

Annual report 2017



Radboud University



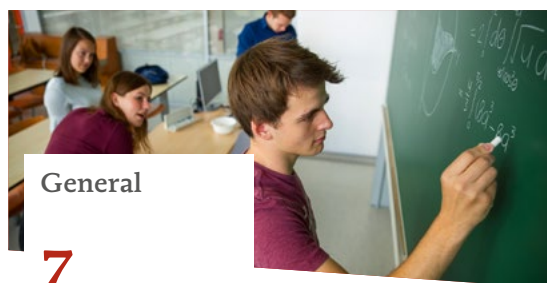
Foreword

Twenty thousand students and five thousand employees work together every day to broaden and deepen knowledge at Radboud University. Thanks to the combination of curiosity-driven research, education, mutual involvement, perseverance and creativity, they regularly make new discoveries and contribute to the society of today and of tomorrow.

They do that on our one-square-kilometre green campus, where students and employees from various backgrounds motivate and inspire each other across the boundaries of academic disciplines.

This annual report is a financial and substantive account of 2017. In writing it, we simultaneously offer a glance back at the past and lay a foundation for the knowledge of tomorrow.

Daniël Wigboldus – Chair
Wilma de Koning – Vice chair
Han van Krieken – Rector Magnificus



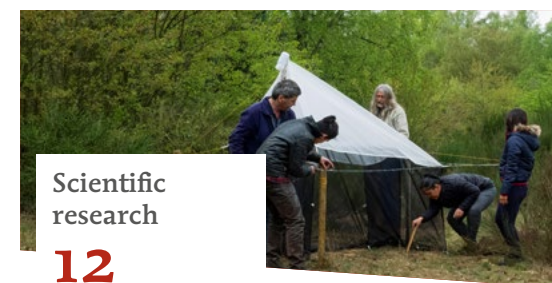
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Scientific
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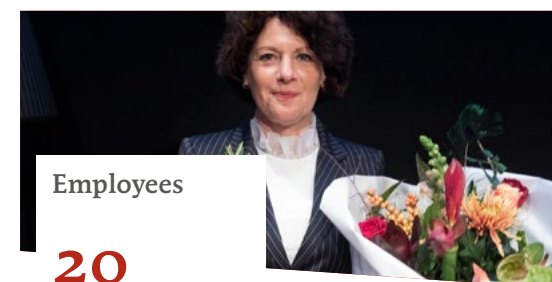
Social impact

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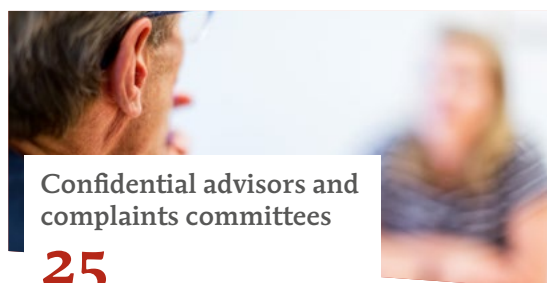
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18



Employees

20



Confidential advisors and
complaints committees

25



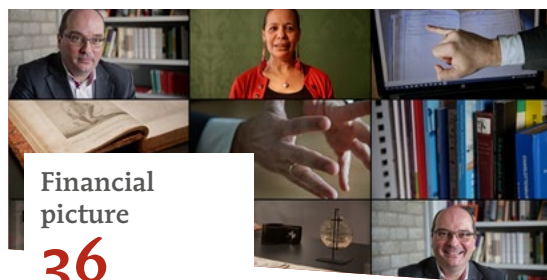
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The annual accounts are included in the Dutch version of the annual report. The English version summarises the most important developments related to results and capital in the section titled 'Financial picture of 2017 including a continuity section'.

Overview of key figures for Radboud University



Students

(as of 1 October 2017)

2015	2016
19,309	19,899

2017
20,967



Education

Programmes

2015	2016
112	113

2017
111

Student satisfaction

2015	2016
8.0	8.0

2017
8.0*



Research Scientific publications

2015	2016
7,239	7,366

2017
7,146

PhD defences

2015	2016
358	412

2017
435



Employees

Fte staff**

2015	2016
5,021	4,921

2017
4,891

*Average result.

**Includes employees of the medical faculty at Radboud university medical center (academic staff and support and management staff).



General

Mission

Radboud University is a student-oriented research university where research and teaching are closely intertwined. The university aspires to be one of the leading universities in Europe. It creates an intellectual climate that inspires and challenges staff and students to explore the limits of their abilities.

The university is active in almost all academic disciplines: the humanities, natural sciences, social sciences and medical sciences.

In the [Mission Statement](#), Radboud University presents its mission and basic principles.

Strategy

[Radboud University towards 2020](#) sets out the strategic choices and concrete goals the university has made for the years 2015–2020.

At Radboud University, we aim to educate students in an international context and encourage them to engage in an independent quest for knowledge. The university offers high-quality education. Students and lecturers work closely together on the students' academic development. Quality, cohesion and clarity underpin the educational approach at Radboud University.

In the Bachelor's phase, we take a discipline-based approach. All Bachelor's programmes prepare students for at least one Master's programme at Radboud University. We offer a substantial number of contact hours and small-scale work groups, focusing on each student as an individual. Although the number of students has recently grown, the university will maintain this small scale.

Our education is closely connected to research. Every student is expected to take part in academic research at least once, to make their own way through the unknown. Another basic principle is that every lecturer conducts academic research.

At Radboud University, we create a lively, successful research community, generating new insights and ideas which contribute to social, cultural and economic development across the full spectrum of our academic disciplines, both nationally and internationally. Research feeds back into education; this close connection between education and research is the most important aspect of our pursuit of excellence.

New strategic plan in the making

Radboud University is developing a new strategic plan for 2019–2025. Employees, students and stakeholders are invited to contribute ideas and discuss the university's direction. The route to the new strategic plan was adopted in 2017.

A first exploratory situation analysis has been made, from which we can distil opportunities and threats for the primary processes: education and research. The appendix of this annual report contains a summary table of the situation analysis.

Radboud University has various testing grounds for ICT innovation in education. Virtual reality (VR) forensic pedagogy is one of them. Using 360-degree video productions and VR glasses, students can look around a closed institution for youth care or a juvenile prison. That gives them a more complete picture of the work that goes on in those institutions, which is important because it is not always possible to physically visit such places with larger groups.



Education

Education	2015	2016	2017
Bachelor's programmes	37	37	37
Master's programmes	75	76	74
Diplomas and job market prospects			
Bachelor's diplomas	2,720	2,672	2,619
Bachelor's students who finish in 4 years (%)	77.2	78.2	74.8
Master's diplomas	2,857	2,791	2,947
Paid work 1.5 years after graduation (%)	93.0	94.5	94.4
Student satisfaction			
Average result for Radboud University	8.0	8.0	8.0
Average result for programme	7.8	7.8	7.8
Ranking in Guide to Higher Education (<i>Keuzegids Universiteiten</i>)	1	1	1
Ranking in Guide to Master's Programmes (<i>Keuzegids Masters</i>)	1	1	1
Ranking in Elsevier's Best Programmes (<i>Elsevier Beste Studies</i>)	1	1	1

Programmes

In 2017, Radboud University offered 37 Bachelor's programmes and 74 Master's programmes. The [appendix](#) of this annual report contains an overview of them.

Quality assurance

Institutional quality assurance test

We successfully completed the institutional quality assurance test in 2017. The audit panel who conducted it concluded that Radboud University works systematically to improve its teaching. That improvement is founded on a broad-based educational vision. According to the panel, the strong involvement of students and employees is one of our greatest strengths. Based on the panel's recommendations, we will further strengthen the internal quality assurance system for teaching.

Inspection and accreditation procedures

The following programmes were inspected in 2017 and received at least one sufficient rating: Political Science, Philosophy, Educational Science, Pedagogical Sciences and Medicine. Accreditation for these programmes has been requested from the Accreditation Organisation of the Netherlands and Flanders (NVAO). The Public Administration, Law, Psychology, Information Science and Biomedical Sciences programmes were also inspected in 2017, but the results are not yet known.

Education policy

Master's programmes for teacher training

In 2017, Radboud University was granted permission to set up two new two-year, integrated Master's programmes for teacher training. With these programmes, faculties and the Radboud Teachers Academy are working closely together on the integrated training of teachers for secondary education. The programmes are expected to start in September 2018. The one-year teacher training programmes will continue to exist, but the number of CROHO labels will be reduced from eighteen to three: Language and Culture, Science, and People and Society.

Pedagogical Sciences for Primary Education

The academic Bachelor's programme in Pedagogical Sciences for Primary Education will start in September 2018. This programme will lead to a teaching qualification in primary education. The programme is in addition to the existing ALPO training programme that is being offered in collaboration with HAN University of Applied Sciences. A pilot with a training programme in Pedagogical Sciences for Primary Education already started in 2017.

Peer review

Radboud University took part in peer review in 2017. In such a review, universities take an inside look at each other's use of the University Teaching Qualification (UTQ). The peer review was conducted under the auspices of the Association of Universities in the Netherlands (VSNU). It may lead to several adjustments to the current UTQ programme, but will especially give a boost to teacher professionalisation after the UTQ. The aim is that the teaching task within the institution will be seen as equivalent to the research task. In connection to that, the Extended Teaching Qualification (ETQ), among others, will be considered, and the system of principal lecturers, as exists within Radboud university medical center, will be examined.

Use of ICT in education

In 2017, Radboud University focused heavily on the use of ICT in education, both to further improve quality and reduce workload. Two large projects are digital testing and the introduction of Brightspace. In 2017, Brightspace was chosen as the replacement for Blackboard and the digital testing facility was introduced. For that purpose, more than 600 Chromebooks have been purchased and the tender for the software has been completed. There are many other initiatives as well. Employees are given the opportunity to experiment with ICT in the form of testing grounds, and a pilot with digital feedback is now up and running.

Radboud Honours Academy

At the Radboud Honours Academy there is an ongoing effort to further improve and expand its educational offerings, focusing more on the talent policy and somewhat less on excellence. The academy's offerings are aimed at a broader target group, which allows more students to participate in the various programme components. This applies to both the interdisciplinary and the faculty tracks. In 2017, several tracks switched to English as the language of instruction.

Connection with VO-HO

In coordination with the VO-HO Platform Arnhem-Nijmegen, Radboud University has developed a broad vision of connection across the entire educational chain: from primary to academic higher education. This vision is the foundation for the university's connection policy for the next four years. We will work towards more unity in tracks for and with pupils and teachers in primary and secondary education. The Pre-University College of Society was established in 2017, and the five faculties in the humanities and social sciences are represented there. Together with the Pre-University College of Science, they form the Radboud Pre-University College.

City Deal

In February 2017, Radboud University signed the national City Deal for Knowledge Creation. Students and researchers will use their talents and knowledge to solve regional social problems. Radboud University, HAN University of Applied Sciences and the municipality of Nijmegen have joined together in this City Deal. They were joined in December by the municipality of Arnhem, VHL University of Applied Sciences and ArtEZ University of the Arts. We will present a joint strategic agenda in 2018 that will lay out the themes and priorities for the coming years.

Every Talent Counts

In 2017, the Executive Board decided to continue participating in the Every Talent Counts (*Ieder Talent Telt*) project for at least one more year. That project, which began on 1 March 2016, has grown into a movement in which citizens from Nijmegen – lecturers and students, policy-makers and administrators, or simply parents and pupils – develop talent across institutional borders, stimulating and shaping it in many directions. The project is being supervised by a steering committee made up of representatives from the entire Nijmegen education sector and the municipality. In 2016 and 2017, around 25 incubators were developed under the aegis of Every Talent Counts.

Educational support: audit and improvement agenda

2017 marked the launch of a programme that is auditing all the support functions within Radboud University. The model that is used in educational inspections is also being applied here. The first audit involved the educational support function. It provided a wealth of information that formed the input for the improvement agenda for educational support, which is now being implemented.

Internationalisation

see organisation and working methods.



The total biomass of flying insects in 63 protected natural areas in Germany has declined by more than 75% since 1989. The decline was already suspected, but now appears much larger than expected. Together with German colleagues, ecologists from Radboud University published these findings in the scientific journal PLOS ONE on 18 October 2017.

The research received worldwide attention, and the shocking results set a lot of things in motion: conservation organisations presented petitions to the Dutch Second Chamber and the Minister of Agriculture, Nature and Food Quality, and the Delta Plan for Biodiversity Recovery gained momentum. The researchers also travelled to Brussels and The Hague to inform the European Parliament and the Dutch Second Chamber.

Scientific research

Research	2015	2016	2017
Scientific publications*	7,239	7,366	7,146
PhD defences	358	412	435
Successful PhD defences (%)	61.7	66.4	69.5
Research institutes	15	15	15
Patents	4	4	2
Veni grants	20	17	14
Vidi grants	11	8	4
Vici grants	3	4	6
Spinoza Prizes	0	2	0
ERC Starting Grants	4	3	0
ERC Advanced Grants	1	2	1
ERC Consolidator Grants	3	3	5
Rankings			
Times Higher Education World University Ranking	125	121	122
QS World University Ranking	177	190	204
Academic Ranking of World Universities (Shanghai)	132	118	136

* The focus is less on the number of publications and more on their quality.

Quality assurance: SEP research inspections

Every research institute at Radboud University is periodically assessed by an independent, internationally composed committee of leading scientists, according to the national Standard Evaluation Protocol (SEP).

In 2017, the external assessment was supervised and conducted by the Research Centre for State and Law (SteR), which is part of the Faculty of Law. The assessment report was positive about the research institute and the associated research programmes. The committee also offered some recommendations, especially related to increasing the institute's societal impact and ensuring a future-proof personnel policy. SteR has adopted those recommendations and implemented them in several plans for changes at the institute.

The external assessment of the Behavioural Science Institute in the Faculty of Social Sciences was also supervised and carried out. The inspection committee will complete its report in early 2018.

The Faculty of Arts and Radboud university medical center have begun preparations for research inspections that will occur in 2018. In addition, the mid-term evaluations of the Business and Law Research Centre, the Donders Institute for Brain, Cognition and Behaviour, and the Institute for Management Research have been completed.

The assessment reports for the Institute for Mathematics, Astrophysics and Particle Physics (IMAPP) and the Netherlands Research School for Astronomy (NOVA) were received at the end of 2016 and finalised on an administrative level in early 2017. Those two institutes were assessed as 'extremely good to excellent' and 'exemplary', respectively.

PhD candidate policy

Until 2017, only full professors were authorised to supervise a PhD candidate (*ius promovendi*). That policy was expanded in 2017 to also allow associate professors to do so in specific cases.

To ensure better coordination within Radboud University, the Graduate Schools meeting was instituted in 2017. This biennial meeting is an opportunity to discuss matters related to PhD candidates, and to exchange experiences and best practices.

Radboud Excellence Initiative

The Radboud Excellence Initiative enables outstanding scientists of world renown to work and conduct research in Nijmegen for two years. Three professorships and 12 fellowships were awarded in 2017. The initiative now has 51 fellows and 22 professors. It is sponsored in part by the Reiner Post Foundation.

Research profile

Healthy Brain is an overarching research theme for interdisciplinary projects at the intersection of health and brain science. Radboud university medical center, the Max Planck Institute for Psycholinguistics and Radboud University are working together on this research. There are now several concrete initiatives, such as a large cohort study and a collaboration with Wageningen University & Research in the area of food and cognition. Healthy Brain is sponsored in part by the Reiner Post Foundation.

Alongside the Healthy Brain initiative, researchers from various faculties have joined forces under the name Healthy Society. Their goal is to connect Radboud researchers from various disciplines to develop initiatives that contribute to innovative research and education.

Grants

In 2017, the university supported 114 proposals for individual grants (innovation incentives and grants from the European Research Council). Of those, 30 were ultimately awarded, with a total value of about €25 million. The average award percentage of applications from Radboud researchers is significantly higher than the national and European averages. The appendices of this annual report include overviews of various grants.

Open access

Radboud University believes it is no longer a question of whether but how open access will become the norm. Open access not only helps society, companies and schools, but also scholarship. After all, open access publications are easier to find and are more often cited than publications in journals that restrict access to subscribers.

Radboud University endorses the policy of the Association of Universities in the Netherlands (VSNU), which states that 'gold open access' is the sustainable future. The European and Dutch goal is therefore to have gold open access by 2020. Gold open access refers to peer-reviewed journals in which all articles are freely accessible from the publication date. A general principle for gold open access is paying for publishing, not for reading. The universities pay the VSNU contracts for their researchers.

There is also room for green open access, because 'green' helps in the transformation to gold open access. This is especially important for disciplines for which there are not yet VSNU contracts. So it is not a matter of choosing between gold or green, as was long thought to be the case because universities were afraid of higher costs. But that financial concern has been removed by VSNU's successful negotiations with publishers.

Research data management

Data from researchers at Radboud University should be stored systematically and FAIR (*Findable, Accessible, Interoperable, Reusable*) by 2020 at the latest. In February 2017, the university laid out a strategic vision, the state of affairs, a concrete goal and the necessary steps to achieve it. Each research institute has appointed a data steward, and a first version of the Research Data Management institute policy has been written.

Animal testing

Researchers at Radboud University conduct experiments with animals for purposes such as developing new therapies and obtaining knowledge about the causes of diseases. The university makes every effort to limit the animals' discomfort as much as possible and to maximise the efficiency of the experiments. The university has signed the [Code for Transparency in Animal Testing](#).

With the establishment of the Animal Welfare Body (AWB), the university complies with the Animal Experimentation Act. That act brought the Netherlands into compliance with European directive EC2010/63EU in December 2014. In close collaboration with the Animal Research Facility and the Statistics department, the AWB supports and supervises the planning and execution of all animal experiments.

In 2017, the Animal Research Facility underwent an internal reorganisation; it is now a research facility within Radboudumc Technology Centers. Thirty-five new research projects were started within the Animal Research Facility in 2017, and more than 200 experiments were conducted. These experiments involved approximately 14,000 mice and rats. In total, 500 researchers now use the research facilities. When designing and planning all these experiments, the researchers and the Animal Research Facility explicitly aim to reduce, refine and – where possible – replace the use of live animals.

Scientific integrity

See [page 26](#).



In 2017, Radboud University received permission from the Accreditation Organisation of the Netherlands and Flanders (NVAO) to develop a new three-year programme that would lead to a teaching qualification for primary education. That programme was named Pedagogical Sciences for Primary Education. Through it, Radboud University will train new professional teachers. This programme is expected to attract 50 to 100 students per year. Graduates will make a valuable contribution to the teaching teams at primary schools because they will be trained to translate new scientific insights into everyday practice in the classroom. At the moment, there are a limited number of university-trained teachers in primary school classrooms. This new programme will not be able to avert the impending teacher shortage, but it can contribute to a solution.

Social impact

Knowledge for society

The knowledge that Radboud University collects is of benefit to society. The knowledge that students gain will be used in their future work. And researchers share their findings in journals – increasingly with open access – as well as in books, policy briefs and other types of publications. They also give lectures at public events and answer questions from the media.

Almost every day, Radboud University publishes reports on our [website](#) about high-profile research, and researchers speak with Dutch and international media about their work. Radboud University has also set up informative webpages for each of our top research areas. The university also shares its knowledge with a broad public through the in-depth lectures in [Radboud Reflects](#). During these accessible, public-friendly lectures on campus and in the city of Nijmegen, lecturers discuss current themes, social tendencies, ethical issues or the relevance of important philosophers, theologians and other scholars. Well-known international speakers are regular guests.

In addition, Radboud University made a visible contribution to various large public events in 2017. Radboud events such as Radboud Talks and the InScience film festival also contributed to publicising the research. Research visibility has also been increased via several crowd-funded projects, such as a democracy game, a children's book about dyslexia and the digitisation of slave registers.

Lifelong learning

Radboud University is not only an inspiring place for employees and students, but also for professionals who give meaning to the idea of [lifelong learning](#). For example, the CPO offers legal education for professionals and vocational training for lawyers. And the Radboud Centre for Social Sciences offers programmes related to topics such as the Dutch Healthcare Professionals Act.

Business and social organisations

Companies and organisations can go to the university for commissioned research and collaborative projects. Radboud Innovation is the point of contact at the university for contract and indirect government-funded research. They advise and support scholars through grant support and knowledge protection, science-to-business support and project development.

More than 50 companies used the research instruments and expertise of Radboud Research Facilities in 2017. These included the VISA Skills Lab, the Decision Making Lab, Maptable, the Brain-Computer Interfacing Lab and, for the first time, the Humanities Lab.

Nijmegen researchers filed two patent applications in 2017, in the fields of physical chemistry, organic chemistry and life sciences. In addition, the university supervised several spin-offs and start-ups. Some examples include 3d Neuro, Giraffe, Structure Systems and Respora.

To give an extra boost to the entrepreneurial climate on campus, Radboud Innovation has prepared for the Mercator Launch, which will start in 2018. The existing incubator activities respond to the broader needs of starters and start-ups. Mercator Launch will work intensively with experts inside and outside the university.

Radboud University successfully acquires a relatively large amount of research funding by working with the business world and other institutions. For example, in 2017, the European Regional Development Fund invested in three public-private projects involving Radboud University researchers. Those researchers collaborated with partners such as FutureChemistry, Cytofind Diagnostics, Mercurna, MR Coils and ScreenPoint Medical to develop innovative products and services. Those projects have a total value of more than €5.6 million, of which €2.1 million will benefit researchers at Radboud University and Radboud university medical center.

The Netherlands Enterprise Agency awarded an INTERREG grant of €3.4 million to the Neighbouring Language & Culture (*Nachbahrsprache @ Buurcultuur*) project. In it, Radboud University is working with the University of Duisburg-Essen and 30 German and Dutch secondary schools to develop new teaching methods and customised teaching material. The university is also a partner in the European EIT RawMaterials network, which focuses on innovations for recycling and substitution of scarce raw materials. The network consists of approximately 100 partners from 22 EU countries, including leading companies, research institutes and universities. In 2017, EIT RawMaterials awarded grants to two projects from Radboud University researchers, worth a combined total of €1.5 million.

Sustainability

Radboud University is strongly committed to sustainability. Together with Radboud university medical center, the university strives to take social responsibility and thus contribute to sustainable developments in education, research and operations. The university offers more than 75 courses related to sustainability, and 22 scientists are conducting related research.

Demands of society

To continue to respond as well as possible to the demands of society, the university not only consults with students and employees, but also with parties such as local and national government, the business world, educational institutions and neighbourhood residents. For instance, in response to the desire for more academically trained teachers in primary education, the university decided to offer the Pedagogical Sciences for Primary Education programme. The accreditation for this programme was granted in 2017.

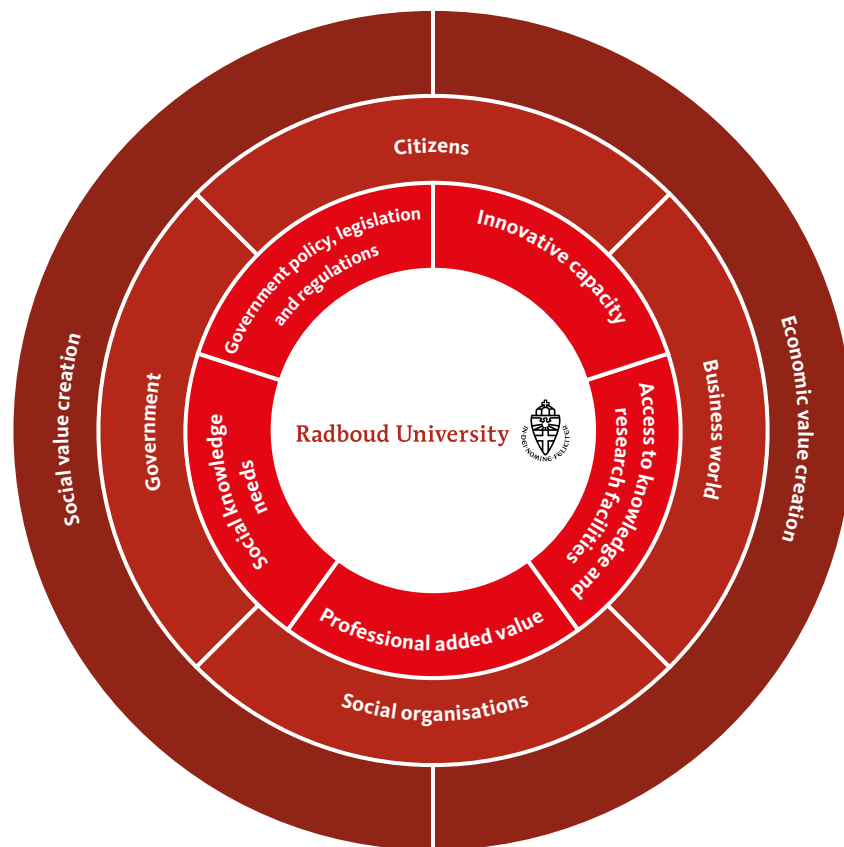
And in the City Deal programme, students and researchers use their talents and knowledge to solve regional social problems.

Through crowdfunding, a broad public is actively involved in research. For example, researcher Coen van Galen successfully called on the public to help make the Surinamese slave registers publicly available.

Radboud researchers use the Science Education Hub to introduce primary school pupils to science.

Value chain

The attached illustration of the 'value chain' offers a schematic overview of the impact of the education and research at Radboud University.



You can find news about research and education in 2017 on the university's website.

An overview of important stakeholders can be found in the appendix.

Icepack Solution

In an environmental competition for students from all over the world, three Nijmegen students won the silver medal with the Icepack Solution. Fishers now often use plastic bags filled with ice to keep their fish cool. Those bags are thrown away afterwards. Students from Radboud University figured out how cooling elements could be made from recycled plastic on the spot, so fishers would no longer need to use plastic bags.



Students

Students	2015	2016	2017
Students (as of 1 October)	19,309	19,899	20,967
female (%)	56	58	59
Bachelor's students	12,216	12,567	13,556
Master's students	7,093	7,332	7,411
international students (%)	7.7	9.7	10.2
Exchange students (incoming)	676	843	988
Exchange students (outgoing)	907	1,127	961
First-year Bachelor's students (<i>first year at institution</i>)	3,517	3,914	4,582
international first-year Bachelor's students (%)	6.9	16.7	12.0
Market share of Bachelor's students (<i>first-year at university</i>) (%)	7.1	7.5	7.8
First year Master's students (<i>first year at institution</i>)	553	618	653
international first-year Master's students (%)	256	295	286
Market share of Master's students (<i>first year at institution</i>) (%)	3.6	3.8	3.8
Radboud Summer School attendees	370	500	615

Recruitment and information

The number of students increased by 5% compared to last year (Bachelor's programmes: +7.9%, Master's programmes: +1.1%).

Radboud University wants to provide useful information that helps students choose the programmes that are most suited to them. Interest in open days continues to increase: 8,822 Dutch pupils (excluding parents) registered for one in 2017, versus 7,804 in November 2016. And with 3,305 registered attendees, the Master's evening in 2017 had 12% more registrations than in 2016.

To help prospective students learn more about the university, we developed an app called RU Studiekeuze.

The admission process for foreign students was greatly simplified in 2017 to shorten the lead time and make it more user friendly. The admission criteria remain unchanged.

Facilities

The university has taken important steps to improve the supply of information for students. The electronic student file is ready, the messaging service in Osiris has become available, the student portal has been improved and the student app plays a significant role in the supply of information.

Among other things, a theatre with catering facilities was built on campus at the recommendation of the student council. The theatre, named 'C', will open in 2018.

Well-being

Radboud University students feel safe on campus and beyond. A large majority have enough friends, feel accepted and have enough people to whom they feel connected. On the other hand, more than half of students regularly exhibit symptoms of stress. And more than one in five students feel isolated. These are some findings from a survey of all Radboud students.

The Executive Board had the survey conducted on the recommendation of the University Student Council. The university is concerned about the outcomes related to loneliness and stress. In close consultation with the student council, several activities are being developed. When training orientation mentors, more attention will be paid to students' well-being. In addition, international students will be offered a workshop about 'Dealing with the Dutch' and cultural activities will be organised to help them navigate cultural differences. These activities are in addition to existing services, such as student psychologists, student advisors and stress-reduction training.

Alumni

A new service for alumni has been developed under the name Radboud Recharge. It collects the best academic stories and activities from Radboud University in one place. Users then filter the content based on self-chosen areas of interest, which are often broader than the programme from which they graduated. This makes the range of various disciplines at the university more accessible to alumni.

During the festive programme to mark the 25th anniversary of Radboud in'to Languages, director Liesbet Korebrits was presented with the Radboud Bronze University Medal.

The Executive Board praised Liesbet Korebrits as an “incredibly driven, expert and amiable director” who has worked with boundless commitment, inspiring engagement and a keen eye for the interests of clients and employees to build the success of Radboud in'to Languages through good times and bad. The substantial growth, high level of customer satisfaction and development of the organisation over the past 25 years are largely due to her exceptional commitment.



Employees

Personnel	2015	2016	2017
FTE staff	5,021	4,921	4,891
FTE academic staff	2,868	2,764	2,742
female (%)	45.9	46.8	46.6
international (%)	24.5	24.6	23.5
FTE professors (excl. Radboudumc)	223.2	222.6	232
female (%)	23.9	26.5	27.6
FTE professors (incl. Radboudumc)	291.7	293.8	304.3
female (%)	20.1	23.5	24.6

Number of employees

The number of academic staff members fell slightly last year, by 21.5 FTEs. That decrease was largely caused by a drop in the number of other academic staff, mostly temporary lecturers and researchers (35.4 FTEs). There was also a notable increase (10.5 FTEs) in the number of full professors.

Academic staff Radboud University

including Radboud university medical center

	2016, 31 December cut-off date	2017, 31 December cut-off date
Professors	293.8	304.3
Associate professors	174.3	175.9
Assistant professors	367.0	371.5
PhD candidates	921.1	918.2
Other academic staff	1,007.5	972.1
Total	2,763.6	2,742.1

When the academic staff numbers exclude Radboud university medical center, it is easy to see that the number of PhD candidates declined (by 26.1 FTEs).

Academic staff Radboud University

excluding Radboud university medical center

	2016, 31 December cut-off date	2017, 31 December cut-off date
Professors	222.6	232.0
Associate professors	121.7	120.8
Assistant professors	314.9	310.7
PhD candidates	580.5	554.4
Other academic staff	517.6	499.5
Total	1,757.3	1,717.4

Academic staff Radboud university medical center

	2016, 31 December cut-off date	2017, 31 December cut-off date
Professors	71.2	72.3
Associate professors	52.6	55.1
Assistant professors	52.1	60.8
PhD candidates	340.6	363.8
Other academic staff	489.9	472.6
Total	1,006.3	1,024.7

Support staff Radboud University

excluding Radboud university medical center

	2016, 31 December cut-off date	2017, 31 December cut-off date
Total	1,522.4	1,522.5

The Faculty of Medical Sciences is part of Radboud university medical center. The above tables only count the workload related to education and research. The workload for patient care is not counted there.

Diversity

Radboud University strives to increase diversity, in part because it contributes to better education and research. Following the strategic plan, it was agreed to first focus on gender. But, in 2017, plans were also developed to broaden that focus to include other aspects, including cultural diversity and employees with a disadvantage on the labour market.

The strategic plan states that the university aims to have at least 25% of posts filled by men and at least 25% by women within every job category before the end of 2020. This percentage was already achieved for female professors in 2016. That is why the target percentage has been adjusted to 30 (including professors from Radboud university medical center). In the past year, the proportion of female professors (FTEs) with an employment contract rose again, to 26.8%.

The proportion of female associate professors and assistant professors also increased, to 32.8% and 38.5%, respectively. The total proportion of female scholars remained virtually unchanged, at 46.6%. The ratio between female and male PhD candidates became more balanced in 2017: 54.2% are female.

Percentage of total female and male academic staff (in FTEs)

Radboud University and Radboud university medical center

2016, 31 December cut-off date			2017, 31 December cut-off date		
	M	F		M	F
Professors	74.3	25.7		73.2	26.8
Associate professors	68.6	31.4		67.2	32.8
Assistant professors	63.9	36.1		61.5	38.5
PhD candidates	44.8	55.2		45.8	54.2
Other academic staff	48.2	51.8		48.8	51.2
Total	53.2	46.8		53.4	46.6

The support staff are represented in salary scales. This gives a good picture of the classification levels. It is clear that the percentage of men and women is higher than 30 in each category. In the highest scale level, the percentage of women has decreased over the past year, from 37.4% to 31.4%.

Percentage of total female and male support staff (in FTEs) Radboud University, excluding Radboud university medical center

2016, 31 December cut-off date			2017, 31 December cut-off date		
	M	F		M	F
Scales 1–5	52.6	47.4		55.2	44.8
Scales 6–9	34.7	65.3		33.9	66.1
Scales 10–12	54.5	45.5		54.6	45.4
Scales 13–18	62.6	37.4		68.6	31.4
Other scales	52.2	47.8		55.3	44.7
Total	45.2	54.8		45.8	54.2

Internationalisation

Radboud University aims to increase the proportion of international scholars. The proportion of academic staff members with a foreign nationality was 24.9% in 2017.

Percentage of international staff of the total academic staff (FTEs) Radboud University, including Radboud university medical center

2016, 31 December cut-off date	2017, 31 December cut-off date
24.6	24.9

University or Extended Teaching Qualification

At the end of 2017, 81.4% of the academic staff (including the Faculty of Medical Sciences) who were involved in teaching were in possession of a University Teaching Qualification or Extended Teaching Qualification (UTQ/ETQ). The proportion was 82.7% at the end of 2016.

HR agenda

In 2017, the strategic HR agenda, 'Working with your talents', was further developed into a concrete action plan for 2018 through 2020. In the near future, the focus will be on several themes: leadership development, talent development and diversity/inclusion.

Dutch Participation Act

Radboud University is committed to achieving the objectives of the Participation Act. At the end of 2017, we counted 48 jobs for people with occupational limitations, 28 of which counted for the job agreement based on the Participation Act. Unfortunately, the target for 2017 (36.8 jobs) has not been reached. Initiatives have now been developed to accelerate the implementation of new participation jobs. A special team has been set up to support this effort.

Implementation of WWZ guidelines

In early 2017, the Executive Board, in close collaboration with the participational bodies, formulated basic principles with which the university will interpret 'being a good employer'. This was done in response to the new Dutch Dismissal Law (WWZ). A first evaluation was conducted in autumn 2017. This showed that the number of temporary employment relationships longer than four years had increased substantially, and the first initiatives were taken to enter into permanent contracts based on external (temporary) financing.

Tenure track

A tenure track is a career path for young scholars with which they can get a permanent position if they meet set performance criteria for a certain period of time. A tenure track can thus stimulate the talent policy for academic staff, one of the strategic principles of Radboud University's HR policy. The tenure track has been increasingly used within the university in recent years, but that stagnated in 2017. To clarify the concepts and basic principles of tenure tracks, a first step was made in 2017 to create a Radboud-wide framework that also offers room for faculty interpretation. This framework is expected to be adopted in the local council in the second half of 2018.

Reducing sickness absence

Absenteeism

In addition to the regular consultation triangle of the Occupational Health Officer, supervisors, and advisors on health and safety policy and absenteeism prevention, the university is putting in place other means to reduce sickness absence. In April 2017, the memorandum entitled 'Radboud University approach to sickness absence' was adopted. It lays out the necessary steps for the appropriate response to sickness absence and the proper implementation of the Eligibility for Permanent Incapacity Benefit (Restrictions) Act. Some recommendations for a new approach were also included. For example, the mutual communication between the Occupational Health Officer, supervisor and HR advisor has been intensified. In addition, various training courses were organised for supervisors, aimed at absenteeism counselling and conducting absenteeism interviews.

The sickness absence of Radboud University staff dropped for the first time in a few years, from 3.4% in 2016 to 3.3% in 2017. This decrease is mainly explained by a decrease in sickness absence among support and management staff. The duration of absence (number of sick days) increased to 15.8 days.

	2013	2014	2015	2016	2017
Absence percentage	2.9	3.0	3.1	3.4	3.3
Absence frequency	0.9	0.8	0.8	0.9	0.8
Absence duration	14.1	16.0	14.6	15.6	15.8

Absence percentage: the total number of absence days related to the total number of working days (FTE).

Absence frequency: average number of times an employee calls in sick per year. Absence duration:

average absence duration in days, calculated based on completed occurrences of sickness during one year.

CAO 1 July 2017

On 28 March 2017, the Association of Universities in the Netherlands (VSNU) reached a negotiated agreement with the employees' organisations about the 2016-2017 Collective Labour Agreement of Dutch Universities (CAO). That CAO is valid from 2 July 2016 through 30 June 2017. In addition to agreements about wages, it was agreed that each university would draw up a work plan about workload and sustainable employability in consultation with the local council. To this end, a university work group has made an initial analysis based on existing studies. This is being translated into a framework document with the request for units to formulate solution-oriented actions. Using the collected information, a concrete action plan will be submitted to the local council in the second half of 2018.

Continuing to work after retirement age

It was decided in 2010 that the opportunity to continue working after reaching retirement age would, as a general rule, only be offered when there is a demonstratable organisational interest for Radboud University. In that case, a *temporary* agreement (employment contract or assignment agreement) would be reached. A demonstratable organisational interest can be motivated by job market arguments or by the exceptional qualities of the retirement-aged worker, either of which are highly valuable to Radboud University and cannot be provided otherwise at that time.

The Professor Emeritus is a special case because he or she retains the right to supervise PhD candidates for five years. If a Professor Emeritus wants a reappointment as a professor, the dean must submit a reasoned request to the Executive Board. In other cases, the dean or the director of Radboud Services is responsible for assessing organisational interest and making/terminating an agreement.

Communication with employees

RadboudNet, the intranet for employees, has been redesigned and substantially restructured based on user research. The site is now more accessible on mobiles and tablets, it looks more modern and the most visited pages have a more prominent place on the homepage.



Confidential advisors and complaints committees

Procedures

Radboud University has a:

- [whistle-blowing procedure](#)
- [complaints procedure for undesirable behaviour](#)
- [complaints procedure for scientific integrity](#)

Confidential advisors

In addition to the complaints procedures, there are several [confidential advisors](#). They submit an annual report to the Executive Board. The board discusses the reports confidentially with the participational bodies.

	2017	2016
Confidential advisors for undesirable behaviour	29	21
number of people who asked to meet		
Confidential advisors for students	30	20
number of people who asked to meet		
Confidential advisors for labour disputes	14	19
number of people who asked to meet		
Confidential advisors for academic integrity	14	14
number of people who made a report		
Confidential advisors for whistle-blowers	1	1*
number of people who made a report		

* The 2016 report continued into 2017.

Complaints procedure for undesirable behaviour

There is a complaints committee for undesirable behaviour with an external, independent chairperson. No complaints were submitted to this committee in 2017.

Scientific integrity

Radboud University constantly talks about integrity. This topic is part of the curriculum and is regularly on the researchers' agenda. On the recommendation of the temporary advisory council for academic integrity, the Rector Magnificus and Council of Deans have agreed to discuss this topic every year. There is a university-wide annual meeting based on a current theme; in 2017, it was devoted to authorship.

Scientific integrity committee

The university has a scientific integrity committee with the following members:

Prof. S.C.J.J. Kortmann
 Prof. P.L.H. Scheepers
 Prof. A.J.A.M. van der Ven
 Prof. R. Loll
 Prof. E. van der Zweerde
 Prof. M.M. Rovers
 Prof. M.H. Leyenaar
 Prof. J.M. Sanders

The scientific integrity committee investigates the complaints submitted to the Executive Board and issues recommendations to the board. In 2017, the Executive Board received four complaints about suspected violations of academic integrity and submitted them to the scientific integrity committee. The board – in line with the committee's recommendation – declared one of those complaints to be unfounded and inadmissible. The other two complaints are still under consideration.

Registered complaints about academic integrity that have been declared admissible are published anonymously on the website of the [Association of Universities in the Netherlands \(VSNU\)](#).

In 2017, a national committee prepared a review of the VSNU Code of Conduct for Academic Integrity. A new addition to the code under development is institutional responsibility: a duty of care to provide facilities that support the researcher in good scientific practice, such as an infrastructure for research data management.

Student complaints

In 2017, 48 complaints were received about matters such as facilities, academic counselling, communication, mistreatment or events related to examinations. After a complaint is received, it is forwarded to the relevant faculty or service. A representative will then contact the student to discuss the situation or share the result of the complaint. There has been an upward trend in the number of complaints since 2015. 19 complaints were received in that year, and 35 in 2016. There is no clear cause for this increase.

Appeals to the Examination Appeals Board

Students who disagree with the assessment of preliminary or final examinations can lodge an appeal with the Examination Appeals Board. In 2017, 83 appeal cases were brought. That is more than in 2015 (69) or 2016 (66).

Appeals received	83
Withdrawn	13
Settled	39
Verdict given	30
Well-founded	6
Unfounded	13
Inadmissible	4
Board declared itself unauthorised	1
Rejected request for preliminary injunction	6
Outcome still unknown	1 (still under discussion)

Objections to the Executive Board

Students can go to the Executive Board with objections to other written decisions. A letter of objection can concern matters such as financial support, admission to a Bachelor's or Master's programme, decentralised selection, scholarships, enrolment, withdrawal, and refund of tuition fees.

112 objections were filed in 2017. That is more than in 2015 (78) or 2016 (87). Part of this increase can be explained by the fact that 2017 was the first year in which students were able to file an objection with the Executive Board against the rejection of their request for a scholarship

Objections received	112
Withdrawn	11
Settled	2
Well-founded	2
Clearly well-founded	37
Unfounded	16
Clearly unfounded	36
Inadmissible	1
Clearly inadmissible	7

The Appeals Tribunal for Higher Education

It is possible to appeal to the Appeals Tribunal for Higher Education regarding disputes arising from the Higher Education and Research Act. A student can only go to that tribunal after the internal procedure has been completed. In 2017, appeals were lodged with the Appeals Tribunal for Higher Education against three decisions on objections to the Executive Board and against one verdict from the Examination Appeals Board. Of the appeals against decisions on objections to the Executive Board, one was withdrawn. A decision was taken on the other two appeals: one was found to be unfounded and the other clearly unfounded. A ruling in the appeal against the verdict from the Examination Appeals Board is still to come.



Two-time award winner

The Dentistry building at Radboud University won the NRP Golden Phoenix 2017 award in the 'renovation' category and the Nijmegen Architecture Prize. The NRP Golden Phoenix is the premier prize for promoting and inspiring sustainable reuse of the existing environment. It is awarded annually to the best renovation and transformation projects in the Netherlands. According to the jury, this project is "a textbook example of architectural and contracting craftsmanship. The thorough renovation marks a significant improvement for the building, the user, the owner, the surroundings and the environment. Thanks to the bold renovation of this previously closed building, Dentistry has become the calling card for the Radboud University campus complex. Through a simple renovation process, the architect and contract showed guts and vision – with results."

Property and infrastructure

Property and maintenance

The Long-Range Investment Forecast was brought up to date in 2017. After approval by the board, the update was submitted for approval to the Joint Assembly and the board of *Stichting Katholieke Universiteit*. Both approved this forecast.

The realisation of the building programme is right on schedule:

- The renovation of the Dentistry building was successfully completed within the available budget. The building won the Golden Phoenix in 2017, a well-known national prize for sustainable building renovation.
- The new building for the sports programme at HAN University of Applied Sciences, under Radboud University's current sport centre, was completed in July 2017.
- The expansion and customisation of the Gymnasium building (for Nijmegen School of Management) was ready at the end of 2017. By adapting the building programme, the faculty could move in one phase rather than the previously assumed two phases, and the total building programme was considerably accelerated.
- The renovation of the Berchmanianum into the Academy Building: it will be put into service after the summer of 2018.
- Other projects in progress: Heyendaal-Zuid programme, with a new building for the Faculty of Social Sciences and the demolition of the buildings in the Thomas van Aquinostraat; renovation of the Prekliniek above the current Cyclotron; various replacement/maintenance projects; various relocations for the centre area; and renovation of the Erasmus building. SPAR University opened its doors in that building in April 2017.
- Various projects are also being prepared, including the expansion of the High Field Magnet Laboratory (HFML) and FELIX.
- The next phase of changes to the centre area and the Erasmus building are underway.

Energy Policy Plan 2017-2020

A new energy policy plan was adopted in 2017. It sets the course for the coming years, the goals, and the ways in which Radboud University will save energy. An important pillar of the policy is the realisation of the hybrid energy grid for Heyendaal-Zuid. Another pillar is the collaboration on sustainable energy projects outside the campus, which is linked to the invitation to tender for the supply of electricity.

The university has taken various measures to save energy. These are listed in the [2017 Annual Report on Energy \(in Dutch\)](#). The appendix of this annual report contains energy consumption figures.

Special occurrences

In June 2017, two large fires broke out on campus: one in the technical spaces on the roof of the Spinoza building and another in a fuse box on the ground floor of the Grotius building. In both cases, the buildings had to be temporarily vacated.

To reduce congestion on the access roads to the campus during rush hour, it was decided to start classes earlier in the day from the 2018-2019 academic year: at 8.30 am instead of 8.45. This decision was taken after consulting with parties including the municipality, transport companies and HAN University of Applied Sciences.

ICT infrastructure

A completely new fibre-optic network infrastructure was built on campus. All the buildings were connected to it in 2017 except the Berchmanianum; connection of that building will occur in the first half of 2018.

With regard to ICT workplaces, facilities for the use of 'own devices' are being further developed.

Together with Radboud university medical center, we are conducting a project to improve mobile accessibility in campus buildings by creating an 'indoor network' that brings the signal into the buildings. The tender for creating this network was concluded in 2017. Installation of the central part will be completed in early 2018; installation of the decentralised part will follow thereafter.

General facilities

In 2017, steps were taken to develop a food court in University Restaurant "De Refter". This will be completed in mid-2018.

To reduce the number of transport movements on campus, preparations have been made to create a single logistics point on campus. In 2018, there will be a more sustainable logistics concept with lower CO₂ emissions.

Library

- The transition to the WorldShare library systems – known within the university as RUQuest – was a complex operation, largely carried out at a national level. Users have experienced negative consequences. It is now easier to find digital resources, but physical resources – especially the special collections – are harder to find. Conversion errors have also been detected. Many problems have been resolved, and others are still being worked on. There is an ongoing external evaluation that will help improve these systems. Extra guidance and training have also been implemented to help users with their searches.
- In 2017, work was done to prepare for the mid-term evaluation of the University Library: an interim report on the progress of the University Library policy plan that was drawn up in 2014. Conclusions and follow-up actions will be presented in early 2018.
- The University Library has continued providing administrative support related to the 'Post FP7 Gold Open Access Pilot' within the EU OpenAIRE project. The support aims to allow as many authors as possible within the university to use funds made available by the EU. Radboud University has had more publications funded by this pilot than any other university in the Netherlands.

Sports facilities

The Radboud Sports Centre (RSC) had 25,335 members in 2017, making it the busiest student sports centre in the Netherlands. The number of Radboud University students who use it increased from 11,613 in 2016 to 12,490 in 2017. However, the number of university employees who participate in company sports decreased slightly compared to 2016.

The construction of a new water sports centre on the Spiegelwaal remains a long-term question. A final decision from the municipality has been postponed to 2018. The goal is still to allow the associations to move into the new water sports centre sometime in 2019.

Students and staff submitted ideas to make the campus more sustainable as part of the sustainability experiment. The jury awarded prizes to several people, including senior communications consultant Lida Derks. She wants to bring Join the Pipe to the campus. Join the Pipe promotes drinking tap water and using refillable bottles, with the aim of fairly distributing drinking water and discouraging the consumption of environmentally polluting pre-packaged spring water. Through the sale and installation of water taps, Join the Pipe finances clean drinking water projects in developing countries.



Organisation and working methods

Internationalisation

In 2017, a number of students and employees were interviewed to develop a new internationalisation policy through 2025. It is expected that the new policy will be adopted around the summer of 2018 – naturally, in conjunction with the new strategic plan.

The university has joined The Guild, a network of research-intensive universities in Europe. Their agenda includes education and research collaboration and lobbying for the European Commission's ninth EU Framework Programme.

In addition, work continued in 2017 on implementing the 2014-2018 Internationalisation memorandum and the most important recommendations from the De Stille Kracht report. For examples, two new English-language Bachelor's programmes have been launched, the turnaround and response times for international student services have improved, processes for exchange students have been streamlined and improved for faculties, and a virtual one-stop shop for scholarships for outgoing students was set up.

Radboud Summer School had another record-breaking year: there were more than 600 attendees.

Management information

Existing reports in the data warehouse were improved and various new ones were developed.

Legislation and regulations

The regulations of the university's participational bodies have been modified as a result of the discussion about the implementation of the law strengthening administrative power in educational institutions.

Preparations continued for the implementation of the General Data Protection Regulation, as well as for the abolition of the central draw and the implementation of regulations around the new selection and placement procedures.

There was a slight increase in the number of complaints, objections and appeals from students (see [page 27](#)).

Fundraising

In collaboration with Radboud university medical center, the Radboud Fund was established at the end of 2016. The fund really took shape in 2017, with a new administration and development of its statutory objectives (supporting student life, research, education and patient care). University Fund Nijmegen has thus merged its goals with those of the new Radboud Fund. The Radboud Fund became recognised as a Public Benefit Organisation (*Algemeen Nut Beogende Instelling*, ANBI) in 2017 and is therefore exempt from gift tax.

Sustainability

A systematic overview of Radboud University's action points in the area of sustainability is included in the [Sustainability Agenda](#). A new vision will be formulated in 2018, and it will serve as the basis for the new strategic plan.

Together with Radboud university medical center, the university prepared for the establishment of an external advisory council on sustainability. This council will advise the university and Radboud university medical center about the development and implementation of sustainability policy. Prof. Jacqueline Cramer has been named chairperson, and the advisory council will start work in early 2018.

Radboud University joined the national FIRA Platform (in Dutch) in 2017. This gives the Purchasing Department access to a sustainability selection tool for larger companies.

Researchers in the field of sustainable research and education are listed on the [website](#).

Nijmegen was elected the European Green Capital 2018. The university and Radboud university medical center played a role in preparing for the election in 2016, and they will contribute to the programme in 2018. Many other activities have also started to involve employees and students in sustainability issues, such as the sustainability experiment, [www.meatwise.nl](#) and GetWise.

Radboud University will open the Radboud Green Office in 2018, which will do things like create pop-ups in various places on campus. The Radboud Green Office will bring together people who are involved with sustainability and help expand sustainability initiatives.

Radboud University has entered into a partnership with the national Environmental Education foundation (SME) and the Nijmegen foundation De Bastei to make the university the first Ecocampus in the Netherlands.

Management and control

The starting point of the university's planning and control cycle is the policy letter setting out the substantive and financial frameworks for the new budget year in the spring. In the autumn, the faculties and other units submit their budgets (including policy intentions) to the Executive Board and the budget discussions take place. The board then submits the university budget and the administrative agenda to the participational bodies. The participational bodies (Joint Assembly, see [page 34](#)) have the right of approval over the main features of the university budget. The budget is then approved by the board of *Stichting Katholieke Universiteit*.

The university accounts for each year by publishing the annual report. The same procedure is used for this: the units prepare their own annual reports within the university guidelines, after which the faculties submit their annual reports to the Executive Board. After conducting the annual report discussions, the university annual report is submitted for information to the participational bodies and approved by the board of *Stichting Katholieke Universiteit*.

During the year, the development of a number of indicators is periodically monitored, including some related to education, research, employees, students and finances. If necessary, interim adjustments will be made based on these data.

Executive Board

The Executive Board is a collegial board that consists of three members:

- Chair: Daniël Wigboldus – appointment: 1 May 2017 – 1 May 2021
 - Vice chair: Wilma de Koning – appointment: 1 December 2013 – 1 December 2021
 - Rector Magnificus: Han van Krieken – appointment: 19 May 2016 – 19 May 2020
- More information about the background, additional functions and portfolio allocation can be found in [appendix XVI](#) and further.

With unanimous support from the participational bodies and the Council of Deans, the board of *Stichting Katholieke Universiteit* reappointed Wilma de Koning in 2017 for another four-year term as a member of the Executive Board.



On 9 January 2017, Gerard Meijer retired from his position as board chair. He had held that position since 1 September 2012.

Participational bodies and Staff-Student Committees

Students and employees contribute to the quality of administrative decisions by playing an active role in participational bodies at the university (central) level, faculty (local) level and at the programme level. The university offers various training courses to members of the participational bodies and Staff-Student Committees to prepare them as well as possible for their roles.

Central participational bodies

There are three central participational bodies:

Works Council

- of which the 21 members are elected by employees every year.

University Student Council

- of which eight members are elected annually by the students;
- and six members are appointed by the federations of student organisations.

University Joint Assembly, which consists of:

- the 21 members from the Works Council;
- the eight elected members of the University Student Council;
- four members representing the academic staff of Radboud university medical center.

Eight times per year, these bodies meet together with the Executive Board in the Joint Assembly. The agenda includes the budget, the annual report and the long-term investment forecast, in which the new construction projects are determined.

Important themes and discussion points in the past year included: the use of student loan funds; the institutional quality assurance test; sustainability; various investments, partly due to bottlenecks in the Radboud university medical center study centre; the Dutch Dismissal Law and temporary appointments of academic staff members; and the student well-being survey.

Each academic year, the Joint Assembly publishes an annual report.

Local participational bodies

Representative Council

- of which the 5 to 15 members are elected by employees every year.

Faculty Student Councils

- of which four to eight members are elected annually by the students;

Faculty Joint Assembly, which consists of:

- the members from the Representative Council;
- the members from the Faculty Student Councils.

In practice, these bodies do not meet separately, but periodically in the Faculty Joint Assembly, together with the faculty board. The voting ratio between the Representative Council and the Faculty Student Councils is 60-40.

Unlike at other universities, our Faculty Joint Assembly has the right of consent to the entire education and examination regulations, discusses the budget and the annual report, and consults on all faculty appointments to the faculty. There is a student assessor on the faculty board who represents student interests at the administrative level.

In the context of the Student Loan System Act, a pilot project about the right to advise about the faculty budget was completed in 2017. The advisory right is implemented in the regulations.

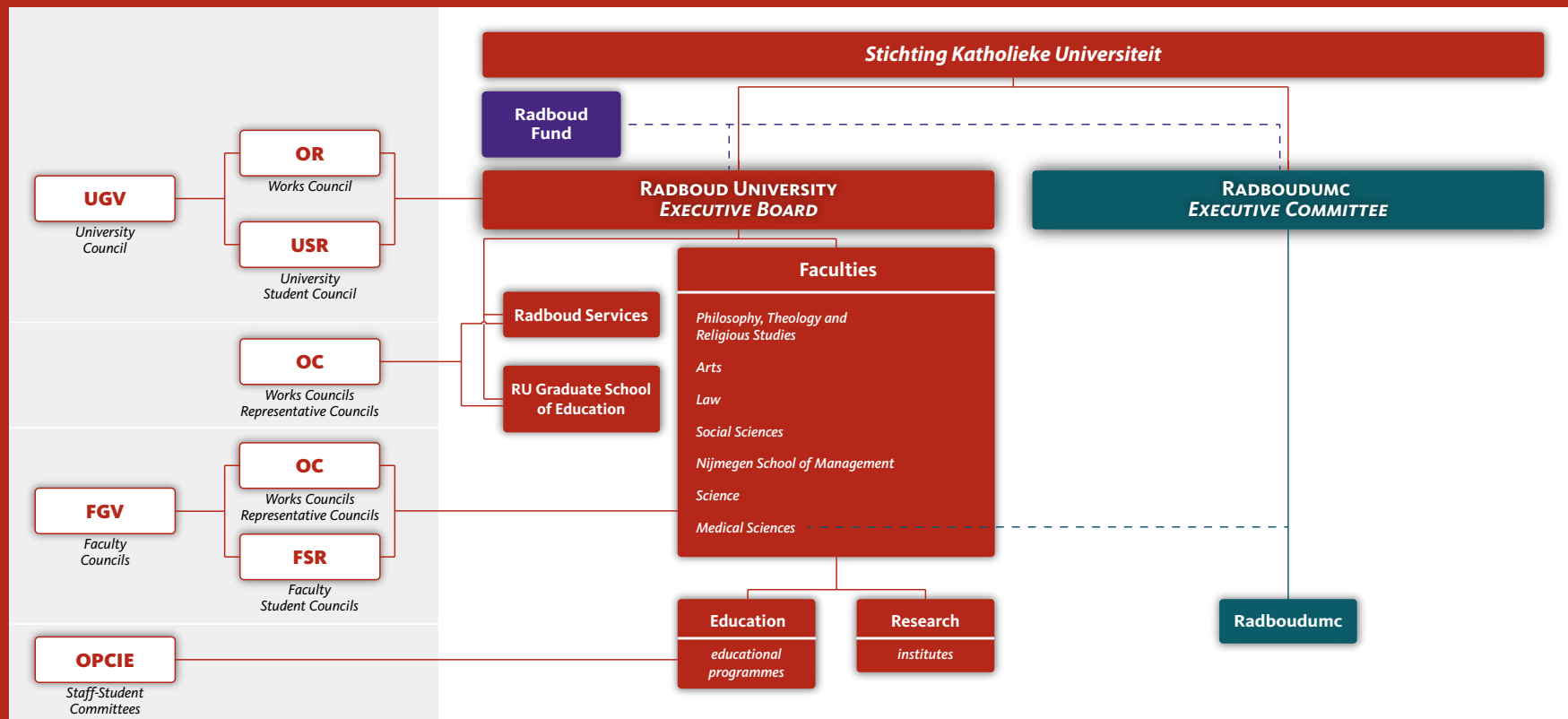
Staff-Student Committees

Every department has a Staff-Student Committee comprised of both lecturer and student members. The committee advises the faculty board about important educational matters related to the programme. Based on educational evaluations, the committee makes recommendations to improve the curriculum. Topics that are dealt with within the committee include the study material, the degree of difficulty of examinations and the performance of lecturers. The student members of the Staff-Student Committees are elected during the University Student Council elections, which take place every May.

Other Representative Councils

The Donders Institute, the Radboud Teachers Academy and Radboud Services each have their own Representative Council.

organisational chart



Explanation

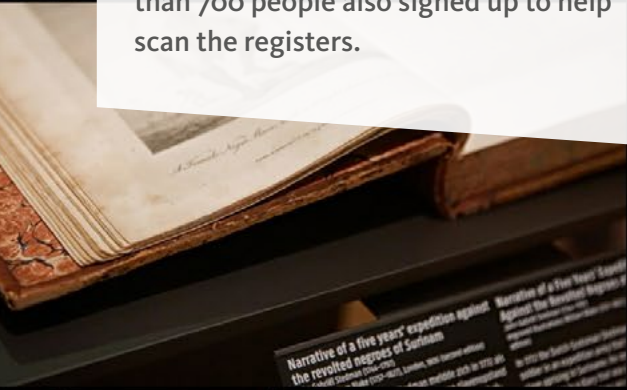
The *Stichting Katholieke Universiteit* oversees Radboud University and Radboud university medical center.

Radboud university medical center consists of the teaching hospital and Radboud University's Faculty of Medical Sciences. The university's Executive Board is responsible for the education and research at the faculty. The Radboudumc Board of Directors is responsible for patient care and operational management at Radboud university medical center, including at the Faculty of Medical Sciences.

The university's Executive Board and the Radboudumc Board of Directors align their strategic policies and business operations via the Administrative Cooperation Board.

The Radboud Fund is an independent foundation that was jointly established by Radboud University and Radboud university medical center for the purpose of fundraising for student life, research, education and patient care.

Coen van Galen, lecturer in ancient and social history, called on the public in January to help make the Surinamese slave registers publicly available. He was successful: Van Galen raised more than €40,000 via crowdfunding. More than 700 people also signed up to help scan the registers.



Financial picture

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FINANCIAL PICTURE OF 2017 INCLUDING A CONTINUITY SECTION

1 Results

2017 Results

2017 ended with a positive operating result of €1.1 million. The result was affected by several one-off expenditures that totalled €10.3 million. Without those expenditures, the result would have been €11.4 million. In summary, the financial picture is as follows:

(amounts x €1 million)		
Operating result		1.1
<i>Temporary and one-off outlays</i>		
Facilities contribution for demolition, asbestos removal, legionella, fire safety and maintenance	5.6	
Non-capitalised small tasks	1.4	
Obligations related to the 30% ruling	3.1	
Balance for other outlays	0.2	
		10.3
Normalised operating result		11.4

The main differences from the budgeted results are explained in the annual accounts.

Development of operating result

(amounts x €1 million)	Realised 2016	Budgeted 2017	Realised 2017	Budgeted 2018	Raming 2019	Raming 2020	Raming 2021	Raming 2022
Government contribution	286.8	282.4	292.9	291.1	289.3	289.5	293.9	296.7
Tuition fees	37.7	37.0	39.5	41.0	41.0	41.0	41.0	41.0
Income from third-party R&D work	172.6	169.7	175.7	176.1	173.5	170.1	168.1	166.7
Other third-party income	47.6	43.7	47.0	46.1	46.1	46.1	45.8	45.7
	544.7	532.8	555.1	554.3	549.9	546.7	548.8	550.1
Personnel expenditures	381.6	374.1	382.9	384.4	382.7	380.8	379.6	378.4
Depreciation	30.2	30.1	30.3	31.1	30.6	29.8	29.9	30.6
Accommodation expenditures	25.7	18.0	28.2	19.2	17.5	17.1	21.2	16.9
Other expenditures	107.1	111.4	112.9	117.0	116.3	115.4	119.9	122.3
	544.6	533.6	554.3	551.7	547.1	543.1	550.6	548.2
Balance of income and expenditures	0.1	-0.8	0.8	2.6	2.8	3.6	-1.8	1.9
Financial result	0.2	0.0	0.3	0.0	0.0	0.0	0.0	0.0
Net result	0.3	-0.8	1.1	2.6	2.8	3.6	-1.8	1.9

Slightly positive results have been budgeted for the years 2018–2022 (with the exception of 2021). The negative result in 2021 is caused by costs of €4.2 million for demolition and asbestos removal.

2 Income

Government contribution

The 2018 government contribution is €1.8 million lower than in 2017. This is mainly explained by:

- the relative decrease in the number of PhD defences and funded enrolments and degrees (-/- €1.9 million);
- the expiry of the temporary National Education Agreement funds (-/- €2.6 million);
- various Ministry of Education, Culture and Science cuts (-/- €1.1 million);
- a one-time correction to the 2017 government contribution due to the BaMa compensation redemption¹ (-/- €1.4 million);
- student loan funds (+ €5.3 million).

The full details are included in this:

(amounts x €1 million)	Budgeted 2018 with respect to 2017	2017 with respect to 2016
Relative position: degrees / enrolment / dissertations	-1.9	-3.6
Launching three-year average research component		0.3
Student numbers (reference estimate series through 2017)	0.8	2.8
Wage and price adjustments		6.4
2014 budget agreement	0.4	
Discount for 2013 budget agreement		0.3
Discount for reduced overhead		-0.6
Discount for fewer higher education programmes	-0.6	-0.6
Discount for 'more effective education' (Rutte III coalition agreement)	-0.4	
National Education Agreement (NOA) funds	-2.6	-0.1
Student loans	5.3	
Regional collaboration (national priorities for student loans)	0.1	
Decline in target for fine for students exceeding the set study term		0.9
Lump sum target (government exchange rate problem)	-0.1	-1.0

(amounts x €1 million)	Budgeted 2018 with respect to 2017	2017 with respect to 2016
Coverage problem for Ministry of ECS/support in implementing BRON-HO		0.1
Tuition fee increase for the 'Dutch Action Plan for Teachers'	-0.4	-0.4
Educational intensity		0.6
Compensation for converting second courses		0.4
Reserve for Gravitation programme (around 2017)		-1.1
Performance funding (ongoing)	0.8	0.8
Restoring performance funding to a lump sum	-0.9	
Redistribution of profiling resources (performance funding)		-0.3
Grants for teacher education programmes	-0.3	-0.3
BaMa compensation	-1.4	1.4
Miscellaneous	-0.7	0.1
	-1.8	6.0

Funds for the humanities

The following tasks have been achieved with the funds for the humanities from the Ministry of Education, Culture and Science:

- Improving the basic teaching-research ratio: 40% research for professors and associate professors, and 30% research for assistant professors.
- Structural reinforcement of teaching and research: temporary appointments of high-functioning assistant professors have been converted into permanent appointments.
- Sharper profiling of the Master's programmes, including the 'NT2 Teacher' and 'Culture and Tourism' tracks.
- Improving writing skills (e.g. compulsory language test in the first year of a degree programme from 1 September 2016 and preparation for the test).
- Maintaining the increase in the number of student advisors.
- Continuing and expanding the Graduate School for the Humanities (PhD coordinators and meeting and training PhD candidates).

¹ The Ministry of Education, Culture and Science has a repayment obligation to several universities, including Radboud University. Our receivable from the ministry at the end of 2017 amounted to about €1.4 million.

Tuition fees

The growing student population, the increase according to the forecast and the annual increase through 2018 due to the 'Dutch Action Plan for Teachers' (actieplan LeerKracht van Nederland; aimed to address the teacher shortage), have resulted in higher tuition fees: from €37.7 million in 2016 to €39.5 million in 2017.

The increase in the student population included in section 11. An estimated €41.0 million has been retained for tuition fees from 2018 onwards.

Third-party income

Compared with 2016, an increase of €2.6 million was achieved in 2017. The increase mainly came from the Faculty of Science (+ €3.8 million) and the Faculty of Arts (+ €1.2 million). At the Institute for Applied Social Sciences, income was reduced by €1.6 million due to early termination of the institute's activities. Over the years, a decrease has been estimated as a precaution. This is related to the project portfolio, where it is not possible to look more than three years ahead.

3 Expenditures***Personnel expenditures***

The €1.3 million increase in personnel expenditures from 2016 to 2017 can be explained by the Collective Labour Agreement (CAO) increase of €3.7 million, a €3.3 million increase in the pension premium and social security contributions, €1.8 million allocated to annual salary increases, and €3.1 million in extra expenditures related to the 30% ruling.

On the other hand, there was a decrease in costs due to lower appropriations to provisions of €6.9 million, fewer staff (29 fewer FTEs; € 2.8 million) and other causes (€0.9 million). Most of the decrease in staff was PhD candidates (26 FTEs).

FTEs

The average number of FTEs per year (including at the Faculty of Medical Sciences) has evolved as follows:

	2016 Realised	2017 Realised	2018 budgeted	2019 estimated	2020 estimated	2021 estimated	2022 estimated
Academic staff	2,802	2,753	2,777	2,774	2,753	2,733	2,721
Support and management staff	2,192	2,153	2,172	2,170	2,154	2,138	2,128
Total	4,994	4,906	4,950	4,944	4,907	4,871	4,849
of which are the Executive Board	2.6	2.7	3.0	3.0	3.0	3.0	3.0

Accommodation expenditures (excluding depreciation of buildings)

Several one-time items are included in the accommodation expenditures for 2016 and 2017 (e.g. provisions for demolition, asbestos removal and climate control). In 2018 there will be a one-time expenditure for the FELIX/HFML building, and in 2021 the estimate includes an expenditure (more than €4 million) for demolition and asbestos removal. These demolition/asbestos expenditures in 2021 are included in the long-term investment plan and can be placed in a long-term perspective. No final decision has been taken about the timing of the buildings' demolition/decontamination.

4 Balance sheet and capital development

(amounts x €1 million)	2016 Realised	2017 Realised	2018 Budgeted	2019 estimated	2020 estimated	2021 estimated	2022 estimated
ASSETS							
<i>Fixed assets</i>							
Tangible fixed assets	355.0	366.8	391.8	405.9	414.3	414.6	406.8
Financial assets	0.3	2.0	0.0	0.0	0.0	0.0	0.0
	355.3	368.8	391.8	405.9	414.3	414.6	406.8
<i>Current assets</i>							
Reserves	0.3	0.3	0.5	0.5	0.5	0.5	0.5
Receivables	26.2	24.9	23.0	23.0	23.0	23.0	23.0
Liquid assets	103.0	92.8	49.5	32.3	23.3	20.6	28.8
	129.5	118.0	73.0	55.8	46.8	44.1	52.3
TOTAL ASSETS	484.8	486.8	464.8	461.7	461.1	458.7	459.1
LIABILITIES							
<i>Equity</i>	294.7	295.8	298.5	301.3	305.0	303.2	305.1
Provisions	43.3	37.5	28.7	24.8	23.5	22.9	21.4
Long-term debt	2.6	2.2	2.6	2.6	2.6	2.6	2.6
Short-term debt	144.2	151.3	135.0	133.0	130.0	130.0	130.0
TOTAL LIABILITIES	484.8	486.8	464.8	461.7	461.1	458.7	459.1

Key figures for the Inspectorate of Education

	2016 Realised	2017 Realised	2018 Budgeted	2019 estimated	2020 estimated	2021 estimated	2022 estimated	Ministry of Education, Culture and Science norm
Solvency*	0.70	0.68	0.70	0.71	0.71	0.71	0.71	> 0.3
Liquidity**	0.90	0.78	0.54	0.42	0.36	0.34	0.40	> 0.5
Accommodation ratio***	0.09	0.10	0.09	0.09	0.09	0.09	0.09	< 0.15
Resilience****	0.54	0.54	0.54	0.55	0.55	0.56	0.56	> 0.05
Yield*****	0.00	0.00	0.00	0.01	0.01	0.00	0.00	> -0.10
								1-year
								> -0.05
								2-year
								> 0
								3-year

* (Equity + reserves)/total liabilities.

** Current assets/short-term debt.

*** Ratio according to MIP. Further analysis of annual accounts regarding alignment with the definition from the Ministry of ECS.

**** Equity/total income.

***** Operating result/total income.

The liquid assets are held in savings accounts and short-term certificates of deposit.

The long-term capital position is solid. Our solvency (equity as a percentage of the balance sheet total) amounts to 60.8% (the same as in 2016). Radboud University's goal is to keep its equity, corrected for inflation, at least intact. Our solvency will continue to be amply maintained in the coming years.

Development of equity adjusted to the 2017 price level

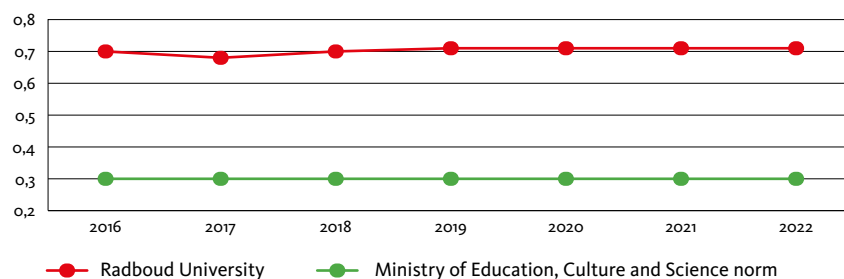
(amounts x €1 million)	2017	2016	2015	2014	2013
Equity at ongoing price level*	295.8	294.7	297.2	294.4	277.1
Consumer Price Index (CPI)**	1.6%	0.6%	0.6%	1.0%	2.5%
Equity at 2017 price level	295.8	299.4	303.8	302.8	287.8

* In the 2016 annual accounts, revised for corrected value of the Faculty of Medical Sciences/ Radboud university medical center and deconsolidation of University Fund Nijmegen.

** Source: Central Economic Plan.

Solvency ratio

Solvency² remains well above the standard set by the Ministry of Education, Culture and Science:



5 Liquidity

Liquid assets decreased by €10.2 million in 2017. The details of the decrease are as follows:

(amounts x €1 million)	2017	2016
Operating result	1,1	0,2
Depreciation	28,7	28,8
Cash flow	29,8	29,0
Changes in provisions	-5,8	1,3
Changes in net working capital	8,5	-5,5
Subtotal for operational cash flow changes	32,5	24,8
Investments/divestments in tangible and financial fixed assets	-42,3	-45,3
Changes in long-term debt	-0,4	1,5
Changes in liquid assets	-10,2	-19,0

The size of the liquid assets is partly due to prepaid amounts for research projects (independent and coordinated projects); at the end of 2017, this amounted to €46 million. The liquid assets will be used for renovation/customisation in the coming years.

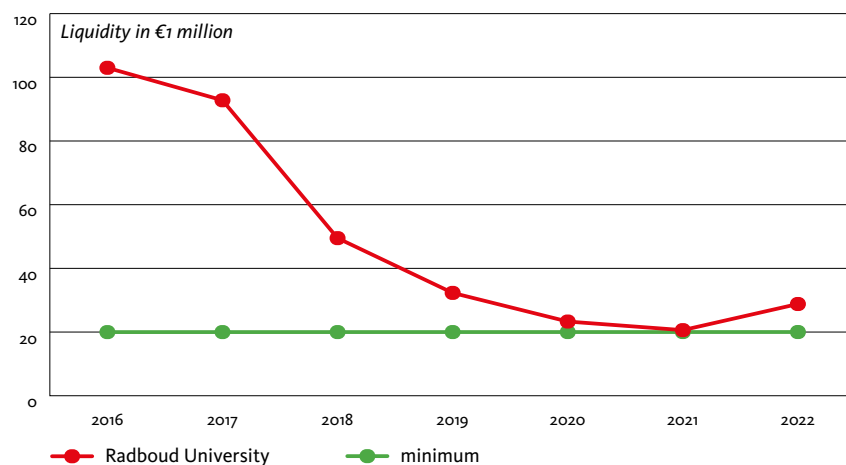
An investment of around €135 million has been provided for the years 2018–2022.

This specifically includes:

- the new building for the Faculty of Social Sciences;
- the renovation and customisation of the Erasmus building and square;
- the Heyendaal-Zuid premises and the renovation of the Academy Building (Berchmanianum).

The university does not need to use external financing for this work. However, by 2021, the liquidity will have been reduced to around €20 million. The new building for the Faculty of Social Sciences is expected to be completed in 2020.

² In accordance with the ministry's definition: (equity + reserves) / total liability.



Liquidity remains above the norm of €20 million.

6 Budget process

The change in PhD defence funds that the Ministry of Education, Culture and Science implemented in the national allocation model in 2017 was similarly implemented in the university's allocation model with the consent of the university's participational bodies.

Some additional meetings with the participational bodies focused on the use of the student loan funds. Between 2015 and 2017, pre-investments for various topics were made from the funds to be received from 2018 (see table below). It was agreed to start discussions about the 2019 budget cycle earlier. These discussions are aimed at matters such as jointly identifying further improvements to the quality of education in university-wide and faculty improvement plans, and adjusting budgets accordingly. The discussions also consider the often multi-year obligations that are entered into for the expenditure of the funds.

7 Investment and pre-investment in student loans

In the context of the Student Loan System Act, the research universities and universities of applied sciences have agreed with the Ministry of Education, Culture and Science to annually pre-invest €200 million in the years 2015–2017. Radboud University's share of this comes to about €6 million per year. The Netherlands Court of Audit concluded that Radboud University has more than fulfilled this agreement with the locally made agreements. The table below shows the efforts made from 2015 through 2017 and the estimates for 2018.

Investment and pre-investment in student loans

amounts x €1 million	Pre-investment				from 2018 in line with 2018 budget				
	Realised 2015	Realised 2016	Budgeted 2017	Realised 2017	Budgeted 2018	Estimated 2019	Estimated 2020	Estimated 2021	Estimated 2022
<i>Quality of education</i>									
- internationalisation, Master's intake, scholarships	1.2	2.3	1.4	2.4	1.3	0.6	0.6	0.6	0.6
- continuation and development of excellence tracks	2.6	2.5	3.0	2.5	2.5	2.5	2.5	2.5	2.5
- support for Radboud Teachers Academy	0.7	0.5	0.4	0.4	0.4	0.4	0.4	0.4	0.4
- increase in resources for faculties 2016-2018 from performance variables (incl. extra stimulus of €1.5 million from 2016)		3.5	4.4	4.4	4.4	4.4	4.4	4.4	4.4
- opening hours and extra study workplaces for the University Library	0	0	0.1	0.2	0.2	0.2	0.2	0.2	0.2
<i>Modernising infrastructure/student learning environment</i>									
- ICT in education	0.1	0.7	1.3	1.2	1.6	1.5	1.0	1.0	1.0
- web lectures	0.1	0.4	0.4	0.5	0.4	0.4	0.4	0.4	0.4
- research data management	0.3	0.2	0.9	0.6	0.3	0.3	0.3	0.3	0.3
- improving educational facilities, renovation and new construction	2.3	0.6	1.1	0.6	0.6	0.6	0.6	0.6	0.6
- mobile accessibility and student app				0.1	0.2	0.2	0.2	0.2	0.2
- wireless networks/switches			0.3	0.5	0.5	0.5	0.5	0.5	0.5
Total	7.3	10.7	13.3	13.3	12.4	11.6	11.1	11.1	11.1

8 Internal risk management, accountancy, control

Radboud University has a transparent, centrally directed planning and control cycle. The deans and directors discuss their budgets and make an annual report to the Executive Board. Risk management is part of that process. This cycle also means that the implementation of the budget is monitored monthly per unit and every four months at the aggregate level. As far as the substantive activities (education, internationalisation and research) are concerned, a set of key performance indicators is developed further. This helps to enable timely updates by the deans/directors and the Executive Board.

Financial administration is conducted using Oracle's ERP system. The tenets of separation of functions are guaranteed in the administrative organisation. Most financial processes are performed using workflows with electronic authorisation. Workflows for HR processes were developed and partly implemented in 2017 and will be implemented further in 2018.

The Internal Audit Service performs specific operational audits and project grant checks, monitors funding assignments and advises the Executive Board. An operational audit was

conducted last year. It concerned matters such as the process for registering the secondary activities of academic and non-academic staff. The findings and recommendations were reported to the Executive Board and the Human Resources Department, and they are now being translated into an action plan. An operational audit of compliance with and quality assurance of Radboud University's treasury statute began at the end of 2017. PwC is the independent auditor who audits the annual accounts. In collaboration with PwC, workshops about fraud awareness were also organised for employees in the Department of Property Management, the Purchasing Department and the Department of Control, Information and Finance.

In 2015, a structure was set up with a classification of risk areas for which domain owners have been designated. The units have identified the risk areas and, where necessary, have taken additional management measures.

In 2017, the units included an inventory of the most important risks with associated control measures in the sub-budgets, and a statement of their effectiveness with the

annual report. This not only concerned financial aspects, but also the quality assurance system in education and research. The assurance of academic integrity and inspections and accreditations play an important role in that system. The university has taken appropriate measures to control the risks. The greatest risks at the university level are:

General

- reputational damage;
- no longer being able to comply with regulations in accordance with privacy legislation, partly in view of the further tightening which will take effect in mid-2018

Primary process

- integrity violations in scientific research;
- drop in student intake and uncertain development of Master's intake, with possible consequences for the government's contribution;
- inaccurate and out-of-date supply of information about the development of the quality of education and research.

HR

- inadequate acquisition and retention of talent and related external financing (project income).

Accommodation

- the growth in accommodation expenditures due to high occupancy in the construction sector that places price pressure on the costs of planned construction projects (new and renovations).

9 Treasury

Radboud University updated its treasury statute in 2016 in response to stricter regulations from the Ministry of Education, Culture and Science. The statute was approved by the board of *Stichting Katholieke Universiteit*. It lays out the rules about liquidity management for the Executive Board. The starting point is creating strategic plans related to education and research, as well as to future property investments, in order to enable the process of controlling, managing and monitoring current and future cash flows. The statute explicitly states which guidelines Radboud University must follow in its investment policy, financing policy, participation in legal entities and loans to legal entities. Furthermore, the statute's basic principles are in line with the Ministry of Education, Culture and Science's 2016 Dutch regulation on investing, borrowing and derivatives (*'Regeling beleggen, lenen en derivaten OCW 2016'*). The university is registered as a non-professional investor in its banking relationships.

Detailed, weekly updated liquidity statements are used to continuously monitor liquidity flows within the institution. The Executive Board has chosen to finance the current building volumes entirely with its own funds. This avoids external financing expenditures, so the available government funds can be used as much as possible for education and research.

In the year under review, the treasury activities were limited to the best possible placement of surplus liquid assets. Limited use was made of fixed deposits, the maturity of which is three months. A large part of the funds is held in flexible savings accounts. The funds have been deposited with large Dutch banks that have at least an A rating.

With regard to financing risks, Radboud University:

- Only operates in the Netherlands and therefore does not incur a currency risk. International students pay in euros.
- Does not have securities and therefore does not run a price risk.
- Has no material interest-bearing receivables and therefore no interest and cash flow risk.
- Has no significant concentrations of credit risk.
- Has no liquidity risk in the coming years and can finance investments from its own funds.

10 Property development

Accommodation

In 2017, €34.8 million was invested in buildings and sites, and €5.6 million was invested in inventory, equipment and information systems. Radboud University finances investments entirely from its own resources.

Accommodation expenditures rose to 10% of income in 2017, partly due to additional contributions to demolition and asbestos services, legionella control and fire-resistant partitions. This percentage will drop to 9% again from 2018.

As a result of the construction programme, liquidity will fall in the coming years. An investment level of around €135 million has been provided for the period from 2018 through 2022. These investments are recorded in a long-term investment forecast (MIP), which is revised on a biannual basis and updated annually in the budget process. Important assessment criteria are the development of the book value as a percentage of the purchase value and the percentage of accommodation expenditures compared to the turnover. In addition, the university wants to finance accommodation without using outside funds.

The financial section of the MIP is updated annually and focuses on the entire university (including the Faculty of Medical Sciences). In addition to the aforementioned planned investment projects, important focus areas for the near future involve:

- Market operation: when the MIP is updated, expected price increases are taken into account, based on the current developments in the market. The assumption is that the university does not have to attract external financing.
- Asbestos removal: the university has determined its future obligations for the remediation of asbestos present in existing buildings. Insofar as decisions have been taken about demolition/asbestos removal, they have been incorporated in the annual accounts.
- Sustainability in the accommodation plans.
- Optimising the physical space with decisions about whether buildings will be demolished.

Property sector reports

Recently, three sector reports (from the Inspectorate of the Ministry of Education, Culture and Science, the Association of Universities in the Netherlands (VSNU) and the Netherlands Court of Audit) were published about real estate in the university context. In general, they agreed that real estate issues receive proper attention. Recommendations include:

1 Set up a property strategy

The university will set one up in 2018, in close connection with the update of the strategic plan. The strategy will include a stress test for growth/shrinkage scenarios.

2 Optimise the use of space

This receives permanent attention; the surplus area that is created over time is part of the picture. There is a greater need for space because of the desire to tie students to the campus with more contact hours. There are also additional wishes related to digitisation.

3 Provide a financial information leaflet for decision-making

The university already has an extensive set of explanatory notes. These will be further developed as a leaflet in 2018.

4 Strengthen checks and balances

Investment plans larger than €2 million are already extensively discussed with the participational and supervisory bodies. A further intensification of the discussion of property issues with supervisory bodies is being considered

5 Set up a risk profile

A risk structure is already being used in the periodic discussions about the progress of real estate projects with the Executive Board. A risk profile will be set up in 2018.

6 Create uniform sector information about accommodation expenditures

This will be set up in 2018 with coordination from the Association of Universities in the Netherlands (VSNU) and implemented in the 2018 annual accounts.

11 Continuity and expectations for the coming years

The 2017 financial results and the capital position suggest that the university is financially healthy and future-proof. A small positive result has been budgeted for the next few years, aside from 2021.

However, the university must bear in mind the following:

- The uncertainties related to the process, scope and nature of the quality agreements that will be made in 2018 as a result of the introduction of the Student Loan System Act. It is expected that a larger part of the government contribution will depend on whether the quality agreements are realised.
- The intention of the Ministry of Education, Culture and Science to change the distribution model/funding system. In all likelihood, this will lead to a redistribution of resources between the universities. The ministry has asked the Center for Higher Education Policy Studies (CHEPS) to investigate the funding system and come up with proposals.
- The scale of the new 'more effective education' discount (part of the Rutte III coalition agreement) which will rise from 2018 to 2021. For the sake of prudence, it has been fully incorporated in the multi-annual budget. The actual allocation may be better.
- The development of the reference projections (funding adjustment for the national development of student numbers). The Ministry of Education, Culture and Science will set out those figures in the 2018 Spring Memorandum.
- The compensation for wage and price developments set by the Ministry of Education, Culture and Science.
- The uncertainty about the allocation of extra research funds (part of the Rutte III coalition agreement). Those funds have not been included in the budget.
- The uncertainty about obtaining research funds from domestic and international sources. Application pressure is increasing, and research funds may further flatten or decrease, partly depending on cabinet policy. Increasing attention being paid to valorisation may put pressure on budgets for fundamental research.

The university aims to be sufficiently agile to absorb these uncertainties.

We also foresee a slight growth in student numbers in the upcoming years – from about 21,000 in 2017 to more than 22,000 in 2022 – and aim to increase the intake of international students. In this context, the university will specifically monitor the still uncertain effect that the introduction of the Student Loan System Act will have on student numbers. Demographic trends are also expected to lead to a slight decrease in student numbers. Our focus will therefore be on a controlled expansion of the numbers of students enrolling from outside the EEA.

	2016 realised	2017 realised	2018 estimated	2019 estimated	2020 estimated	2021 estimated	2022 estimated
Total students	19,899	20,967	21,300	21,500	22,000	22,200	22,300

12 Clarity in the funding of higher education

Based on the 'Clarity in the funding of higher education' memorandum (from 29 August 2003 and the supplement from 27 August 2004), the Ministry of Education, Culture and Science asks for clarity about the following funding-related matters:

- Radboud University did not outsource any registered training programmes to private organisations in 2017.
- Radboud University did not use any public funds to carry out private activities in 2017.
- Radboud University only grants exemptions at the request of the individual student. Exemptions are granted by the Examining Board; the grounds on which exemptions can be granted are laid out in the education and examination regulations. Exemptions are registered in the student file.
- Radboud University only enrolls foreign students if they fully comply with the relevant legislation and regulations. Exchange students and foreign students who only follow part of a programme are registered as contract students in accordance with the 'Contract Courses in Advanced Education' scheme that applies at Radboud University. Their data are not exchanged with DUO.
- Enrolment procedures are in accordance with relevant laws and regulations. Radboud University spends no part of the government's contribution on offsetting the tuition fees that students have paid. If a third party pays the tuition fees on behalf of a student, that is explicitly stated in the authorisation issued by the student.

- Students who only follow part of a programme are registered as contract students in accordance with the 'Contract Courses in Advanced Education' scheme that applies at Radboud University. Their data are not exchanged with DUO.
- The students themselves, without any intervention from Radboud University, sign up for one or more programmes in Studielink and indicate which one they wish to enrol in. Radboud University does not enrol students for programmes other than those for which they have registered.
- Teacher-training modules (customised)
 - In the 2016-2017 academic year, Radboud University had two students in the teacher-training module: a student of Dutch and a student of chemistry.
 - In the 2017-2018 academic year, Radboud University had three students in the teacher-training module: a student of English, a student of physics and a student of geography.



Report from the
supervisory body of *Stichting*
Katholieke Universiteit

The following explanatory statement from the board of *Stichting Katholieke Universiteit* concerns its task of supervising the administration of Radboud University in 2017.

Board and committees of *Stichting Katholieke Universiteit*

The board of *Stichting Katholieke Universiteit* (SKU; Foundation's Board) supervises Radboud University. In that role, the Foundation's Board met with the full Executive Board six times in 2017 to discuss internal affairs and external developments. The chair of the Radboudumc Board of Directors regularly attended these meetings.

In addition, the members of the Foundation's Board took part in a series of meetings in committee to discuss certain issues with the relevant portfolio holders from the Executive Board. These meetings were held to prepare for the Foundation Board's meetings with the entire Executive Board.

The *Audit Committee*, which consists of G.B. Paulides (chair) and M.L. Henneman, met four times in 2017 to prepare to offer advice to the Foundation's Board about the handling of certain financial matters. These included the 2016 annual accounts (and the audit thereof), the management report, the 2018 budget, the quarterly figures and the management letter from PwC. The annual plan, the audit charter and the annual audit report from the Internal Audit Service were also discussed. Their long-term investment forecast (MIP) and investment proposals were also extensively addressed by the Foundation's Board in preparation for decision-making.

The *Education & Research Committee* was set up to monitor the quality and integrity of the primary process in preparation for the meetings with the entire Foundation's Board. The committee is chaired by Prof. J.C. Stoof. L.M.L.H.A. Hermans also attended several meetings in 2017. Prof. D.C. van den Boom (advisor to the Foundation's Board on matters related to education & research) was also part of the committee from 1 July. The committee met four times in 2017.

In addition to current developments at Radboud University and in higher education and scientific research in general, the committee discussed matters such as preparations for the institutional quality assurance test, performance in the field of scientific research, the results of the research inspections, the development of student numbers and the topic of academic integrity.

The *Remuneration Committee*, which consists of L.M.L.H.A. Hermans (chair) and L.Y. Gonçalves-Ho Kang You, conducted annual interviews with the members of the Executive Board in 2017. Input in advance of those interviews was requested from all the Foundation Board's members and from third parties. The committee reported its findings to the Foundation's Board.

The remuneration received by Executive Board members is in accordance with the Public and Semi-public Sector Senior Officials (Standard Remuneration) Act (WNT). Two members are paid at the WNT-2 level. The third member is paid in accordance with the provisions of the WNT-1; the related reduction process will start on 1 January 2020.

P.C.H.M. Holland (chair) and Prof. J.C. Stoof were part of the supervisory board for C.C.Z. Dekkerswald B.V. (a 100% subsidiary of SKU), which was dissolved on 28 December 2017.

Board members' attendance*	SKU meetings	Audit committee	E&R committee	University Joint Assembly meetings	Remuneration committee
Hermans	6/6		2/4	2/2	1/1
Gonçalves	6/6			2/2	1/1
Henneman	6/6	4/4			
Holland	6/6				
Paulides	5/6	4/4			
Stoof	5/6		4/4		

* Absent members provided their comments about the agenda items to the chair and secretary in advance of the meetings.

Consultation between the Foundation's Board and the Executive Board

Primary processes

The Foundation's Board discussed a wide variety of subjects, partly based on the reports from the Education & Research Committee.

The Executive Board gave a presentation about the quality of education, explaining how that quality is guaranteed. The Executive Board also informed the Foundation's Board about the progress of the inspection process for the institutional quality assurance test, about which the members of the Education & Research Committee were also interviewed. In this context, the critical reflection – which was drawn up for the institutional quality assurance test – was also discussed with the Executive Board. The Foundation's Board

was pleased to learn that in September 2017 the Accreditation Organisation of the Netherlands and Flanders (NVAO) renewed Radboud University's institutional accreditation for six years.

The Foundation's Board took note of the fact that the number of Bachelor's and Master's students is increasing, so the limit of 20,000 enrolled students has been exceeded. Science-related programmes are receiving great interest, which corresponds to the national trend. The Foundation's Board and the Executive Board discussed the effects of this strong growth on the quality of the programmes and operational management. The Foundation's Board looks forward to the new strategic vision, one focus of which will be the maximum student intake.

The Executive Board reported on the new international collaboration of research universities (The Guild) and the close contacts between Radboud University and the universities of Glasgow, Leuven, Cologne and Münster.

The Foundation's Board complimented the Executive Board on the great number of research grants – from both domestic and international sources – that Radboud University employees were awarded in 2017. It was noted that the average number of research grants awarded to employees at Radboud University is higher than might be expected based on the university's size. In this context, the method of pre-sorting on the FP9 programme, the successor of Horizon 2020, and the distribution of the resources from the coalition agreement were also discussed.

The Executive Board informed the Foundation's Board about the start of the Healthy Brain research project, in which a cohort of 30- to 35-year-olds from the region is being created for long-term research purposes for all faculties. This is an ambitious plan to which the Foundation's Board has wholeheartedly pledged its support within the framework of the Reinier Post Foundation.

The University Council on Scientific Integrity drew up a final report about its work, which was discussed with the Foundation's Board and the Executive Board. As a result of media attention paid to a professor at Radboud University, the Foundation's Board discussed academic freedom in relation to the university's reputation. It was emphasised that nuance must always be sought in scientific debates. However, written media in particular often appear to have no interest in nuance.

Provision of information

The Executive Board makes presentations to the Foundation's Board with some regularity. In those presentations, Executive Board members (or various professionals) explain developments within the university, a faculty or a service. This gives the members of the Foundation's Board greater insight into developments in research and education, and into processes within the university. It also gives them the opportunity to talk directly with the professionals.

Executive Board Chair Daniël Wigboldus presented developments related to ICT and education. The Executive Board aims to create more cohesion so that ICT is an integral part of the educational offer and geared to the coming generations of students. The university is therefore focusing on interactivity, flexibility, user-friendliness and safety. An important step forward is the transition from Blackboard to Brightspace. The Foundation's Board receives regular updates about the progress of this transition and was informed about the effects of a transition in one go as of 1 September 2018. The director of the Communications and Marketing Department, Pim van Zanen, gave a presentation about the reputation study conducted on behalf of the Executive Board. The Foundation's Board received a clear picture of the elements that provide positive associations and those that are less likely to do so. The reputation study supports the relative importance of rankings, and the university's international profile remains important for attracting good scholars.

The director of the International Office, Boudewijn Grievink, gave a presentation about the state of affairs in the field of internationalisation, explaining the goals related to education, research relationships and an international campus.

Identity

The Executive Board spoke with the Foundation's Board about how the university's identity is addressed in introductory interviews with prospective professors. The Foundation's Board supports the transition from a choice of four degrees of Catholicity to a single question about respecting the university's identity. The Foundation's Board suggested that the Executive Board consider opening academic ceremonies with a prayer – as was formerly done – to reference the university's tradition.

Administrative agenda

In the administrative agenda – and, from 2018, the annual plan – the Executive Board announces its plans for the coming year in relation to the strategic plan. The board has decided to revise the strategic plan in advance and quite regularly informs the Foundation Board about the progress of this process. The most important topics from the 2017 administrative agenda are the institutional quality assurance test and profiling education & research (including Healthy Brain and ICT in education and research).

In connection with the discussion about the 2016 annual accounts and annual report, the Foundation's Board evaluated the 2016 administrative agenda with the Executive Board. That evaluation highlighted the goals that had been achieved and the topics about which insufficient steps had been taken. In line with the 2018 budget discussion, the Foundation's Board discussed the 2018 annual plan and approved the 2018 annual calendar.

Sustainability agenda

The Executive Board explained the sustainability agenda, which was filled in together with Radboud university medical center. That initiative was introduced in 2017 and is a recurring item on the agenda. The Executive Board presented the energy policy plan to the Foundation's Board, after which it was extensively discussed. The Foundation's Board offered recommendations about the options laid out in the plan for generating sustainable energy and achieving energy savings.

Construction and investment plans

The Executive Board developed various investment plans in 2017 and submitted them to the Foundation's Board for approval. They involved the demolition and redevelopment of Heyendaal-Zuid and the area around the Erasmus building, as well as the second phase of that building's renovation.

After extensive renovation, the Dentistry building reopened in 2017. That project won the NRP Golden Phoenix (for promoting and inspiring sustainable reuse of the existing environment) in the 'renovation' category.

Contact with internal stakeholders

A delegation from the Foundation's Board was present during two consultations between the Executive Board and the University Joint Assembly. These involved discussions of the general course of affairs, the 2016 annual accounts/annual report and the budget for 2018. The Foundation's Board also spoke with the Executive Board and the deans of the faculties in an informal meeting in the spring. The Foundation's Board used that meeting to inform themselves about the opinions and ideas of the people around them.

Delegations from the Foundation's Board also attended some special Radboud University events: the New Year's meeting, the meeting to celebrate the university's birthday (*Dies Natalis*) and the opening of the academic year.

Finances

The Foundation's Board discussed the four- and eight-month reports with the Executive Board. The Executive Board reported on the expected operating result which – although budgeted as slightly negative – had already started developing in a positive direction at the beginning of the year. The 2017 audit plan was approved. The management letter from the external auditor was extensively discussed in the Audit Committee; the management letter from the Internal Audit Service was brought up there too. The Foundation's Board has ensured that a proper internal control and management system has been set up within Radboud University. The 2016 annual accounts were discussed in a meeting that included the external auditor. The annual accounts were then approved, based on a positive recommendation from the Audit Committee. The 2018 university budget was approved in December 2017. The university's liquidity forecast gives the Foundation's Board reason to monitor this development.

In the meeting of 9 May 2018 – at which the external auditor was also present – the Foundation's Board approved the 2017 annual report and annual accounts, based on a positive recommendation from the Audit Committee. The Executive Board's liability for those reports was discharged.

People

The Foundation's Board discussed the results from the students well-being survey with the Executive Board. The most important findings were that about half the students are struggling with stress-related complaints and more than 20% with loneliness. It was also noted that foreign students experience less or no workload. The Executive Board promised to follow up on this research by setting up focus groups of students. The Foundation's Board awaits the results with interest.

The Foundation's Board twice discussed and approved overviews of professors' appointments. Part of those discussions addressed the age structure and diversity of the professors as a group. They also discussed the fact that the Executive Board wants to manage the plan for professors in a more policy-oriented way in the future.

The Executive Board informally briefed the Foundation's Board about bottlenecks in the organisation, including some related to personnel. The Foundation's Board asked the Executive Board about the progress and developments regarding the bottlenecks and offered recommendations as needed for possible solutions.

The Foundation's Board complimented the Executive Board on the 'Courage, Connection and Openness' leadership project, which the Executive Board set up to develop leadership within the university. The Foundation's Board also complimented the Executive Board's personal approach, in which they visit the faculties in varying groups to discuss desires and requirements for good leadership with university employees.

On 9 January, Prof. G.J.M. Meijer retired from Radboud University as chair of the Executive Board. The Foundation's Board is very grateful to him for his unwavering commitment to Radboud University and – in a broader context – to scholarship in the Netherlands. Prof. D.H.J. Wigboldus was appointed his successor. Radboud University welcomed him to that position on 1 May 2017.

Other

In 2017, the Foundation's Board once again took note of the planning around privacy and security, in which the Executive Board also sought to join with Radboud university medical center. The Executive Board reported on the preparations for the new legislation on personal data protection, such as the establishment of a 'data leaks' hotline.

The Executive Board presented a memorandum containing the state of affairs and plans for a follow-up approach to the implementation of the law strengthening administrative power in educational institutions. As a special university, Radboud University may deviate from some statutes in chapter 9 of the Higher Education and Research Act (WHW). As part of the implementation, small adjustments have been made to various regulations related to rights arising from the WHW that have already been implemented in practice at the university. For example, representatives from the University Student Council and the Works Council were already closely involved in the selection procedure for members of the Executive Board.

The uniform declaration scheme set up by the Association of Universities in the Netherlands (VSNU) was discussed with the Executive Board. The local regulation was adjusted accordingly.

The Executive Board reported on the discussion with the University Student Council about its involvement in the budgeting process and the uncertainty surrounding the use of the student loan system. A delegation from the Foundation's Board witnessed the conclusion of that discussion in the Executive Board's meeting with the University Joint Assembly.

Members of the Foundation's Board



L.M.L.H.A. Hermans (1951), chair

- Appointment committees
- Remuneration Committee at Radboud University
- Remuneration Committee at Radboud university medical center
- Regular consultation with the Works Council at Radboud university medical center
- Regular consultation with the Radboud University Joint Assembly



P.C.H.M. Holland (1943)

- Audit Committee at Radboud university medical center
- Quality and Safety Committee at Radboud university medical center
- Member of the discussion delegation to the Staff Assembly, Nurses and Paramedics Advisory Board (VAR), and Patient Advisory Board (PAR) at Radboud university medical center



L.Y. Gonçalves-Ho Kang You (1946), vice chair

- Remuneration Committee at Radboud University
- Regular consultation with the Radboud University Joint Assembly



G.B. Paulides (1963)

- Audit Committee at Radboud University
- Audit Committee at Radboud university medical center



M.L. Henneman (1956)

- Audit Committee at Radboud University
- Remuneration Committee at Radboud university medical center
- Regular consultation with the Works Council at Radboud university medical center



Prof. J.C. Stoof (1946)

- Education & Research Committee at Radboud University
- Quality and Safety Committee at Radboud university medical center
- Member of the discussion delegation to the Staff Assembly, Nurses and Paramedics Advisory Board (VAR), and Patient Advisory Board (PAR) at Radboud university medical center

Governance

According to statute, the board of *Stichting Katholieke Universiteit* consists of seven members who are appointed by the Dutch Bishops' Conference. The vacancy on the board that arose in 2016 has not yet been filled. An additional vacancy will arise in 2018. The Foundation's Board and the Dutch Bishops' Conference are discussing how to fill the current and future vacancies. Several members have already exceeded the official term of office (one five-year term and one four-year term, in line with the Good Governance Code). Their terms of office have been extended in accordance with SKU Regulations to guarantee the continuity of the Foundation's Board. The timetable for resignation will be adjusted to ensure a phased change in administration. To ensure proper support, the board has temporarily recruited two advisors.

The Foundation's Board evaluates its performance every year. This occurs under external supervision every three years. The evaluation of 2016 took place on 9 March 2017 and the results of it were discussed with the Executive Board. In addition to the overall performance of the Foundation's Board, the evaluation paid special attention to the composition of the board and its committees, as well as to the structure of SKU. It was decided to structure the meetings of the Foundation's Board differently, putting more focus on the primary process, and reserving a separate meeting for addressing the university's annual accounts and annual report.

An annual collective training is organised for the members of the Foundation's Board. In 2017, the Foundation's Board – under the leadership of an external agency – discussed 'the commissioner as a challenger'. In addition, the members of the Foundation's Board individually participate in conferences and workshops about topics including good governance. The remuneration paid to members of the Foundation's Board is below the statutory remuneration ceiling for supervisors.

Code of Good Governance for Dutch Universities

There is no conflict of interest between Foundation's Board membership and the other activities of the Foundation Board's members. The other activities do not affect the supervisory duties arising from Foundation's Board membership. The composition of the Foundation's Board ensures that the independence required by the Code of Good Governance is respected. Radboud University complies with the Code of Good Governance for Dutch Universities.

Supervisory vision

The Foundation's Board, as one of the first supervisory bodies, established a supervisory vision in 2012. That document was evaluated and reaffirmed in 2015. An information protocol has been established on that basis. The supervisory vision and the profile of the Foundation's Board have been published on the website. The annually enacted administrative agenda (from 2018, the annual plan) is used as a supervisory framework for Radboud University.

Joint consultations

The Foundation's Board meets periodically with Radboud University's Executive Board and the Radboudumc Board of Directors at the same time. In 2017, they discussed rules related to costs for the members of the Executive Board and the Radboudumc Board of Directors, the composition of the Foundation's Board, the structure of SKU and the relationship with the Bishops' Conference.

In conclusion

The Foundation's Board thanks the employees of Radboud University for their efforts in the past year, which have led the university to continue to grow in both a qualitative and a quantitative sense.

	Administrative	Legal	Financial	Education & research	Healthcare policy	Social policy	Public policy/ Communication policy
Hermans	✓			✓		✓	✓
Gonçalves	✓	✓				✓	
Henneman	✓		✓			✓	✓
Holland	✓		✓		✓		
Stoof	✓			✓	✓		
Paulides	✓		✓				

Appendices

Appendix I

2017 Administrative Agenda

Radboud University's ambitions for the coming years are laid out in the 2015-2020 Strategic Plan: 'By 2020, we not only want to be one of the top universities in the Netherlands and in Europe, but also to have enhanced our prestige worldwide' (2015-2020 Strategic Plan, p. 1).

This administrative agenda will indicate which activities we will develop in 2017 in light of those goals. We will successively focus on education and research, students, employees, alumni, finances, infrastructure, organisation and working methods. The basic outline of the 2015-2020 Strategic Plan is included for each part, and the plans for 2017 are described briefly and in as much detail as possible at this time. The financial interpretation of the administrative agenda can be found in the 2017 budget.

1 To provide high-quality education

At Radboud University we aim to educate students in an international context and we encourage them to engage in an independent quest for knowledge, realising that this quest will continue after they have completed their studies. Quality, involvement and clarity underpin our educational approach.

Quality assurance

- Radboud University's internal quality assurance will receive a new impetus, partly with a view to preparing for the institutional quality assurance test that will occur in spring 2017. Internal quality assurance will focus more on improvement and less on accountability. Several new instruments that are mainly aimed at strengthening the quality culture within the programmes will be introduced.
- Inspection and accreditation procedures: the Public Administration, Political Science, Law, Philosophy, Educational Science, Pedagogical Sciences, Information Science, Medicine and Biomedical Sciences programmes will be inspected in 2017.

Education policy and emphasis on teaching

- In 2017, the Executive Board will give further shape to appealing teacher training programmes with the goal of having more academically trained lecturers in the classroom. The organisation of new, two-year integrated Master's programmes for teacher training should contribute to this. The Radboud Teachers Academy and relevant faculties are working closely together on the two-year Master's programme, which is expected to start in September 2017. The one-year teacher training programmes will continue to exist, but the number of CROHO labels will be reduced from eighteen to three (Language courses, Business courses, Exact).
- It is intended that a fully academic Bachelor's programme in Pedagogical Sciences for Primary Education (PWPO) will start from September 2017. This programme will lead to a teaching qualification in primary education. It will supplement the existing ALPO training programme that is being offered in collaboration with HAN University of Applied Sciences.
- The Executive Board is evaluating instruments to ensure that the educational task within the institution is being perceived as equal to the research task. In connection to that, the Extended Teaching Qualification (ETQ), among others, will be considered, and the system of principal lecturers, as exists within Radboud university medical center, will be examined.

- There is a strong commitment to the use of ICT in education (e.g. digital testing, feedback tools and supporting and professionalising lecturers). This will be initiated and coordinated by the programme board for ICT in Education.

Radboud Honours Academy

The RHA is committed to further improving and broadening its educational offerings. This applies to both the interdisciplinary programme and the faculty programmes. It will also develop a programme in English.

Connection with VO-HO

- PUC Humanities, the pre-university college for the humanities and social sciences faculties, will take shape in 2017. The goal of PUC Humanities is to better prepare pupils with an interest in the humanities and social sciences at the university. PUC is also developing a new excellence programme that focuses on talented pupils who have chosen a social subject cluster.
- The VO-HO Platform, a network of 5 higher education institutions and 60 secondary schools, will be further strengthened. After a successful first conference in 2016, another conference about the connection between higher education and secondary education will be organised at Radboud University in 2017 for secondary school administrators and teachers.

Internationalisation of education

The 2014-2018 internationalisation memorandum and the most important recommendations from the *De Stille Kracht* report will be implemented further. The numbers of incoming and outgoing staff and students have increased considerably and are expected to increase even further in 2017. Among other things, we will address the following topics:

- Developing and supporting new English-language Bachelor's programmes
- Increasing intake in English-language Master's programmes
- Supporting international students (Service package and Radboud International Students)
- Improving housing for international students
- Creating a virtual one-stop shop for scholarships for outgoing students
- Streamlining and improving processes (including the transition to Osiris) for faculties
- Improving the supply of information to students and staff members (both incoming and outgoing)
- Further expanding Radboud Summer School

2 To provide world-class academic research

At Radboud University we create a lively, successful research community, generating new insights and ideas which contribute to social, cultural and economic development across the full spectrum of our academic disciplines, both nationally and internationally. Research feeds back into education; this close connection between education and research is the most important aspect of our pursuit of excellence.

Quality assurance for research

External assessments of the following are planned for 2017:

- The Behavioural Science Institute (BSI)
At the beginning of 2017, the reports will appear on which a position will be determined regarding the following:
 - Research Centre for State and Law (SteR)
 - Top-Research School NOVA
 - Midterm evaluation of the Business and Law Research Centre (OO&R)

Research profiling

- Healthy Brain
- Radboud University is committed to building a broad community of researchers (Radboud University, Radboud university medical center and Max Planck) around the theme of Healthy Brain. These researchers will build and maintain a substantial cohort of test subjects upon whom research from various specialities will be carried out. Healthy Brain will become a specific Nijmegen strategic principle within the framework of the Dutch National Research Agenda.
- We are exploring whether – in addition to Healthy Brain – a number of other university-wide and profiling research projects can be set up.
- Open Access
We will further develop the support of gold Open Access in relation to the national big deals. This includes workflows, financial processing and copyright recommendations. Our goal is to further stimulate Open Access and unburden scholars.

Radboud Excellence Initiative

The eighth and ninth selection rounds for the Radboud Excellence Initiative will be conducted in 2017.

Research Data Management (RDM)

There are three RDM-related pilots running:

- The RIS/RDS project is now in the commissioning phase. It is expected that all faculties will be able to work with RIS/RDS as of January 2017.
- The results of the pilot for the Donders Institute will be available in autumn 2016. Based on those results, we will take decisions about the follow-up in 2017.
- Radboud university medical center is developing its own system (DRE), which is being closely followed by Radboud University.

Internationalisation

The 2014-2018 internationalisation memorandum and the recommendations from the *De Stille Kracht* report will be implemented further. Among other things, we will address the following topics:

- Increasing collaboration with specific partners and making the partner policy explicit
- Improving housing for international staff
- Increasing outgoing study and internship mobility and staff mobility, from lecturers to support and management staff
- Expanding support for international staff (dual careers, global lounge, international events, intercultural awareness)

Valorisation

We want to more explicitly show how Radboud University's education and research place it in the centre of society and, where possible, expand that position further. At the end of 2015, the new Radboud Innovation department developed a 2016-2018 Roadmap for that purpose.

Important highlights for 2017 include:

- Further expanding the Radboud-wide network organisation. Radboud Innovation will collaborate with all the faculties as closely as possible and will closely coordinate its activities with the other innovation departments from faculties and the Department of Valorisation at Radboud university medical center.
- Mapping the networks of scientists with companies and social organisations (including CRM) and broadening those networks, including through collaboration agreements.
- Bringing scientists into contact with companies and social organisations to acquire research funds, including through grant programmes.
- Collecting compelling examples of the 'Radboud Impact' from all disciplines and making them visible both within the university (to inspire others) and outside it (to interest external parties).

3 Students

We feel great responsibility for the personal development, maturing and welfare of our students. We expect them to play an active role in shaping their own education and in finding their place in the academic discourse community worldwide.

Recruitment and information

- The marketing plans that were drawn up in cooperation with the faculties for Bachelor's and Master's recruiting in the Netherlands and abroad will be implemented in 2017. We will use newly developed communication strategies in this effort.
- Customised marketing and communication plans will be developed for programmes that are not attracting enough students. Those plans will be made in consultation with the related faculty.

Facilities for students

- The strategic plan states that communication to students must be clear. This not only applies to communication about programmes, but also to information about broader activities within the university. In response – and in consultation with the various target groups – new communication strategies were developed. They should contribute to a better supply of information for current and prospective students. The new strategies will be applied and tested in 2017.
- The renovation of the Gymnasium building (sports centre) is in full swing and the preparations for a new Cultuurcentrum (cultural centre) are continuing unabated. The role of Culture on Campus is being reconsidered in relation to the Cultuurcentrum.
- With the arrival of the new Student Life department, the help desk for supporting student organisations has been created. The supply of information about and activities of this department will take shape in 2017.

4 Employees

We are a close-knit community in which staff – in collaboration with their colleagues – are encouraged to reach their full potential and thus contribute to a successful educational and research environment as well as an inspiring campus.

Implementing the HR agenda

The five themes from the HR agenda 'Working with your talents' will be further elaborated upon and implemented. They are:

- Leadership development
- Finding and retaining talented people
- Internationalisation
- Developing employees' talents
- Quality through diversity.

Groups have been formed for each theme under the chairmanship of a dean. These groups will regularly report to the programme board, which will coordinate the progress of the agenda as a whole.

Tenure tracks

We will determine whether – and, if so, where and how – tenure tracks can be created at Radboud University.

Continuing to work after retirement

We will formulate basic principles about continuing to work after retirement and proposals about how to put those principles into practice.

5 Alumni

We care about our alumni. They form an important social network that actively contributes to the University's mission.

We are expanding the range of activities and services for alumni and are more closely tailoring it to specific target groups. In addition, several parties will be linked to the alumni policy. The role of the Radboud Alumni Board is being further developed. In the context of fundraising, we are developing new customised activities in which we hope a large share of the alumni will participate.

6 Finances and infrastructure

The University invests in further increasing the quality of education and research, as well as increased internationalisation.

Budget process

- The internal translation of the funding model is being shaped in relation to the change in state funding for the PhD bonus.
- The new agreements about the involvement of participational bodies with the budget are being monitored.

Planning and control cycle

In the P&C cycle, we will place more emphasis on following up on and monitoring improvement actions that stem from various assessments and evaluations.

Property and maintenance

The most important projects and challenges for the years ahead were laid out in the 2016 long-term investment forecast (MIP). It includes many projects for 2017, such as:

- Development in the square and area in and near the Erasmus building and the revamping of the current University Restaurant "De Refter" into a food court. That is closely connected to the recently developed integrated catering concept for the campus. The organisation of this project will begin in 2017.
- Developments resulting from preparations in the Erasmus building for the possible accelerated major maintenance of that building.
- The detailed design for the Academy Building (Berchmanianum) and its use for a number of support services from Radboud Services.

Basic principles for future accommodation issues

We are formulating basic principles for the urban development and landscape design of the campus, safety, student housing, office and educational concepts, 24/7 and general facilities.

ICT

- The construction of a fibre-optic network will begin in 2017.
- The 'Organising mobile accessibility' project is continuing, together with Radboud university medical center. It is the result of the poor mobile reception on campus caused by certain building structures at Radboud university medical center and Radboud University.
- With regard to ICT workplaces, facilities for the use of 'own devices' are being further developed.

7 Organisation and working methods

Organisational changes

Organisatiewijzigingen worden conform de leidraad organisatiewijzigingen aan de medezeggenschap gemeld, waarna afspraken over de behandeling worden gemaakt.

Quality of service

A support-function-oriented audit from the perspective of optimum centralised and decentralised administration will occur in 2017. It will concern the following support functions: Personnel and Organisation, Facilities & Services (including Property Management), Educational Support, Research Support (including valorisation), University Library, Radboud Sports Centre and General Affairs. Educational Support will be the first to be audited.

Sustainability

We will continue implementing the RU sustainability agenda that was set in 2016. A programme board has been established to initiate and coordinate that implementation, and to report on it to the Executive Board.

Participational bodies: implications of the law strengthening administrative power in educational institutions

In collaboration with the SKU Foundation's Board, deans and the participational bodies, we will take a position about how the changes following the law strengthening administrative power in educational institutions will be implemented in Radboud University's participation system.

Personal data protection

We will implement the changes in the Dutch Personal Data Protection Act and the European General Data Protection Regulation.

Bilingualism

The internationalisation of the staff and student population make it urgently necessary to further develop the university's bilingualism. In addition to general information for employees and students, the Education and Examination Regulations (EER), rules and guidelines must also be available in English.

Radboud University's reputation

An image survey is being carried out to discover how the academic and administrative community in the Netherlands assesses Radboud University, with the goal of better understanding how we can improve our reputation. We will develop an action plan based on the outcomes of that survey in 2017.

Fundraising

The Fundraising Office opened in 2016. Several projects are already underway and more opportunities for fundraising (e.g. at the upcoming anniversary celebrations) are being explored.

Appendix II

Summary table of the situation analysis

Politics	Economic/competition	Demographics	Technology	Socio-cultural
National:	National:	National:	National/international:	National:
Strategic Agenda for Higher Education and Research	Regional cooperation: maintain/strengthen Radboud University's domestic/ international position	Regional shrinkage – dejuvenation	Enriching teaching methods (e.g. blended learning, virtual reality, gamification, serious gaming)	Generation Z entering university
Top Sectors policy and Dutch National Research Agenda. Mission-driven research SSH	New quality agreements	More students progressing from pre-university education (VWO) to research-oriented higher education (WO)	Organising flexibility (e.g. through open education, microcredentialing)	Changes to the accessibility of higher education: equal opportunities versus pre-selection
Rutte III coalition agreement	Research the careers of graduates, career paths	More students progressing from professionally oriented higher education (HBO) to research-oriented higher education (WO)	Making adaptive learning possible (e.g. through digital testing, learning analytics, artificial intelligence)	Focus on talent development (e.g. customised secondary education). Debate about the future of education: personalisation, more attention to personal and skills development and less to knowledge transfer
Internationalisation, impact, career paths, job market restrictions, graduates' careers	Collaboration in public-private consortia	Increasing numbers of international students	Technology and artificial intelligence are changing the job market, but there is also more demand for personal development	Call for greater flexibility in higher education
Focus on internationalisation of higher education	Focus on the social impact of research and innovation			Educational innovations in primary and secondary education
Closer supervision of transition to English-language programmes	Connections to society, influence from the social field		Open science and open access are becoming the norm	More connection between education and society
Reforming the funding system, more money to the 4 technical universities (or science/technology)	Competition is intensifying			Increasing importance of lifelong learning
International:	International:	International:	International:	International:
Transition from Horizon 2020 to KPG	Impact criteria for grants	Increasing numbers of international students	No change	No change
Multiannual financial framework of the EU	Reputation and rankings			
Modernisation agenda for higher education	Performance-oriented funding			
Brexit	Brexit			

Appendix III

Overzicht Kengetallen Radboud Universiteit

Studenten	Jaar		
	2015	2016	2017
Studenten (stand 1 oktober)	19.309	19.899	20.967
– waarvan vrouwen (%)	56	58	59
– waarvan bachelorstudenten	12.216	12.567	13.556
– waarvan masterstudenten	7.093	7.332	7.411
– waarvan internationale studenten (%)	7,7	9,7	10,2
Exchange students (inkomend)	676	843	988
Exchange students (uitgaand)	907	1.127	961
Eerstejaarsstudenten bachelor (eerstejaars instelling)	3.517	3.914	4.582
– waarvan internationale eerstejaarsstudenten bachelor (%)	6,9	16,7	12,0
Marktaandeel bachelor (eerstejaars wo) (%)	7,1	7,5	7,8
Eerstejaarsstudenten master (eerstejaars instelling)	553	618	653
– waarvan internationale eerstejaarsstudenten master (%)	256	295	286
Marktaandeel master (eerstejaars instelling) (%)	3,6	3,8	3,8
Deelnemers Radboud Summer School	370	500	615
Onderwijs	2015	2016	2017
Bacheloropleidingen	37	37	37
Masteropleidingen	75	76	74
<i>Diploma's en arbeidsmarktperspectief</i>			
Bachelordiploma's	2.720	2.672	2.619
Bachelorrendement (in 4 jaar) (%)	77,2	78,2	74,8
Masterdiploma's	2.857	2.791	2.947
Betaalde baan 1,5 jaar na afstuderen (%)	93,0	94,5	94,4
<i>Studenttevredenheid</i>			
Gemiddeld rapportcijfer Radboud Universiteit	8,0	8,0	8,0
Gemiddeld rapportcijfer opleiding	7,8	7,8	7,8
Positie <i>Keuzegids Universiteiten</i>	1	1	1
Positie <i>Keuzegids Masters</i>	1	1	1
Positie <i>Elsevier Beste Studies</i>	1	1	1

Onderzoek	2015	2016	2017
Wetenschappelijke publicaties	7.239	7.366	7.146
Promoties	358	412	435
Promotierendement (%)	61,7	66,4	69,5
Onderzoeksinstituten	15	15	15
Toegekende patenten	4	4	2
Toegekende Veni's	20	17	14
Toegekende Vidi's	11	8	4
Toegekende Vici's	3	4	6
Toegekende Spinozapremies	0	2	0
Toegekende ERC Starting Grants	4	3	0
Toegekende ERC Advanced Grants	1	2	1
Toegekende ERC Consolidator Grants	3	3	5
<i>Rankings</i>			
Positie THE-ranking	125	121	122
Positie QS-ranking	177	190	204
Positie ARWU-Shanghai Ranking	132	118	136
Personeel	2015	2016	2017
Staf in fte	5.021	4.921	4.891
Wetenschappelijke staf in fte	2.868	2.764	2.742
– waarvan vrouw (%)	45,9	46,8	46,6
– waarvan internationaal (%)	24,5	24,6	23,5
Hoogleraren (excl. Radboudumc) in fte	223,2	222,1	230,2
– waarvan vrouw (%)	23,9	26,5	27,6
Hoogleraren (incl. Radboudumc) in fte	291,7	293,8	304,3
– waarvan vrouw (%)	20,1	23,5	24,6
Leden KNAW	40	42	44
– waarvan nieuwe benoemingen	3	2	2
Leden Academia Europaea	31	36	46
– waarvan nieuwe benoemingen	3	5	10

Appendix IV

Table of educational offerings

The table below contains all the programmes that are open for first registration on 1 September 2017. Names are listed as they appear in the Central Register of Higher Education Programmes (CROHO).

Bachelor's programmes	Type of programme	Study load
LANGUAGE AND CULTURE		
Arts and Cultural Studies	ft	18o
Communication and Information Studies	ft	18o
German Language and Culture	ft	18o
English Language and Culture	ft	18o
History	ft	18o
Classical Languages and Cultures	ft	18o
Art History	ft	18o
Dutch Language and Culture	ft	18o
Religious Studies	ft/pt	18o
Romance Languages and Culture Studies	ft	18o
Linguistics	ft	18o
Theology	ft/pt	18o
Philosophy	ft	18o
LAW		
European Law School	ft	18o
Notarial Law	ft/pt	18o
Law	ft/pt	18o
BEHAVIOUR AND SOCIETY		
Public Administration	ft	18o
Communication Science	ft	18o
Anthropology and Development Studies	ft	18o
Geography, Spatial Planning and the Environment	ft	18o
Pedagogical Sciences	ft	18o

Bachelor's programmes	Type of programme	Study load
Political Science	ft	18o
Psychology	ft	18o
Sociology	ft	18o
ECONOMICS		
Business Administration	ft	18o
Economics and Business Administration	ft	18o
NATURAL SCIENCES		
Artificial Intelligence	ft	18o
Biology	ft	18o
Chemistry	ft	18o
Computing Science	ft	18o
Molecular Life Sciences	ft	18o
Physics and Astronomy	ft	18o
Science	ft	18o
Mathematics	ft	18o
HEALTHCARE		
Biomedical Sciences	ft	18o
Medicine	ft	18o
Dentistry	ft	18o
Master's programmes	Type of programme	Study load
LANGUAGE AND CULTURE		
Communication and Information Studies	ft	6o
European Studies (<i>joint degree</i>)	ft	12o
Philosophy (6o)	ft	6o
Philosophy (12o)	ft	12o
History	ft	6o
Art and Cultural Studies	ft	6o
Literature	ft	6o
North American Studies	ft	6o
Classical Studies	ft	6o
Linguistics	ft	6o
Theology	ft/pt	18o
Theology and Religious Studies	ft/pt	6o

Master's programmes	Type of programme	Study load
LAW		
European Law	ft	6o
Tax Law	ft	6o
International and European Law	ft	6o
Dutch Law	ft/pt/du	6o
Notarial Law	ft/pt	6o
BEHAVIOUR AND SOCIETY		
Anthropology and Development Studies	ft	6o
Public Administration	ft	6o
Communication Science	ft	6o
Environment and Society Studies	ft	6o
Human Geography	ft/du	6o
Educational Science	ft	6o
Pedagogical Sciences	ft	6o
Spatial Planning	ft/du	6o
Political Science	ft	6o
Psychology	ft	6o
Sociology	ft	6o
ECONOMICS		
Business Administration	ft	6o
Economics	ft	6o
NATURAL SCIENCES		
Artificial Intelligence	ft	12o
Biology	ft	12o
Chemistry	ft	12o
Computing Science	ft	12o
Information Sciences	ft	6o
Mathematics	ft	12o
Medical Biology	ft	12o
Molecular Life Sciences	ft	12o
Physics and Astronomy	ft	12o
Science	ft	12o

Master's programmes	Type of programme	Study load
HEALTHCARE		
Biomedical Sciences	ft	12o
Medicine	ft	18o
Dentistry	ft	18o
Research Master's programmes	Type of programme	Study load
LANGUAGE AND CULTURE		
Philosophy (research)	ft	12o
Historical, Literary and Cultural Studies (research)	ft	12o
Linguistics (research)	ft	12o
LAW		
Business and Law (research)	ft	12o
BEHAVIOUR AND SOCIETY		
Behavioural Science (research)	ft	12o
Social Cultural Science: Comparative Research on Societies (research)	ft	12o
NATURAL SCIENCES		
Cognitive Neuroscience (research)	ft	12o
Molecular Mechanisms of Disease (research)	ft	12o
Pre-Master's programmes	Type of programme	Study load
LAW		
Tax Law	ft	6o
Security, Law and Administration	pt	6o
ECONOMICS		
Business Administration	pt	6o
Managing Information and Sustainable Change	pt	6o
HEALTHCARE		
Quality and Safety in Patient Care	pt	6o

University teacher education programmes	Type of programme	Study load
Geography	ft/pt	60
General economics	ft/pt	60
Biology	ft/pt	60
German	ft/pt	60
English	ft/pt	60
Philosophy	ft/pt	60
French	ft/pt	60
History and politics	ft/pt	60
Religion and belief	ft/pt	60
Classical languages and cultures	ft/pt	60
Art history and cultural and artistic education/general art	ft/pt	60
Civics and social sciences	ft/pt	60
Management and organisation	ft/pt	60
Physics	ft/pt	60
Dutch	ft/pt	60
Chemistry	ft/pt	60
Spanish	ft/pt	60
Mathematics	ft/pt	60

ft = full-time, pt = part-time, du = dual

Appendix V

Research institutes

The research and training of PhD candidates at Radboud University is organised in the following 15 faculty and interfaculty research institutes.

- Research Institute for Philosophy, Theology and Religious Studies
- Institute for Historical, Literary and Cultural Studies
– including the Centre for Parliamentary History
- Business and Law Research Centre
- Research Centre for State and Law
- Institute for Management Research
- Radboud Social Cultural Research
- Centre for Language Studies
- Behavioural Science Institute
- Donders Institute for Brain, Cognition and Behaviour
- Radboud Institute for Molecular Life Sciences
- Radboud Institute for Health Sciences
- Institute for Water and Wetland Research
- Institute for Molecules and Materials
- Institute for Mathematics, Astrophysics and Particle Physics
- Institute for Computing and Information Sciences

Other research institutes

There are also several research institutes with an independent status located on the Radboud University campus. They are:

- Max Planck Institute for Psycholinguistics
- KASKI (religion and society)

Appendix VI

Overview of European Research Council grants

Advanced Grant 2017

ERC Advanced Grants (€2.5 million) are awarded to experienced researchers, usually for a five-year period.

- Prof. Roeland Nolte, Professor of Organic Chemistry, was awarded an ERC Advanced Grant for the second time after his retirement:

“Writing and storing information on a molecular level is the future”, according to Nolte. “I will code information on single polymer chains – long synthetic threads. Truly exciting work. It needs a lot of chemical synthesis, which I will perform together with chemist Floris Rutjes. For the reading of the data, I will collaborate with physicists Hans Engelkamp and Peter Christianen.”

Consolidator Grants – 2017

ERC Consolidator Grants (€2 million) are designed to support researchers who are ready to set up their own independent research team or research programme.

Five Radboud researchers were awarded Consolidator Grants in 2017:

- Dr Erik Storkebaum, Donders Institute for Brain, Cognition and Behaviour – Unravelling the mechanism of hereditary neuropathy with flies and mice.
- Prof. Michiel Vermeulen, Professor of Proteomics and Chromatin Biology – The balance between cell division and cell differentiation in the intestine.
- Dr Marijke Haverkorn van Rijsewijk, Associate Professor of Astrophysics – The magnetic field in the Milky Way, using optical polarisation of stars.
- Prof. Karin Roelofs, Professor of Experimental Psychopathology – Alleviating avoidance behaviour in people with anxiety disorders.
- Dr Judith Holler, Donders Institute for Brain, Cognition and Behaviour – How bodily signals shape the meaning of spoken words (researcher of language and cognition at the Donders Institute and the Max Planck Institute for Psycholinguistics).

Appendix VII

Overview of Veni grants

14 researchers from Radboud University and Radboud university medical center received Veni grants from the Netherlands Organisation for Scientific Research in 2017. These are amounts of up to €250,000 which promising young scientists can use to further develop their own ideas over three years.

Below is an overview of the Veni projects, in order of the researcher's surname.

Dr Jeroen de Baaij, associate professor, physiology department, Radboud university medical center: *The magnesium journey through the renal cell: how to get out?*
Renal magnesium wasting is often the cause of low magnesium levels (hypomagnesemia) in patients. Jeroen de Baaij will examine the cells that transport magnesium in the kidney.

Dr Sanneke de Haan, researcher, Faculty of Philosophy, Theology and Religious Studies
Psychiatric disorders change your feelings and thoughts. How can you distinguish between experiences that are your 'own' and experiences that are the result of your disorder or medication? Sanneke de Haan addresses these questions, drawing on philosophical theories and interviews with patients.

Dr Mark de Kreij, postdoc, Institute for Historical, Literary and Cultural Studies (HLCS)
In 2014, a new fragment of Sappho emerged, a papyrus that survived two millennia in the desert sands of Egypt. Mark de Kreij goes in search of the readers, listeners and other admirers of Sappho and her fellow lyricists in Roman Egypt.

Dr Kobie van Krieken, associate professor, Centre for Language Studies (CLS)
Reading stories improves our ability to read the minds of others in the real world. How is this possible? Kobie van Krieken is developing a model to examine the extent to which the language of stories and identification with narrative characters facilitate this process.

Dr Geert Litjens, assistant professor, Pathology, Radboud university medical center
The treatment of prostate cancer patients is largely determined by a pathologist inspecting tumour tissue. Geert Litjens is developing an automated tissue analysis method based on 'deep learning' to better assess patient prognosis.

Dr David Peeters, postdoc at Max Planck Institute for Psycholinguistics and the Donders Institute for Brain, Cognition and Behaviour

In everyday life, we often refer to things in the world around us by using speech and gesture. How does the brain allow us to quickly and efficiently understand acts of reference? David Peeters aims to develop a neurocognitive model that explains how this works.

Dr Vitória Piai, aspiring principal investigator, Radboud University/Radboud university medical center, Donders Institute for Brain, Cognition and Behaviour

The overwhelming majority of people use their left hemisphere to speak and understand language. However, in patients who suffer left-hemisphere damage, the right hemisphere seems to be able to take over language functioning. Vitória Piai will investigate how the right-hemisphere language system works.

Dr Joeri de Ruiter, assistant professor, Institute for Computing and Information Sciences (ICIS)
The need for privacy-friendly systems is increasing. But do these systems provide the privacy they claim? Joeri de Ruiter aims to develop methods to verify whether this is, in fact, the case.

Dr Luca Santini, employee at the Institute for Water and Wetland Research (IWWR)
Rewilding aims to restore ecosystem function by reintroducing megafauna: large animal species. Luca Santini will use process-based ecosystem modelling to systematically analyse the role of megafauna in shaping ecosystems.

Dr Carsten Sauer, postdoc, Faculty of Social Sciences

Carsten Sauer investigates when and why EU citizens develop perceptions about the fairness of individual earnings and income inequality in their countries. This research will contribute to debates about legitimate inequalities in Europe.

Dr Patricia Schmidt, postdoc, Institute for Mathematics, Astrophysics and Particle Physics (IMAPP)

When two black holes collide in the universe, they produce ripples in the fabric of space-time. These gravitational waves are the fingerprints of the black holes that tell scientists about their masses and spins. But it is only with sophisticated theoretical waveform models that researchers like Patricia Schmidt can accurately reveal these.

Dr Arne Smeets, assistant professor, Institute for Mathematics, Astrophysics and Particle Physics (IMAPP)

A central question in algebraic geometry is when a family of algebraic varieties can be extended in a nice way to a slightly larger parameter space. Arne Smeets studies various arithmetic aspects of this question which are still beyond our understanding, even for some of the simplest varieties.

Dr Iris Sportel, researcher, Centre for Migration Law

Dutch courts and the child welfare system interact with a growing number of minority families. Iris Sportel will focus on representations of religion, ethnicity and culture in procedures on minority family children, investigating the role of parents as well as the assumptions of professionals.

Dr Loes van der Zanden, postdoc, Department for Health Evidence

Boys with the birth defect posterior urethral valves have obstructed urinary outflow. Loes van der Zanden will investigate the cause of this birth defect and its consequences for kidney function.

Appendix VIII

Overview of Vidi grants

Four researchers each received up to €800,000 to develop their own innovative line of research and to build their own research group for it. They received Vidi grants from the Innovational Research Incentives Scheme of the Netherlands Organisation for Scientific Research (NWO).

The Vidi grant is aimed at excellent researchers who have done successful research for several years after receiving their PhD. The scientists are among the best 10 to 20 percent of their field. A Vidi grant allows them to do research for five years. This is how NWO stimulates innovative research.

Below is an overview of the Vidi projects, in order of the researcher's surname.

The cost of a choice: finding the balance between deciding fast and deciding well

Dr Hanneke den Ouden, researcher/assistant professor, Donders Institute for Brain, Cognition and Behaviour

"Don't rush decisions!" Good advice, but too much deliberation can lead to missed opportunities. Researchers will investigate how our brains help us switch between impulsive and thoughtful decision-making strategies, and the consequences of getting stuck in one particular strategy.

Immunotherapy for bladder cancer patients

Dr Sita Vermeulen, assistant professor, Health Evidence, Radboud university medical center

For some patients with non-muscle-invasive bladder tumours, immunotherapy with the Bacillus Calmette-Guérin (BCG) vaccine may offer a solution. A not-yet-developed test may be able to predict who will and will not respond to this therapy. Sita Vermeulen is looking for genetic characteristics of the patient and tumour that may influence the effectiveness of the BCG-immune reaction.

Roads to recovery

Dr Vivian Weerdesteyn, associate professor, Kinesiology / Rehabilitation Medicine, Radboud university medical center

After a stroke, people often experience permanent balance and walking problems. People usually recover in part from acute balance and gait problems, but it is unclear which mechanism is responsible for this. It is also unknown whether and how this recovery can be influenced by targeted training. This Vidi project hopes to clarify that.

Integrating metabolomics and genomics to understand human disease

Dr Christian Gilissen, group leader, Human Genetics, Radboud university medical center

It remains difficult to see which DNA variants cause a genetic disorder, so it is also difficult to give a genetic diagnosis. In the patients for whom a diagnosis is to be given, the underlying biological mechanism that causes the disease is often still unclear. However, this mechanism could be a first point of application for a treatment. Gilissen will combine genetic data with the results of undirected measurements of patients' metabolisms via a to-be-developed functional approach to genomics.

Appendix IX

Overview of Vici grants

Two researchers each received up to €1.5 million. These grants will be used over the next five years to develop their own innovative research line and build a research group. They received Vici grants from the Innovational Research Incentives Scheme of the Netherlands Organisation for Scientific Research (NWO).

Below is an overview of the Vici projects.

Prof. Carolina de Weerth, professor of psychobiology for early development.

Her research focuses on pregnancy, babyhood and childhood. The integration of biological and psychological processes in development is fundamental to her research. With her Vici grant, De Weerth wants to find out how intestinal bacteria affect typical human development, from infancy to adolescence. Intestinal bacteria are essential to our health. They may also affect our brain and behaviour, as recently shown in animal studies.

Prof. Maroeska Rovers, professor of evidence-based surgery, Radboud university medical center.

It is Rovers' ambition to contribute to the development of effective, affordable and valuable surgical innovations. With her Vici grant, she will perform research with the aim of developing better methods to evaluate surgical innovations as early as possible. Up to half of the innovations do not add any value, which results in a waste of healthcare costs. According to Rovers, new medical tools should already be evaluated for added value for patients as early as the very first draft. She intends to develop, test, and validate methods for this.

Appendix X

Royal Netherlands Academy of Arts and Sciences

Membership in the Royal Netherlands Academy of Arts and Sciences (KNAW) is based on high-quality scientific and scholarly achievements. Members are appointed for life.

In 2017, Prof. Barbara Franke (Radboud university medical center) and Prof. Heleen Murre-van den Berg (Faculty of Philosophy, Theology and Religious Studies) were elected as new members of KNAW.

The following Radboud professors (and professors emeritus) are members (listed in alphabetical order):

- [Prof. Remieg Aerts](#), Professor of Political History
- [Prof. Ad van der Avoird](#), Professor Emeritus of Theoretical Chemistry
- [Prof. Henk Barendregt](#), Professor Emeritus of the Foundations of Mathematics and Computer Science
- [Prof. Harold Bekkering](#), Professor of Cognitive Psychology
- [Prof. Kees Blom](#), Professor Emeritus of Experimental Plant Ecology
- [Prof. Antal van den Bosch](#), Professor of Example-Based Language Modelling
- [Prof. Henk Braakhuis](#), Professor Emeritus of Ancient and Medieval Philosophy
- [Prof. Han Brunner](#), Professor of Anthropogenetics
- [Prof. Piet Buijnsters](#), Professor Emeritus of 18th-century Dutch Literature
- [Prof. Anne Cutler](#), Professor Emeritus of Comparative Language Psychology
- [Prof. Mirjam Ernestus](#), Professor of Psycholinguistics
- [Prof. Heino Falcke](#), Professor of Astroparticle Physics and Radio Astronomy
- [Prof. Bert Felling](#), Professor Emeritus of Behavioural and Social Sciences, Methods and Techniques
- [Prof. Carl Figdor](#), Professor of Tumour Immunology
- [Prof. Barbara Franke](#), Professor of Molecular Psychiatry
- [Prof. Guillaume van Gemert](#), Professor Emeritus of German Literature and Culture from German-Speaking Countries
- [Prof. Stan Gielen](#), Professor of Biophysics
- [Prof. Peter Hagoort](#), Professor of Cognitive Neuroscience
- [Prof. Arthur Hartkamp](#), Professor Emeritus of European Private Law
- [Prof. Wilhelm Huck](#), Professor of Physical-Organic Chemistry
- [Prof. John Jansen](#), Professor of Biomaterials, Implantology and Experimental Periodontics
- [Prof. Willy Jansen](#), Professor Emeritus of Women's Studies
- [Prof. Mike Jetten](#), Professor of Ecological Microbiology
- [Prof. Mikhail Katsnelson](#), Professor of the Theory of Condensed Matter
- [Prof. Pim Levelt](#), Professor Emeritus of Psycholinguistics
- [Prof. Frans van der Linden](#), Professor Emeritus of Orthodontics
- [Prof. Renate Loll](#), Professor of Theoretical High-Energy Physics
- [Prof. Christoph Lüthy](#), Professor of the History of Philosophy and Science
- [Prof. Sief Maeijer](#), Professor Emeritus of Commercial and Civil Law
- [Prof. Titti Mariani](#), Professor of Botany
- [Prof. Jos van der Meer](#), Professor Emeritus of Internal Medicine
- [Prof. Bert Meijer](#), Professor of Organic Chemistry
- [Prof. Olav Moorman van Kappen](#), Professor Emeritus of Legal History
- [Prof. Heleen Murre-van den Berg](#), Professor of Eastern Christianity
- [Prof. Pieter Muysken](#), Professor of General Linguistics
- [Prof. Mihai Netea](#), Professor of Experimental Internal Medicine
- [Prof. Roeland Nolte](#), Professor of Organic Chemistry
- [Prof. Theo Rasing](#), Professor of Spectroscopy of Solids and Interfaces
- [Prof. Peer Scheepers](#), Professor of Methods and Techniques of Social Science Research
- [Prof. Pieter Seuren](#), Professor Emeritus of Language Philosophy and General Linguistics
- [Prof. Carla Sieburgh](#), Professor of Civil Law
- [Prof. Ben Vermeulen](#), Professor of Education Law
- [Prof. Sjoerd Wendelaar Bonga](#), Professor Emeritus of Animal Ecology and Ecophysiology
- [Prof. Ellen van Wolde](#), Professor of Source Texts of Judaism and Christianity

The Young Academy

The Young Academy has 50 members between the ages of 25 and 45, all of whom earned their PhDs less than ten years before their appointment. Together they represent a broad spectrum of scientific disciplines, and they work at Dutch universities and many research institutes.

The following Radboud researchers are members:

Dr Marijke Haverkorn van Rijsewijk, Associate Professor of Astrophysics	2012	Faculty of Science
Dr Teun Bousema, Researcher in Malaria Immuno-Epidemiology	2012	Faculty of Medical Sciences
Prof. Lotte Jensen, Professor of Dutch Literature and Cultural History	2012	Faculty of Arts
Prof. Marieke van den Brink, Professor of Gender and Diversity in Organisations	2015	Nijmegen School of Management
Dr Floris de Lange, Principal Investigator at Donders Centre for Cognitive Neuroimaging, psychology, biology	2015	Donders Institute

Academia Europaea

Academia Europaea is an association of world-class European scholars. More than 2,000 of the best European scholars across the entire academic spectrum are members of Academia Europaea. The most exceptional international candidates are chosen every year.

New Radboud members in 2017

Prof. Christian Beckmann
 Prof. Harold Bekkering
 Prof. Joost Drenth
 Prof. Anneke den Hollander
 Prof. Wilhelm Huck
 Prof. Corjo Jansen
 Prof. John van Opstal
 Prof. Karin Roelofs
 Prof. Maroeska Rovers
 Prof. Nico Verdonschot

The following Radboud professors are members of Academia Europaea (alphabetised):

1. Prof. H.P. (Henk) Barendregt, Professor Emeritus of the Foundations of Mathematics and Computer Science
2. Prof. C.F. (Christian) Beckmann, Professor of Statistical Imaging in Neuroscience
3. Prof. H. (Harold) Bekkering, Professor of Cognitive Psychology
4. Prof. R.J.M. (René) Bindels, Professor of Physiology
5. Prof. H.G. (Han) Brunner, Professor of Anthropogenetics
6. Prof. L.M.C. (Lutgarde) Buydens, Professor of Analytical Chemistry
7. Prof. R. (Roshan) Cools, Professor of Cognitive Neuropsychiatry
8. Prof. E.A. (Anne) Cutler, Professor Emeritus of Comparative Language Psychology
9. Prof. J.P.H. (Joost) Drenth, Professor of Molecular Gastroenterology and Hepatology
10. Prof. H.D.E. (Heino) Falcke, Professor of Astroparticle Physics and Radio Astronomy
11. Prof. G. (Guillén) Fernandez, Professor of Cognitive Neuroscience
12. Prof. C.G. (Carl) Figdor, Professor of Tumour Immunology
13. Prof. B. (Barbara) Franke, Professor of Molecular Psychiatry
14. Prof. C.H.M. (Carlos) Gussenhoven, Professor of General and Experimental Phonology
15. Prof. P. (Peter) Hagoort, Cognitive neuroscience, especially as related to neuroimaging
16. Prof. A.S. (Arthur) Hartkamp, Professor Emeritus of European Private Law
17. Prof. A.I. (Anneke) den Hollander, Professor of Molecular Ophthalmology
18. Prof. W.T.S. (Wilhelm) Huck, Professor of Physical-Organic Chemistry
19. Prof. B.P.F. (Bart) Jacobs, Professor of Security and Software Accuracy
20. Prof. C.J.H. (Corjo) Jansen, Professor of Legal History and Civil Law
21. Prof. J.A. (John) Jansen, Professor of Biomaterials, Implantology and Experimental Periodontics
22. Prof. M.S.M. (Mike) Jetten, Professor of Ecological Microbiology
23. Prof. S.J. (Sijbrand) de Jong, Professor of Experimental Physics
24. Prof. M.I. (Mikhail) Katsnelson, Professor of Theoretical Physics
25. Prof. L.A.L.M. (Bart) Kiemeneij, Professor of Cancer Epidemiology
26. Prof. J.H.J.M. (Han) van Krieken, Professor of Pathology
27. Prof. W.J.M. (Pim) Levelt, Professor Emeritus of Psycholinguistics
28. Prof. S. (Stephen) Levinson, Professor by Special Appointment of Comparative Linguistics at the Max Planck Institute for Psycholinguistics
29. Prof. R. (Renate) Loll, Professor of the Theory of Fundamental Interactions beyond the Standard Model
30. Prof. A. (Asifa) Majid, Professor of Language, Communication and Cultural Cognition
31. Prof. J.W.M. (Jos) van der Meer, Professor Emeritus of Internal Medicine
32. Prof. E.W. (Bert) Meijer, Professor of Organic Chemistry
33. Prof. G.J.M. (Gerard) Meijer, Professor of Experimental Molecular Physics
34. Prof. A.S. (Antje) Meyer, Professor of Psycholinguistics

35. Prof. P.C. (Pieter) Muysken, Professor of General Linguistics
36. Prof. M.G. (Mihai) Netea, Professor of Experimental Internal Medicine
37. Prof. R.J.M. (Roeland) Nolte, Professor of Organic Chemistry
38. Prof. A.J. (John) van Opstal, Professor of Biophysics
39. Prof. T.H.M. (Theo) Rasing, Professor of Spectroscopy of Solids and Interfaces
40. Prof. K. (Karin) Roelofs, Professor of Experimental Psychopathology
41. Prof. M.M. (Maroeska) Rovers, Professor of Evidence-Based Surgery
42. Prof. P.L.H. (Peer) Scheepers, Professor of Methods and Techniques of Social Science Research
43. Prof. H. (Hans) Schulte-Nölke, Professor by Special Appointment of German Law
44. Prof. J.A.M. (Jan) Smeitink, Professor of Mitochondrial Medicine
45. Prof. N.J.J. (Nico) Verdonchot, Professor of Biomechanical Diagnostics and Evaluation Methods in Orthopaedics
46. Prof. E.J. (Ellen) van Wolde, Professor of Source Texts of Judaism and Christianity, Professor of Exegesis of the Old Testament

Netherlands Academy of Technology and Innovation

The Netherlands Academy of Technology and Innovation (AcTI) is the Academy of Engineering of the Netherlands. It is a unique and independent platform and network of accomplished people who are involved in social, economic and cultural issues related to technology, innovation and the social and economic applications of science and technology. The academy was founded as an independent association in 1986 and includes about 80 members from the business world, universities and research institutions.

Prof. Maroeska Rovers, Professor of Evidence-Based Surgery, was recently made a member.

AcTI members include:

Prof. Peter Desain

Prof. Maroeska Rovers

Appendix XI

Radboud-onderscheidingen

University Teaching Prize 2017

Dr Luca Consoli
Dr Mariska Kleemans
Bob Radstaak MSc
Liesbeth Gulpers

Bronze University Medal 2017

Liesbet Korebrits
Serraat Eikholt
Prof. André van der Ven

Hermesdorf Prize 2017

Dr Brenda Mathijssen
Dr Martin Dresler
Caspar Hallmann
Prof. Hans de Kroon

Student Award 2017

Isa Corbeek
David de Jong

University Study Prize

Stijn Krooshof
Sam Heijnen
Laura Maas
Lisa van der Vorm
Serge Horbach
Evert-Jan Breukink
Saskia Glas

Christine Mohrmann Grants 2017

Daphne Brandenburg MA
Linda Drijvers MSc
Jacqueline Drost MSc
Miriam Haaksma MSc
Jorieke Weiden MSc
Urszula Górka MA
Martine Kox MSc
Anne Mennens
Helen Blom MSc
Lorijn Zaadnoordijk MSc

Appendix XII

Royal honours 2017

Royal honours 2017

Prof. Gerard Meijer

Prof. Annalisa Fasolino

Prof. Harold Bekkering, Professor of Cognitive Psychology

Prof. Lutgarde Buydens, Professor of Analytical Chemistry

Prof. Henri Goverde, Former Associate Professor of Public Administration and Professor Emeritus of Political Science at Wageningen UR

Prof. Pieter Leroy, Professor of Political Sciences of the Environment

Prof. Angela Maas, Professor of Cardiology for Women

Prof. Dick Stegeman, former head of Clinical Neurophysiology at Radboud university medical center
Prof. Henk Stunnenberg, Professor of Molecular Biology

Prof. Mieke Verloo, Professor of Comparative Politics and Inequality Issues

Gerard van der Weerden, curator of the Experimental Garden and Genebank, Institute for Water and Wetland Research

Prof. Gerhard Zielhuis, Professor of General Epidemiology

Knight in the Order of the Netherlands Lion

Knight in the Order of the Netherlands Lion

Knight in the Order of the Netherlands Lion

Knight in the Order of the Netherlands Lion

Knight in the Order of Orange-Nassau

Officer in the Order of Orange-Nassau

Officer in the Order of Orange-Nassau

Knight in the Order of the Netherlands Lion

Knight in the Order of the Netherlands Lion

Officer in the Order of Orange-Nassau

Officer in the Order of Orange-Nassau

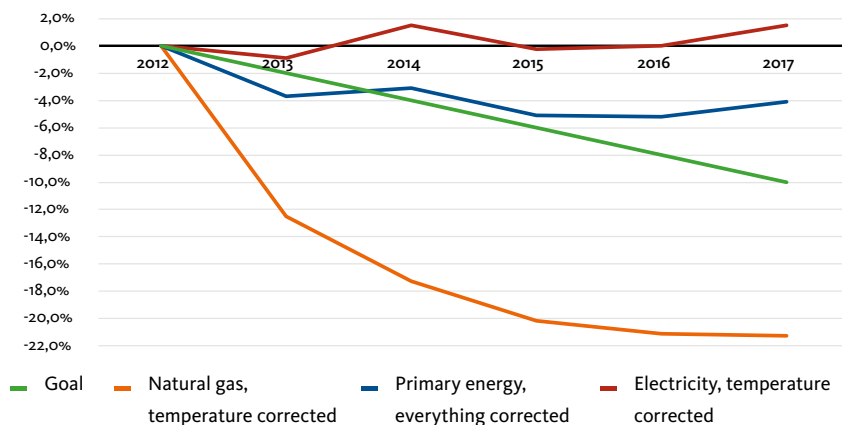
Officer in the Order of Orange-Nassau

Appendix XIII

Energy

The university has taken various measures to save energy. These are listed in the 2017 [Annual Report on Energy](#).

The chart below shows the development of gas and electricity consumption¹ on campus² for buildings and site installations.



The yellow line shows that gas consumption on campus has decreased slightly in the past year (correction based on degree-days method).

Some buildings take heat from the Radboud university medical center heat network.³ This consumption has been converted to gas consumption.

Electricity

The increase in 2017 was mostly caused by dissaving effects resulting from extra facilities and renovations. An analysis is shown in the 2017 Annual Report on Energy.

The number of consumed gigajoules (gas and electricity) after correction based on the degree-days method and cooling-days method increased by 1.1%. The university did not meet its target this year, but that was expected. For more information, see the 2017–2020 Energy Policy Plan.

¹ All consumption was determined based on meter readings from midnight on 1-1-2016 to midnight on 1-1-2017. The meter readings are automatically read and stored in the university's Energy Consumption System.

² The use from the High Field Magnet Laboratory (HFML) with ancillary installations is not included here because it is explicitly assigned to the research projects (partly for third parties). The properties managed by student housing association SSHN on campus are also excluded here.

³ This consumption has been calculated back to natural gas equivalents and comes to 26% of the total consumption.

The table below gives a numerical picture of the development of energy consumption.⁴

Energy consumption at Radboud University		2012	2013	2014	2015	2016	2017
Natural gas	m ³ /year	3,421,341	3,147,191	2,383,073	2,513,058	2,596,518	2,476,212
Natural gas (temperature corrected)	m ³ /year	3,322,967	2,907,187	2,748,798	2,653,194	2,620,470	2,615,667
Electricity	kWh/year	34,990,087	35,598,429	35,500,992	35,847,605	35,910,194	36,236,105
Electricity (temperature corrected)	kWh/year	35,538,204	35,233,205	36,085,802	35,451,523	35,551,367	36,084,545
Diesel	kg/year	230	5989	3115	6128,64	4000	3656,52
Primary energy	GJ/year	423,206	420,250	395,066	402,428	405,542	404,653
Primary energy (everything corrected)		425,026	409,367	411,905	403,299	403,071	407,703
CO ₂ emissions	ton/year	27,102	26,996	25,564	26,014	26,194	26,173
Water consumption	m ³	172,423	147,555	137,292	125,595	116,787	112,346
Floor space of buildings	m ²	302,385	300,977	317,350	323,474	323,474	331,371
Students + employees	number	23,861	23,011	23,941	24,734	24,925	25,888

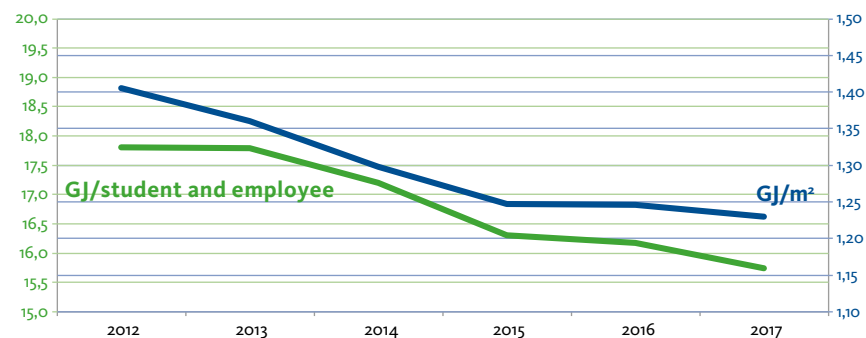
Energy consumption

Primary energy consumption increased by 1.1% over the policy period compared to 2016, despite the savings that have been made. The dissavings had the upper hand in 2017, but that was expected (see the 2017–2020 Energy Policy Plan). This is analysed in more detail in the 2017 Annual Report on Energy, which also includes a perspective on 2018 and beyond.

Energy intensity

Two important indicators of energy intensity – energy consumption per square metre of floor space and energy consumption per student and employee – decreased again. This was mainly caused by the increases in the number of square metres and students.

Primary energy per student/employee and per m²



Sustainable energy

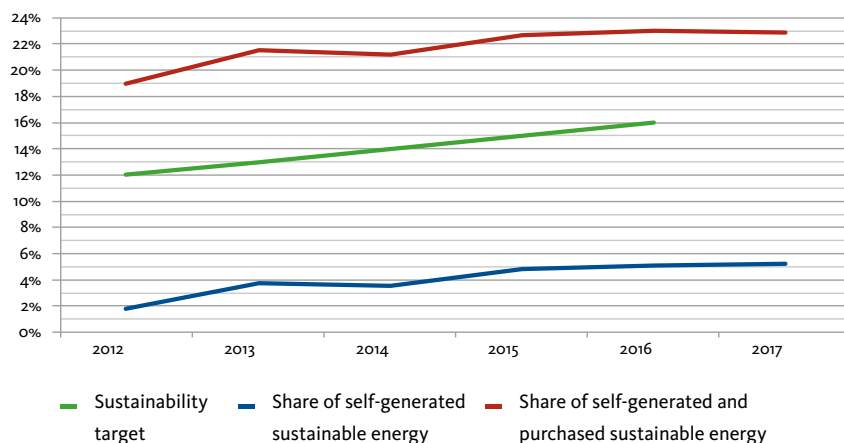
2017 was another record year for self-generated sustainable energy at Radboud University. 20,623 GJ of energy was supplied from the heat-cold storage and 81,000 kWh of solar energy was generated by our own installations. In addition, 8 million kWh of green electricity was repurchased.

⁴ Diesel is used in emergency power generators. CO₂ emissions: gas = 1.785 kg/m³; electricity = 0.6 kg/kWh; diesel = 74.3 kg/GJ.

The figures below show the development of the use of renewable energy.

Sustainable energy at Radboud University	2012	2013	2014	2015	2016	2017
Net sustainable energy GJ/year	7,531	15,267	13,942	18,784	19,933	20,623
Self-generated solar energy kWh/year	6,700	6,700	64,700	81,700	80,400	81,000
Total self-generated sustainable energy GJ/year	7,591	15,327	14,524	19,519	20,657	21,352
Purchased sustainable energy kWh/year	8,100,000	8,100,000	8,100,000	8,000,000	8,000,000	8,000,000
Total sustainable energy GJ/year	80,491	88,227	87,424	91,519	92,657	93,352

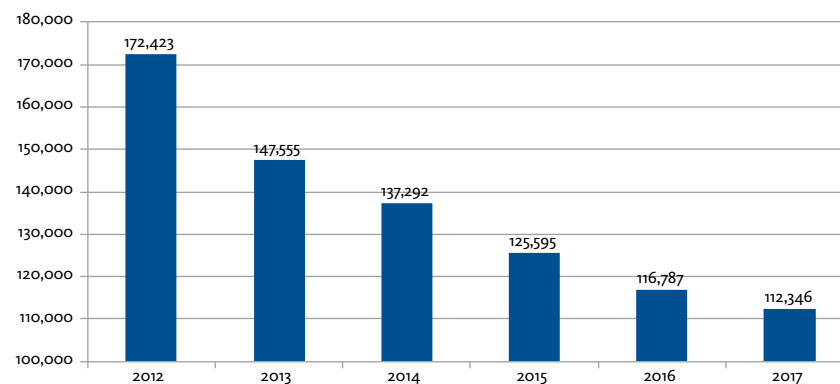
Sustainable Energy at Radboud University, share of consumption in that year



Drinking water consumption

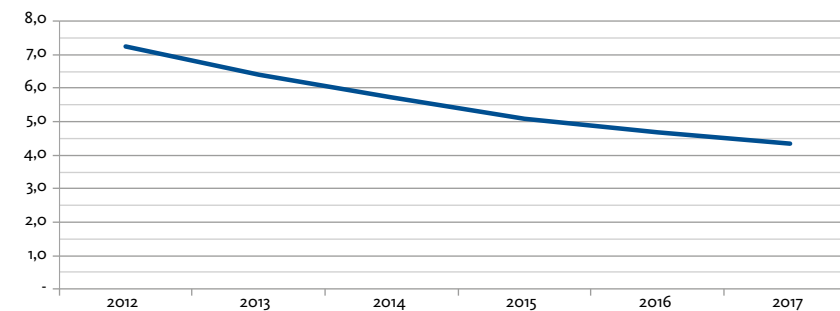
Thanks to good management, the university's drinking water consumption fell further in 2017: to 112,346 cubic metres, a 4% savings.

Drinking water consumption (total m³)



Water consumption per employee and student also decreased further.

Drinking water consumption (m³ per student and employee)



Appendix XIV**Overview of stakeholders****Internal****Employees**

Participational bodies
Employee survey
Informal consultation

Students

Participational bodies
Teaching evaluations
Surveys
Informal consultation

Alumni

Alumni monitor
Meetings
Radboud Magazine
Alumni board

External**Collaboration partners**

Governmental bodies
Universities
Research institutes
Educational institutions

Business world

Radboud Research Facilities
Radboud Innovation

Public

Science education
Open days
Radboud Reflects (lectures and debates)
Debate centres
InScience (Dutch film festival for science)
University magazine Vox
Museums

Appendix XV

Joint Assembly



From left to right: Cas Spaans, Wilma Philipse, Dylan Henssen, Luuk Knippenberg, Harm van den Broek, Melissa Arron, Michelle Snaterse, Else Giesbers, Nico ten Brink, Aline Tuls, Laura Pander, Isa Corbeek, Sander Lestrade, Pim ten Broeke, Rob Gerritsen, James Trujillo, Marijtje Jongsma, Mohammad Ghashghavi, Tim Riswick, Maarten Dietz, Ilse Strikking, Ingrid van Dijk, Bente Bouwman, Peter van Campen, Dinja de Vries, Guido Swart, Bob Smits and Joppe Hamelijnc. Seated: Timo Bakrin, Bernadette Smelik, Dennis Walraven and Suzanne Kali. (Not pictured: Edward van Aarle, Caroline Coleman, Monja Froböse, Nanne Migchels, Nick Mulder, Michiel Schokking and Gert-Jan van der Wilt).

The Joint Assembly publishes an annual report every academic year. It is available on [Radboudnet](#) (the university's intranet, accessible to students and employees).

Appendix XVI

Executive Board – background and portfolio allocation

Chair

**Daniël Wigboldus - appointed from 1 May 2017 through 1 May 2021**

Daniël Wigboldus (1969) is a professor of social cognition with a specialisation in person perception in general and stereotyping and prejudice in particular. He is interested in and has published on how stereotypes are maintained through language use, how stereotypical expectations influence the qualities we ascribe to people, and how implicit prejudice affects impulsive behaviour and face processing.

Wigboldus is also interested in innovative research and teaching models. He believes that good teaching, in addition to good ideas and innovative research, advances science.

Finally, he is convinced that the best research and teaching is done in collaboration with others. In 2008, he was awarded the Radboud University Teaching Prize. He was also closely involved in developing the university's vision on education, entitled *Kwaliteit, binding en duidelijkheid* ('Quality, Cohesion and Clarity', March 2013). He was also the initiator of the Virtual Reality Lab at Radboud University's Behavioural Science Institute. Wigboldus is an experienced administrator, having served as dean of the Faculty of Social Sciences (2013-2017), chair of the Disciplineoverleg Sociale Wetenschappen, member of the Executive Committee of the European Association of Social Psychology (EASP), and chair of ASPO (Association of Social-Psychological Researchers).

Portfolio*Function/content*

Strategy development
Strategic relationship development
Legal affairs, excluding academic integrity
Fundraising
Safety and emergency organisation
Marketing and external communication
Internationalisation
Valorisation
Supply of scientific information/University Library
Research data management
ICT and education
Alumni

Internal administration

Administration of Stichting Katholieke Universiteit
Radboud University Holding BV
Radboud University Participation BV
Administrative Cooperation Board (Radboudumc)
Joint Assembly

External administration

VSNU, general management
Dutch institutes abroad
The Economic Board, region Arnhem-Nijmegen
Health Valley
Noviotech campus
EUA
The Guild
Region/municipalities/province(s)

Additional functions

2017 – Member of The Economic Board, region Arnhem-Nijmegen (unpaid)

Daniël Wigboldus's predecessor, Gerard Meijer, retired from his position as chair on 9 January 2017. He had held that position since 1 September 2012.

Rector Magnificus**Han van Krieken - appointed from 19 May 2016 through 19 May 2020**

Han van Krieken (1956) is a pathologist specialised in diseases of the digestive tract and in blood diseases, especially lymphoma. His research has led to a better diagnosis of cancer and new insights into the process of metastasis.

Pathology and oncology

Van Krieken has been affiliated with Radboud University since 1999, first as Professor of Tumour Pathology, and since 2004 as Professor of Pathology. In 2009, he was appointed Chair of the Radboud University Centre for Oncology, which, over the last few years and under his direction, has established itself as a leading international institute in the field. He has also been president of the European Society of Pathology (2013-2015) and managing editor of *Virchows Archiv* (2010-2015). He is also still Chief Editor of the *Journal of Hematopathology*. Before he came to Nijmegen, he worked for institutes including the National Cancer Institute Bethesda (USA), the Institute for Pathology in Kiel (Germany) and Leiden University Medical Center.

International

Van Krieken is also involved with various national and international forums. In 2011, he joined the German National Academy of Sciences Leopoldina, and in 2014 the Academia Europaea. He is also an honorary member of the Royal College of Pathology.

Portfolio***Function/content***

Education
Research
Animal Research Facility
Internal communication
Student Affairs Office
Art and culture
Scientific integrity
Diversity
Personnel and organisation: academic matters

Internal administration

PhD defence board/Council of Deans
Assessors meeting
Reiner Post Foundation board
Dies Natalis/anniversary committee
Committee for the opening of the academic year
Donders Institute
Director of Education meeting
Research Directors meeting
Auditorium
Radboud Honours Academy
Radboud Teachers Academy
Student Council

External administration

Rectors' lecture
VSNU, education steering committee
KNAW
NWO
Region/municipalities/province(s)

Additional functions

2017 - Supervisory Board, Antoni van Leeuwenhoek hospital (paid)
2016 - Editor of the *Encyclopedia of Pathology* (unpaid)
2016 - President of IQNpath (unpaid)
2008 - Chief Editor of the *Journal of Hematopathology* (unpaid)
2008 - Scientific advisor to Amgen, Merck-Sorono, GSK, Roche Diagnostics and Sakura (unpaid)
1998 - Editor of the *American Journal of Surgical Pathology* (unpaid)
Moderator of webinars about PDL-1 Agilent (paid)
Scientific board member, Hartwig Medical Foundation (unpaid)
Editor of *Leerboek Oncologie* (paid)

Vice chair**Wilma de Koning - appointed from 1 December 2013 through 1 December 2021**

Wilma de Koning (1962) studied Business Economics at the Business School of Economics (HEAO) in Eindhoven and at Erasmus University Rotterdam. Subsequently, she obtained a postgraduate degree in Accountancy in Rotterdam and a degree in Accountancy and the Environment at the University of Amsterdam. In 1987 she began her rich and varied career in education, starting out as a teacher at a school of continuing education in Eindhoven before going on to hold several positions at Fontys University of Applied Sciences, including that of lecturer, controller, Head of Finance and Corporate Controller. She then left Fontys to work for Tilburg University, serving as Director of the Faculty of Economics and Business Studies and General Secretary/Managing Director. In 2009, she returned to Fontys in the capacity of member of the Executive Board, taking up a portfolio covering education and research quality assurance, HRM, ICT and finance.

Portfolio***Function/content:***

Personnel and organisation
 Health and the environment
 Finances, including Department of Internal Accounting
 Property and campus development
 Facilities and Services
 ICT Service Centre
 Radboud Sports Centre
 Sustainability
 Identity
 Governance

Internal administration

Radboud Services
 Works Council/local council
 Campus BV
 Posting to Campus BV

External administration

VSNU, governance and finance steering committee
 VSNU, employers' delegation
 Region/municipalities/province(s)

Additional functions

Council of representatives member, SURF foundation (unpaid)
 Advisory board member, Velocity (unpaid) (through July 2017)
 Board chair, De Vier Quartieren Museum foundation (unpaid) (through July 2017)
 Supervisory board member, ArtEZ (paid)
 Supervisory board member, Isala (paid)
 Advisory board member, InScience (unpaid)
 Alternate member, Committee for Testing Examinations (unpaid)

Colophon

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