
- De Graaf, F. J., 2001. Van machine naar mens. In: Janssen Groesbeek, M. (Ed.), Maatschappelijk ondernemen, theorie, praktijk instrumenten. Amsterdam: Uitgeverij Business Contact
- De Graaf, F. J. (2001). Help, de maatschappij, Wat te doen om tot verantwoord ondernemen te komen. In M. Coymans (Ed.), Maatschappelijk verantwoord ondernemen als managementtool. Deventer: Kluwer

PUBLICATIONS *(EDITED) BOOKS*

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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.
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- 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..
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- De Graaf, F.J., De Jong, G. (2016), Wat is de controller van de toekomst, over vakbekwaamheid en kletsvakken, MCA, No. 5, p216 - 218
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- Williams, C. A., De Graaf, F.J., Johnson, K.L. (2011), The economic role of finance: A contribution to the Kay Review of UK equity markets and long-term decision making (November 28, 2011). Available at SSRN: <http://ssrn.com/abstract=2084722> or <http://dx.doi.org/10.2139/ssrn.2084722>
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- De Graaf, F.J. (2010), Cultuurwijziging bank niet te meten (Optiek), Het Financieele Dagblad, 7 August 2010, p7
- De Graaf, F.J. (2010), Schud de ideologische veren weer op, Gevestigde politici zijn in de huidige reflex-samenleving gevangen in de mythe van de objectiviteit (Optiek), Het Financieele Dagblad, 25 March 2010, p7.
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- Johnson, K.L., De Graaf, F.J. de, Byrne, A. (2008), Comments on the draft OECD guidelines for pension fund governance, Submitted by the Network for Sustainable Financial Markets. see: <http://www.sustainablefinancialmarkets.net/wp-content/uploads/2008/10/oecd-guidelines.pdf>
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- De Graaf, F.J. (2008), Bestuurders pensioenfondsen moeten hun verantwoordelijkheid nemen, Zeggenschap, juni 2008, p6- 9

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- 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
- De Graaf, F. J. (1997). Ken Uzelf, Tijdschrift voor Marketing, januari, Deventer, Kluwer
- 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):

Michel Knoppel, International Contagion, Universiteit van Amsterdam

Marion Smit, Moral Courage, Nyenrode Universiteit

Richard Puyt, Cognitive artifacts in decision making, Twente University

Jan Zonneveld, State-ownership, CSR and Banks, Universiteit van Amsterdam

RESEARCH/
CONSULTANCY
PROJECTS AND
MANAGERIAL TASKS

NOT RELATED TO A
CURRICULUM

AS A RESEARCHER

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	Responsible for NWO Raak Research project Towards Advising SMEs on Stacked Funding (about € 600.000), together with HU University of Applied Science Utrecht
2017	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

AS A CONSULTANT/AUDITOR

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_report_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 –

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**

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.