

A photograph of several wooden birdhouses with painted butterfly decorations, situated in a field of wildflowers. The text 'Annual report 2018' is overlaid on the right side of the image.

Annual report 2018

Radboud University



Preface

Our students gave Radboud University a score of 8.0 in 2018. Even though that is nothing new to us — this has also been the case in previous years — it is once again an important achievement on the part of our staff members.

Students and staff with different backgrounds and hundreds of different nationalities motivate and inspire each other across the boundaries of academic disciplines. In turn, new insights are developed that regularly lead to new discoveries and contributions to the social issues of today and the future. The quality of our research has been recognised in various ways, including a successful Vidi grant round with 16 grants awarded: the best result Radboud has ever achieved.

2018 was dedicated to the 95-year anniversary of Radboud University. During Radboud Kids, one of the many different anniversary activities, 95 professors hopped on their bicycles in full cap and gown and headed to various primary schools in Nijmegen. Together, they introduced 2.433 children to the world of science. Hopefully, this aroused their interest in academics and we will see them later in the seats of our lecture halls.

This annual report is an account of the operational and financial activities at the university in 2018. It enables us to take a good look at our past, while also laying a foundation for the knowledge of the future.

Daniël Wigboldus – President

Wilma de Koning – Vice President

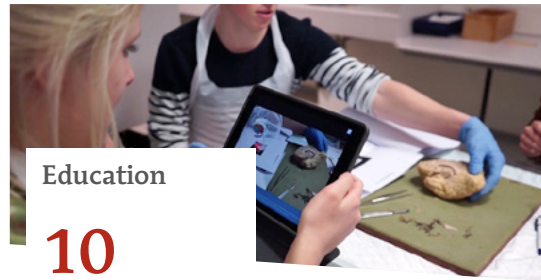
Han van Krieken – Rector Magnificus





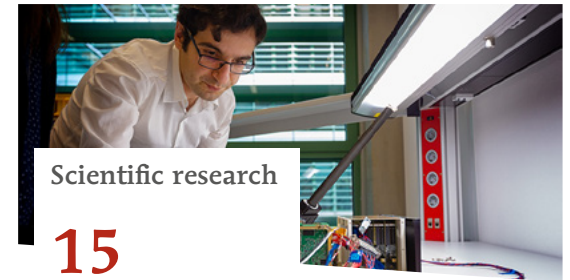
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Social impact

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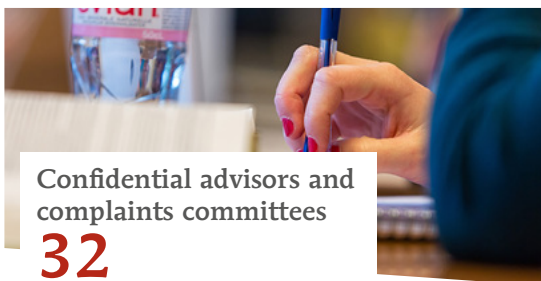
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Employees

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Confidential advisors and
complaints committees

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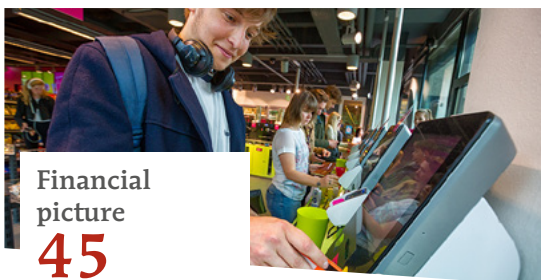
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General

Overview of key figures for Radboud University



Students

(as of 1 October 2018)

2016	2017
19,899	20,967

2018

22,142



Education

Programmes

2016	2017
113	111

2018

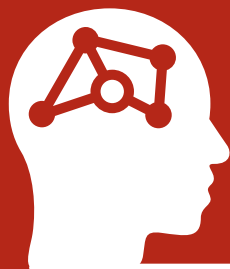
98

Student satisfaction

2016	2017
8.0	8.0

2018

8.0*



Research Scientific publications

2016	2017
7,350	7,126

2018

7,431

PhD defences

2016	2017
412	435

2018

389



Employees

FTEs staff**

2016	2017
4,921	4,891

2018

4,932

* Average result.

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

95 years of Radboud University

In 2018, Radboud University celebrated its 95th anniversary, the dies natalis. Throughout the year, various activities were held for students, staff members, alumni, and residents of Nijmegen and the surrounding areas. In the spring, students and staff members were able to participate in Radboud Open Air, an outdoor festival with brief lectures by Radboud scientists on intriguing questions. The Radboud Rocks music festival also took place. A week later, 95 professors took to their bicycles to teach children at primary schools in the region about their research. The spring anniversary activities came to a close with Radboud Sports, in which the various faculties engaged in an athletic competition with each other.

During the autumn, Radboud University and Radboud university medical center opened their doors to the public. During the Radboud Invites event, visitors were able to conduct experiments, attend demonstrations and lectures, and take tours. Roughly 6000 visitors in total participated in the event. Radboud Invites took place at the same time as the Science Weekend and Radboud Recharge Day, a programme specifically for Radboud University alumni. The anniversary ended in style with the Radboud Ceremony: the academic ceremony in the Stevenskerk. On this occasion, the university awarded honorary doctorates to author Jeroen Brouwers, philosopher and professor Dr Daniel Dennett, classics scholar and professor Dr Mary Beard, and ecologist and professor Dr Stephen Pacala.

Mission

Radboud University is a student-oriented research university where research and education are closely connected. The university strives to be among the top European universities. It fosters an intellectual climate that inspires students and staff members and challenges them to expand the boundaries of their own potential.

The university is active in nearly all areas of academics: the humanities, natural sciences, behavioural and social sciences, and the medical sciences.

In its Mission statement, Radboud University presents its mission and fundamentals.

Strategy

In Radboud Universiteit op weg naar 2020 the university presents its strategic choices and concrete objectives for the 2015-2020 period.

Radboud University aims to educate its students in an international context and encourage them to embark on an independent search for new knowledge. The university provides high-quality education. Students and lecturers work together towards the academic development of the students. Quality, commitment, and clarity are the key words that drive education at Radboud University.

During the Bachelor's phase, the university takes a disciplinary approach. All Bachelor's programmes provide access to at least one Master's programme at Radboud University. The university focuses on a significant number of contact hours and small-scale project groups, with attention paid to the individual student. Even though student numbers have recently grown, the university aims to maintain this small scale. Our education is strongly connected to our research. Each student has to participate in research at least once, contributing to the exploration of the unknown. The basic principle is that every lecturer conducts scientific research.

Radboud University fosters a vibrant, successful research community that generates new insights and ideas and, in turn, contributes nationally and internationally to cultural, social, and economic development, from across the entire spectrum of academic fields. The education thrives on the research: the connection between the two is the main pillar in our pursuit of excellence.

New strategic plan in the works

Radboud University is developing a new strategic plan for the 2020-2025 period. In 2018, staff members, students, and stakeholders extensively brainstormed and discussed the direction of the university in the upcoming period. Ten discussion themes were identified, including sustainability, digitisation, increased flexibility, disciplinary education vs. multidisciplinary education, and attracting talent. The discussion themes were based on an evaluation of the 2015-2020 strategic plan and an environmental analysis. These were used to come up with potential opportunities and threats in regard to the primary processes of education and research. In the first half of 2019, this will result in the new Strategic Plan 2020-2025.

Sustainability agenda

Together with students, staff members, Radboud university medical center, and other partners, the university will develop the form and content of its sustainability policy. The university strives to do business in a holistic, socially responsible manner.

The 2016-2020 Sustainability Agenda describes the five objectives that the university is working towards: sustainable behaviour, a sustainable work and study environment, sustainability in education and research, sustainable relationships with partners and stakeholders, and sustainability as an integrated part of the organisation.

The following chapters of this annual report discuss the results that have been achieved for these objectives.

A photograph showing two students in a laboratory setting. One student is holding a tablet displaying a 3D anatomical model of a brain. Another student is wearing blue gloves and holding a real brain specimen on a green dissection board. The background is slightly blurred, showing other lab equipment and a white wall.

Just imagine: a hologram of a brain or a heart in the middle of the lecture hall. You can walk around it, you can point at something, you can see how the different parts grow, and you can peel away the layers one-by-one.

This is how anatomical education for students of neurobiology and medicine will look in the future, at least as far as Assistant Professor of Neurodevelopment, Sharon Kolk, and her Radboud university medical center colleagues, Dylan Henssen and Guido de Jong, are concerned. They received the Comenius grant in April 2018, consisting of €50,000 to spend on the development of new educational techniques.

TEKST & BEELD: VOX

Education

ICT in Education

On 3 September 2018, Radboud University switched from Blackboard to Brightspace, a digital learning environment with more opportunities for interaction. During the transition period leading up to this switch, over 1,400 lecturers received training and over 70 support staff provided assistance at the faculties. The joint effort of ICT experts, academic staff, and students has resulted in successful ICT innovation.

The use of digital testing has taken further flight. An increasing number of lecturers see the advantages. However, this increase puts pressure on its support. The expectation is that the use of digital testing will increase and the organisation will have to change to accommodate this.

The Teacher Information Point, an educational reform team, was started in February. This team provides hands-on support for lecturers who want to refresh their courses, whether or not with the use of IT. Dozens of lecturers from all the faculties have since approached the team. The lecturers were positive about their experience.

The Digital Portfolio project was successfully concluded. The interest in using a portfolio seems to be increasing, and Brightspace clearly meets this demand.

In 2018, another two *proeftuinen* proposals for educational reform were granted and an assessment was completed to determine which proposals can have a wider implementation.

Finally, many faculties ran pilots with digital course evaluations in 2018. These pilots will likely be continued in the coming period.

Quality assurance

Implementation of recommendations from the institutional audit

Radboud University successfully passed the Institutional Audit Quality Assurance in 2017. The recommendations made by the audit panel administering the test were addressed in 2018.

The panel determined that a well-organised, overall description of Radboud University's management model was missing. Each faculty described and assigned jobs, responsibilities, and competencies slightly differently. This is why the panel recommended that the jobs, titles, responsibilities, and competencies be harmonised, without compromising the individual characteristics and relative autonomy of the separate faculties. A project was started in the autumn of 2018 and the results are expected in 2019.

The panel's recommendation to use external advisory boards more structurally per degree programme has been included in the internal quality assurance system. Finally, 2018 saw further significant progress regarding the development and implementation of the management information system for education and research, in line with the panel's recommendation.

Lecturer professionalisation

At the end of 2017, peer review regarding lecturer professionalisation was completed under the umbrella of the Association of Universities in the Netherlands (VSNU). The fourteen Dutch universities exchanged experiences in relation to the structuring of the University Teaching Qualification (UTQ) and the professionalisation activities, both before and after. Based on this review, Radboud University addressed two recommendations.

Firstly, UTQ programmes will no longer be provided individually but in a group format. The peer review revealed that, in this format, the lecturers gained inspiration from each other and struggled less during portfolio building and testing. In addition, customisation is still possible within the group.

Secondly, the Executive Board has expressed the intention to create a Radboud Teaching and Learning Centre. The goal is to create a meeting place in which the three crucial elements for enhancing the quality of education are brought together: provision of information (research into what does and does not work in education), inspiration (stimulating and facilitating innovation in education), and implementation (motivating and supporting lecturers in their professional development). The first outlines of the centre were drafted at the end of last year.

At the end of 2018, 80.8% of the academic staff (excluding Radboud university medical center) involved in education had obtained a University Teaching Qualification (UTQ) or University Senior Teaching Qualification (USTQ). This was 81.4% at the end of 2017.

Internal quality assurance

Internal quality assurance will increasingly focus on improvement and less on accountability. A number of new instruments were introduced to the faculties during 2017 and 2018. These instruments consisted of a number of possible measures that faculties can choose from to enhance the culture of quality within their programmes. Most faculties chose to strengthen the bond with the professional field by creating or re-activating an advisory board. A few faculties decided to ask colleagues from a sister faculty to review a number of theses every year, to see if they come to different conclusions. Some faculties have stopped evaluating every course every year. However, this is still regular practice.

Two important improvement points for Radboud University were identified by the National Student Survey: the grading period of tests and the comparison between the study load specified in the study guide and the actual study load. Both issues have been taken on board by all faculties, although it has to be noted that in some cases the perception of students is incorrect.

Platform of examining boards

The university-wide meetings for examining boards have been continued. During these meetings, members and secretaries of examining boards can share information and knowledge. During these meetings, digital testing and the role of examining boards during visitations were discussed. The meetings are supported by a digital community in which documents and experiences are shared. At the request of the platform of examining boards, an introductory session is offered for new board members. It provides them with information about the tasks and competencies and the position of the board within the programme.

Provision of information in education

In 2018, the decision was made to set up a management information portal. The goal is to present Radboud University's most important management information in one location, in a better, easier to navigate, and more visually attractive manner. The portal will provide management information for the whole organisation. The information will be used in discussions regarding the policy cycle. Faculties can use the information in their own quality assurance cycle. The portal will display the key performance indicators (KPIs, the most important management information). These KPIs have already been established for the domains of education and research, while the KPIs for the domains of personnel and finances have yet to be established. In mid-2018, a start was made to define the KPIs for the domain of education. The management information portal is scheduled to be fully completed for all four domains by the end of 2019.

Visitation and accreditation procedures

The following programmes hosted a visitation and were awarded with at least a satisfactory result: *Economie*, *Bedrijfskunde*, Environment and Society Studies, and *Tandheelkunde*. Accreditation for these programmes has been requested from the Accreditation Organisation of the Netherlands and Flanders (NVAO). The *Communicatiewetenschap*, *Culturele Antropologie*, *Sociologie*, *Scheikunde*, and *Communicatie- en Informatiewetenschappen* programmes were also inspected in 2018. The results of these inspections are not yet known.

Education policy

English-language Bachelor's programmes

As of September 2018, the Faculty of Science (FNWI) Bachelor's programmes of Biology and Computing Science are provided completely in English. The Faculty of Philosophy, Theology and Religious Studies offers the English-language track Philosophy, Politics, and Society within its *Filosofie* programme.

Comenius programme for educational reform

A second round of calls for the Comenius programme for educational reform took place in 2018. Through the programme, the government wants to provide lecturers with the opportunity to translate their educational vision into practice. A total of 74 grants were made available for higher vocational education and academic education, divided over Teaching Fellows (46), Senior Fellows (22), and Leadership Fellows (6).

Radboud University submitted ten applications for Teaching Fellowships, five for Senior Fellowship, and one for a Leadership Fellowship. The Teaching Fellowship applications of Dr Jana Vyrastekova (Nijmegen School of Management), Dr Dennis Löwik (Faculty of Science), and Dr Sharon Kolk (Donders Institute) were honoured, along with the Senior Fellowship applications of Dr Mariska Kleemans (Faculty of Social Sciences) and Dr Edwin van Meerkerk (Faculty of Arts). Based on these results, Radboud University scored in the top three universities and universities of applied sciences in relation to the number of grants awarded.

Educational offerings

Two-year integrated teacher training Master's programmes

Radboud Teachers Academy and the faculties involved will be setting up new two-year integrated teacher training Master's programmes. The courses from the one-year specialised Master's programme will be integrated with those of the one-year teacher training programme. This concerns two programmes: *Educatie in de Taal- en Cultuurwetenschappen* (teaching in language and culture studies), and *Educatie in de Mens- en Maatschappijwetenschappen* (teaching in social sciences and humanities), with six and eight specialisations, respectively, corresponding to fourteen school subjects. The Accreditation Organisation of the Netherlands and Flanders (NVAO) has made a positive decision (partly subject to conditions).

The one-year teacher training programmes will continue, but the number of CROHO labels will be reduced from eighteen to three: *Master Leraar Voorbereidend Hoger Onderwijs in de Taal- en Cultuurwetenschappen* (Master's in teaching preparatory higher education in language and culture studies), *Mens- en Maatschappijwetenschappen* (social sciences and humanities) and the *Bètawetenschappen* (exact sciences).

Pedagogical sciences for primary education

A full academic Bachelor's programme in *Pedagogische Wetenschappen van Primair Onderwijs* (pedagogical sciences of primary education - PWPO) was launched in September 2018. The programme leads to a teaching qualification in primary education. Twenty-six students participated in this new programme in its first year. Additionally, twenty students moved from *Pedagogische Wetenschappen* (pedagogical sciences) to the second year of PWPO.

The new programme runs parallel to the *Academische Lerarenopleiding Primair Onderwijs* (academic teacher training programme for primary education - ALPO) that is being offered in collaboration with HAN University of Applied Sciences. The idea is that the two degree trajectories will strengthen each other's programme content, while increasing the number of (partly) university-educated teachers in primary education in the long term. So far there have been no signs that the new programme comes at the expense of registrations for the ALPO track.

Talent in education – Honours Academy

In 2018, Radboud Honours Academy focused on further developing and expanding its educational offerings. This applies both to the university-wide, interdisciplinary honours programmes as well as to the faculty honours programmes. Special attention was given to the quality assurance of the honours programmes. Honours labs were developed in addition to the existing honours programmes.

At the end of 2018, the multi-year plan Radboud Honours Academy 2019-2022 was established. It is the result of an intensive dialogue within the academic community. The plan accounts for the topics of science and society, skills training, increased flexibility of the honours programmes, and honours as a *proeftuin* (experimental garden). The Honours Academy's role as a *proeftuin* will be further defined, as will its role in developing new forms of education and supporting lecturers in this regard. In that context, Honours Academy is also involved with the future development of the Teaching and Learning Centre.

Connection to primary and secondary education - Pre-University College

In 2018, Radboud University worked to further define the joint vision on the connection with primary and secondary education, which was established in the latter part of 2017. In the coming years, in collaboration with schools in the region, the following topics will receive focused attention: mutual learning by both secondary education teachers and university lecturers; an effectively enriching offering across disciplines for secondary education students; an uninterrupted learning curve for research strategies, from primary to academic education; and support for schools in their guidance of students making profile choices. In 2018, Radboud Pre-University College has greatly increased their offerings from humanities and social sciences, so pre-university students can develop their talents in all disciplines, and can prepare for a university education.

Educational support

Educational support at the faculties can be divided into four focus areas: educational advice, quality assurance, customised lecturer professionalisation, and lecturer support.

Over the past year, the educational advice at different faculties has focused on (further) developing the vision for education, using IT in education, and/or more clearly defining the examination policy. Additionally, advice and support were provided for curriculum reform and for the creation of curricula for new programmes.

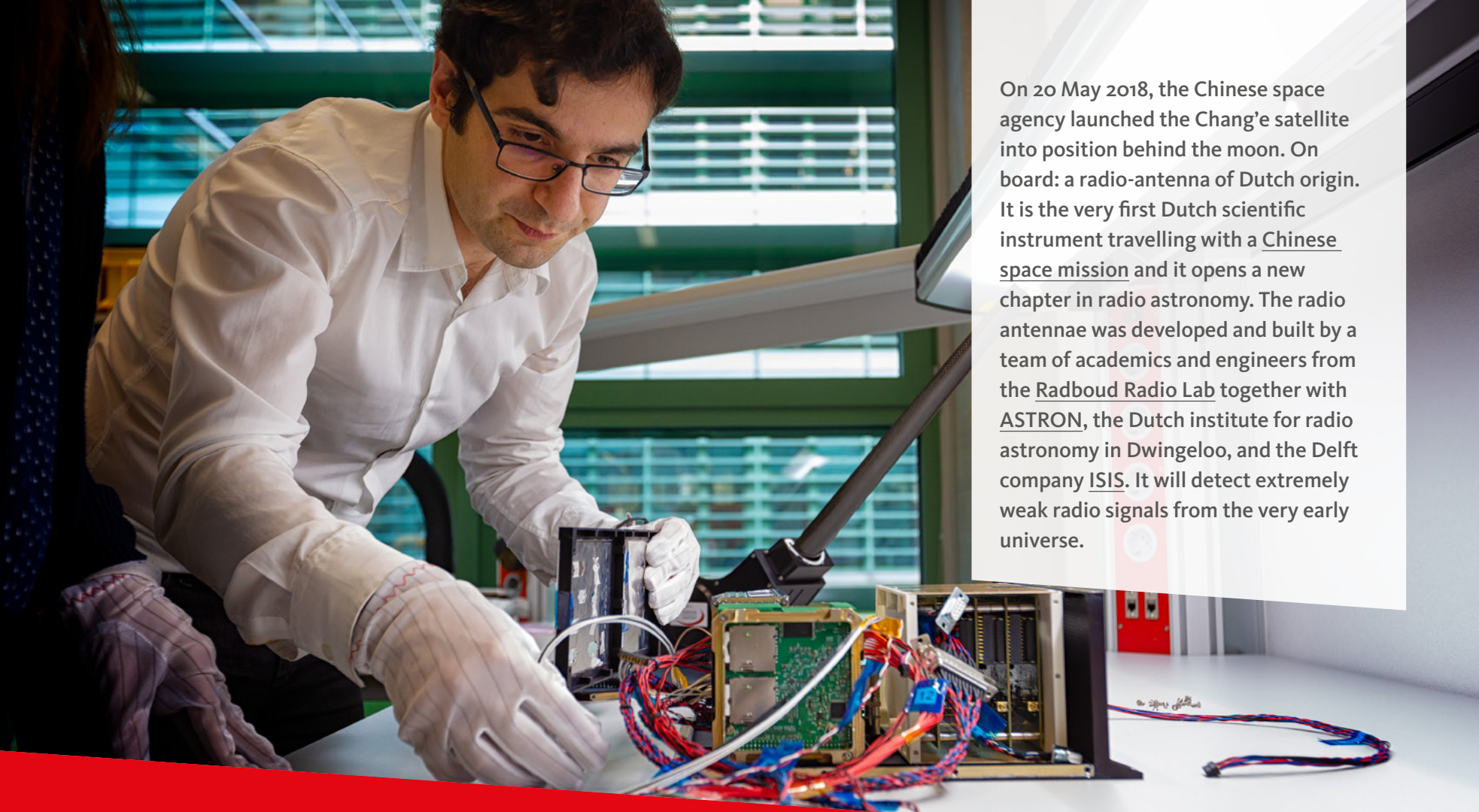
Many faculties had to deal with re-accreditations last year. They received support in the preparation of their self-evaluation and the creation of a student chapter, and a test visitation was also organised in preparation for the actual visitation.

At the request of the faculties, customised programmes were created for lecturer professionalisation tracks. Such as courses for new lecturers and the organisation of lunch meetings. The Educational Support department was also involved in providing basic training for Brightspace.

Besides lecturer professionalisation, support was also provided for questions from individual lecturers. More and more of these questions have been collected by the Teacher Information Point, which was started in February of this year.

Sustainability in education

The topic of sustainability is included in the curriculum of about seventy courses within the wide range of Bachelor's and Master's courses at Radboud University, as well as in the Sustainability Challenges minor, the Radboud Honours Academy, and Radboud Summer School. Each faculty tackles specific sustainability-related topics that fit within their discipline. In this way, the courses cover a significant portion of the United Nations' Sustainable Development Goals.



On 20 May 2018, the Chinese space agency launched the Chang'e satellite into position behind the moon. On board: a radio-antenna of Dutch origin. It is the very first Dutch scientific instrument travelling with a Chinese space mission and it opens a new chapter in radio astronomy. The radio antennae was developed and built by a team of academics and engineers from the Radboud Radio Lab together with ASTRON, the Dutch institute for radio astronomy in Dwingeloo, and the Delft company ISIS. It will detect extremely weak radio signals from the very early universe.

Scientific research

New research into the flow of migration

Many research projects were successfully completed in 2018. For example, Joris Schapendonk researched the flow of migration. With an innovative research design aimed at following migrants, his study provides empirical insights into the methods (how), the numbers (how many) and the reasons (why) that African migrants travel across the internal borders of the EU. With mobility rather than a static location as the basic premise, this project provides new starting points to understanding the position of migrants in Europe.

Quality assurance for research

In 2018, the external quality assurance assessment was supervised and conducted for the Centre for Language Studies (CLS) and the Institute for Historical, Literary and Cultural Studies (HLCS), both part of the Faculty of Arts, and for the Radboud Institute for Health Sciences (RIHS) and the Radboud Institute for Molecular Life Sciences (RIMLS), both part of the Faculty of Medical Sciences. The assessment reports for these institutes are expected at the start of 2019.

The Faculty of Social Sciences, the Faculty of Science (FNWI), the Faculty of Medical Sciences, and the interfaculty Donders Centre for Cognitive Neuroimaging have started the preparations for the research visitation of the Donders Institute for Brain, Cognition and Behaviour. This visitation will take place in 2019. The same is true for the Research Institute for Philosophy, Theology and Religious Studies (PTR) at the Faculty of Philosophy, Theology and Religious Studies and the Institute for Management Research (IMR) at the Nijmegen School of Management. They will also undergo an external assessment in 2019. In addition, mid-term evaluations were completed for the Institute for Molecules and Materials (IMM), the Institute for Mathematics, Astrophysics and Particle Physics

(IMAPP) and the Institute for Computing and Information Sciences (ICIS), all part of the Faculty of Science.

The assessment reports from the external assessment of the Behavioural Science Institute (BSI) at the Faculty of Social Sciences were received in 2018. This report was positive regarding the institute and its research programmes. The assessment committee also had a number of recommendations, primarily: formulating clear indicators for monitoring social impact; establishing a benchmark with comparable international institutes; and setting up external advisory committees for consultation in the area of academic issues and social relevance. The committee also recommended that clear criteria be formulated for the advancement from Assistant Professor to Associate Professor and to register and monitor (external) PhD candidates more systematically. The BSI has adopted these recommendations and has translated them into plans for a number of changes to be implemented within the institute.

Radboud Excellence Initiative

The Radboud Excellence Initiative allows excellent international postdocs to work and conduct research in Nijmegen for two years. The initiative also allows renowned international senior academics to conduct research at Radboud University for six months. In 2018, a tenth selection round was completed, with three professorships and five fellowships being awarded. The initiative, also made possible by the Stichting Reinier Post, now has 56 fellows and 25 professors.

The evaluation of the first four years of this initiative was discussed by the Executive Board together with the research directors. A new Hospitality Officer started work in April.

Research data management

The ambition for research data management (RDM) at Radboud University is to collect all research data for publications based on FAIR principles from 2020. FAIR means that the data is findable, accessible, interoperable, and reusable. Therefore, in 2018, all research institutes established their data management policy and work was begun on the development and implementation of the necessary systems: the central research information system Metis and the associated RIS interface; the Radboud Repository, which offers open access to the university's publications and research data; and the Donders Repository, an information and archiving system. This system was scrutinised to see how it can be used more broadly throughout the university. Progress was also made in the area of support and facilities for data management, such as the development of an online tool that assists researchers with writing data management plans. In a collaboration with Radboud university medical center, guidelines for researchers were drafted which include the requirements from the General Data Protection Regulation.

Open Access

In 2018, Radboud University once again participated in the extension or conclusion of a number of open-access agreements with large publishers such as Taylor & Francis, Springer, and Oxford University Press. The internal workflow for handling requests has been defined and the provision of information for academics has been prepared.

The provision of information and services in relation to open access/open science have markedly improved in 2018. At the University Library, the research support services are now combined in an Open Science support team. Academics were provided with information about the (im)possibilities of open access publishing during lunch meetings and presentations that were organised on demand. At the end of 2018, the Roadshow Open Science was launched and will visit each of the faculties. Together with Wageningen University Library, an Open Access Journal Browser has been designed and modified to reflect the licenses and discount agreements that are applicable to Radboud University. This way, academics can easily check the costs of open access publishing for each journal.

At the end of 2018, 28.4% of the more than 170,000 publications in the Radboud Repository was open access. The synchronisation between the Metis/RIS source system and the Radboud Repository has been improved. During the past year, the focus was mainly on removing duplicate publications, which means that the publication lists in the profile pages, Radboud Repository, and Narcis have improved. In 2019, the publications as well as the accompanying datasets will be made accessible through Radboud Repository.

Academic integrity

The revised code of conduct for academic integrity was a focal point in 2018. An open invitation from the Executive Board enabled employees to get involved in the national consultation rounds. During lunch meetings, researchers provided feedback on the consultation version of the code of conduct. The results were added to the feedback from the deans and together they formed the institutional feedback that was presented to the revision committee. The new code of conduct entered into force in the autumn and is inspired by the ALLEA code. It reinforces the institutional duty of care regarding academic integrity. The policy of the university and the separate institutes in relation to research data management (RDM) is integral to the fulfilment of this duty of care.

Animal testing

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

The design and execution of all experiments at the Animal Research Facility (CDL) are monitored by the Animal Welfare Body. In close collaboration with the Animal Research Facility and the Epidemiology statistics department, the Animal Welfare Body supports and supervises the planning and execution of all animal experiments.

The Animal Research Facility is a research centre of Radboud university medical center and Radboud University, and is one of the technology centres of Radboud university medical center. In 2018, the Central Commission for Animal Testing in The Hague granted permits for 58 new research projects by researchers at Radboud university medical center and Radboud University. The Animal Research Facility publishes these permits on its website. In 2018, 280 experiments involving animals were conducted at the Animal Research Facility. These experiments used 12,490 animals, of which the majority were mice (9,352 animals) and rats (2,839).

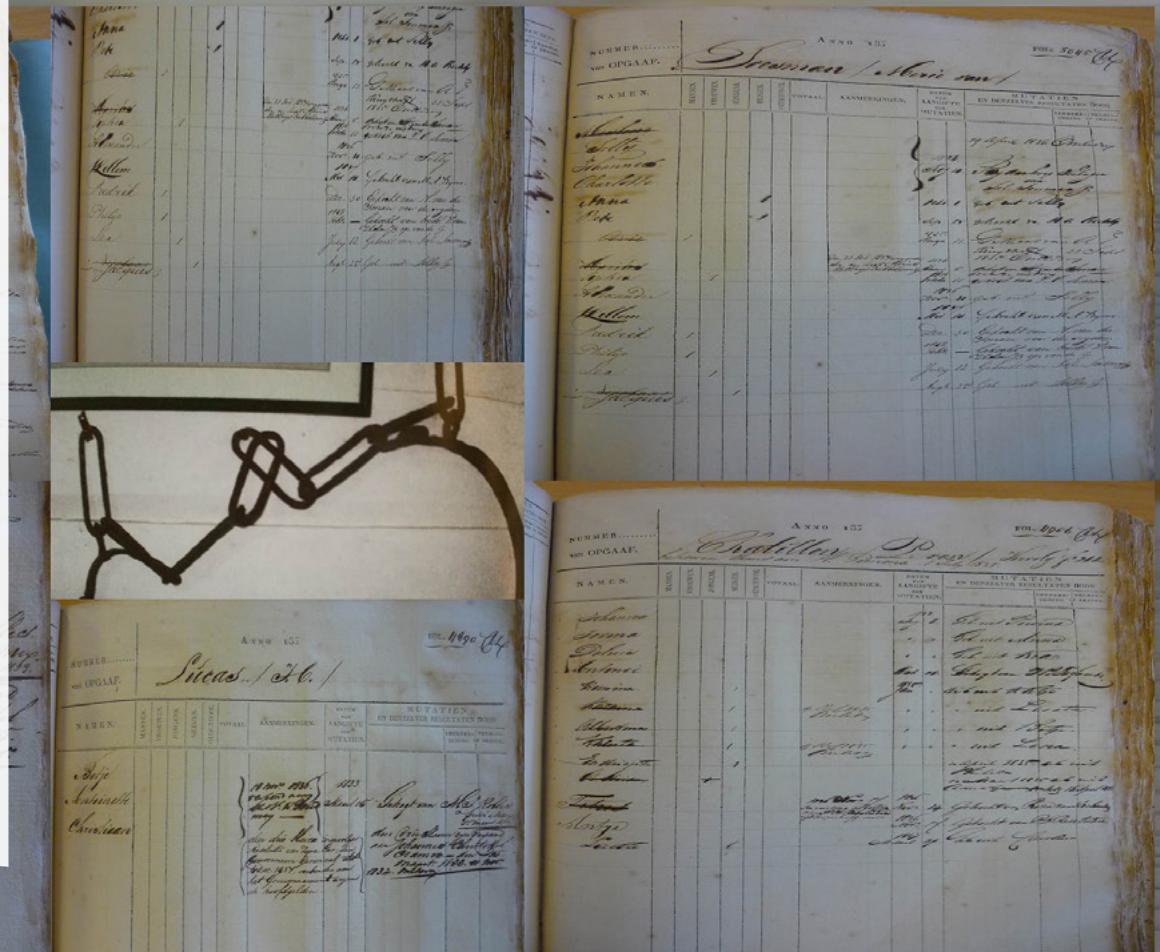
A total of 500 researchers make use of the facilities currently. When designing and planning all these experiments, the researchers and the Animal Research Facility explicitly aim to reduce, refine and – where possible – replace the use of live animals.

Sustainability in research

Within the different faculties and institutes, dozens of researchers are engaged in the broad field of sustainability. One example is Dr Heleen de Coninck, who provided an important contribution to the latest report of the Intergovernmental Panel on Climate Change (IPCC). Hans de Kroon, Professor of Plant Ecology, coordinated the research which discovered the catastrophic demise of insects.

Radboud University promotes interfaculty collaboration in the area of sustainability. A meeting was organised at the start of September 2018 by Radboud Innovation and the Nijmegen School of Management (NSM). In the meeting, sustainability researchers from different faculties agreed to join forces and to work together on a clearer profiling of the university in relation to sustainability, both in research and education. One of the concrete outcomes was the initiative to develop a joint Master's programme. The establishment of a Radboud Centre for Sustainability Challenges is also in the works. The aim of this network is to strengthen current sustainability initiatives, minors, the Honours programme, and the Summer School, as well as to develop joint project proposals for research inspired by one or more Sustainable Development Goals.

On 1 July, the day on which the abolishment of slavery in Suriname in 1863 is remembered in the Netherlands and in Suriname, the database of Surinamese slavery registers officially became available online. On the websites of both the Dutch and Surinamese National Archives, it is now possible to search these registers, thus providing a unique resource on the Surinamese-Dutch history of slavery. The project is a collaboration between Radboud University and the Anton de Kom University of Suriname (Paramaribo). The project was completed in a short period of time thanks to crowdfunding and citizen science, with the help of 1,500 enthusiastic and involved volunteers, donors, and supporters in the Netherlands and Suriname.



Social impact

Knowledge for society

The knowledge that Radboud University collects benefits society. The knowledge that students gain will be used in their future work environment. In addition, researchers share their findings in journals – increasingly with open access – as well as in books, policy papers and other types of publications. Furthermore, they also give lectures at public events and answer questions from the media.



Radboud University publishes reports regarding high-profile research on their website nearly every day. Another way the university shares its knowledge with the wider public is through the in-depth lectures of Radboud Reflects. Current themes, social trends, ethical issues or the relevance of important philosophers, theologians and other scholars are addressed during these accessible, public-friendly lectures that are held on campus and in the city of Nijmegen. Well-known international speakers are regular guests. A total of 19,649 people participated in 123 Radboud Reflects activities in 2018.

Radboud Recharge was introduced during 2018 (www.radboudrecharge.nl). This is an online service for alumni and the general public, with stories and events spanning 31 topics of interest. At the end

of 2018, nearly 10,000 people had created an account.

Radboud University also made a visible contribution to various large public events. During Lowland Science, festival visitors were able to communicate in 3D using Microsoft Kinect and to try their luck at the Science Casino. The results of the research can contribute to new treatment methods for people with language or communication problems. The results also help us understand the influence of the environment on our behaviour. At the Radboud Space Experience, visitors of the Four Days' Marches festival could embark on a virtual tour of the

“Nearly 10,000 people have created an account on Radboud Recharge”

universe and find out what gravity waves are and how they work. Other Radboud events that contributed to the profiling of research were Radboud Talks and the InScience film festival.

In 2018, Radboud academics once again made important contributions to social issues. Climate scientist, Heleen de Coninck, contributed to the climate report of the Intergovernmental Panel on Climate Change (IPCC). The new report - following on from the 2015 Paris Climate Agreement - poses a new challenge to the world: how do we limit global warming to 1.5 degrees? Jolanda de Vries, Professor of Tumour Immunology, received the 2017 Huibregtsen award for her work on natural dendritic cell vaccines. She conducts research into the role of dendritic cells in the fight against different forms of cancer and into the effectiveness of dendritic cell therapy. Using these dendritic cells, she developed a vaccine against cancer. Language researcher Onno Crasborn argued for a wider application of sign language. On the website www.gebarentaalinelkklaskaal.nl, schools can sign up for a sign-language lesson for their classrooms, aimed at children from seven to fourteen years of age.

Valorisation and innovation

Radboud University wants to increase its social impact. This is why Radboud Innovation was started in October 2015. At the core of its mission and vision is increasing the university's social impact.

Advice in relation to grants and funding (national and international), project development, and encouraging entrepreneurship is provided in a collaboration with the faculties. Appropriate advice in relation to funding and grants significantly improves the chance of success. Radboud Innovation supports the development of collaborations between academics and research groups through public and private partners. This collaboration can either be temporary and organised around a specific project, with funding from EFRO or INTERREG, or it can also be more structural. The goal for 2019 is to further improve and better coordinate the consultancy and project development for grants and funding, working together with other units within Radboud Services.

Radboud Innovation works closely together with faculty impact teams, funding support staff, and project controllers. The (faculty) liaisons act as the linking pins in this. Temporary budget was made available for these liaisons at the start of Radboud Innovation. The

appointment of the liaisons has recently been extended by twelve months, after which this set-up will be evaluated.

Mercator Launch started in 2018, a joint initiative of Radboud University, Radboud university medical center, and HAN University of Applied Sciences. Mercator Launch is an inspiring, flexible meeting space on campus, which provides the opportunity for students, PhD candidates, and other employees to translate their ideas into innovative products, services, or events. Here, students and staff can test and validate their concept company, with the support of experts, entrepreneurs, financiers, government agencies, and businesses.

“Mercator Launch is an inspiring space on campus, where ideas can be translated into innovative products or events”

A team of academics and engineers from the [Radboud Radio Lab](#) together with [ASTRON](#), the Dutch institute for radio astronomy in Dwingeloo, and the Delft company [ISIS](#), developed a radio antenna that detects extremely weak radio signals from the very early universe. On 20 May, Chinese aerospace organisation launched the Chang'e 4, an unmanned mission to the moon. The mission launched a satellite with an antenna on board into a position on the other side of the moon. It is the first time in history that Dutch scientific instruments are travelling with a Chinese space mission and it opens a new chapter in radio astronomy.

An injection of €1 million has allowed the Nijmegen company MindAffect, a Radboud University spin-off, to begin developing a unique brain-computer interface, which will allow ALS-patients and others to communicate better. This may also have applications for the gaming industry.

A collaboration with Museum Het Valkhof resulted in an exhibition of one of the greatest medieval art treasures of the Netherlands: the prayer book of Mary of Guelders. Radboud University also opened the educational escape room “University in Resistance” in the museum on 6 May.

In the context of the City Deal Kennis Maken, Radboud University, HAN University of Applied Sciences, and the Municipality of Nijmegen have agreed to apply knowledge gained from education



The brain-computer interface

and research in order to provide solutions for social challenges in the city. The three partners have drafted a strategic agenda, in which the focus is on an integrated approach for tackling neighbourhood-related problems and on working towards a healthy city. The first projects were started in 2018.

Ieder Talent Telt (every talent counts) is a movement started by the Municipality of Nijmegen together with all educational and care institutions in the city. The goal of *Ieder Talent Telt* is to provide an opportunity for education professionals from all educational sectors to nurture the talent of children and young people from Nijmegen. Radboud University actively participates by providing students and lecturers and by providing financial support.

Lifelong Learning

In addition to education for regular students, Radboud University also provides a large selection in the context of lifelong learning. This selection includes additional training and professional development courses that are recommended and often required for specific professions.

For instance, Radboud University is a frontrunner in the Netherlands due to the offerings provided by the Centre for Professional Legal Education. Other examples are the postgraduate education for healthcare professionals offered by the Radboud Centre for Social Sciences and the additional and continuing training for lecturers offered by the Radboud Teachers Academy. Lifelong learning also includes education that is more focused on the development of the individual learner, in the context of their career or interests. These include modules and courses by Radboud Management Academy (RMA), language and communication training by Radboud in'to Languages, and the offerings in the context of *Hoger Onderwijs voor Ouderen*

(higher education for the elderly). A programme director was appointed at the end of 2018 to better promote this multi-faceted offering and to provide recommendations regarding possible synergy. A recommendation is expected at the end of 2019.

“Lifelong learning includes education that is more focused on the development of the individual learner, in the context of their career or interests.”

Radboud refugee project group

The Radboud refugee project group was established in 2015 in response to the reception of a large group of refugees at Heumensoord.

The work group provided education for volunteers at the refugee camp and provided teaching materials, among other things. The project group works towards the integration of refugees from the region into academic life at Radboud University. In a collaboration with the Municipality of Nijmegen and the Foundation for Refugee Students (UAF), the project group set up a university transition year. From September 2019, refugee students with resident status can start a transition year, which will be provided in combination with a so-called

Inclusion programme. It will offer them the opportunity to participate for free in a course from an initial degree programme at Radboud University. The project group also devotes itself to improving the collaboration between the different parties that are involved in the integration of refugees into Dutch society, such as other educational institutions, local governments, Dutch Council for Refugees, and DUO. Prof. Bas Kortmann is the chair of the project group.



Sustainable relationships with partners and stakeholders

Radboud University and different stakeholders work on sustainability together. They regularly open their doors and make knowledge available.

Nijmegen Green Capital was the main focus in 2018 and both Radboud University and Radboud university medical center played an active role. On the 20th floor of the Erasmus building, augmented reality is used to show the sustainability initiatives that have already been realised on campus and in the area. Furthermore, a green walk was mapped out around the campus.

Pieter Leroy, Professor of Political Sciences of the Environment, is conducting research into the Green Capital year, specifically focusing on how the less well-off parts of society were involved.

Double lectures were organised in a collaboration with Radboud Reflects. Academics from different faculties with

expertise in the area of sustainability met together and presented lectures to a broad audience about their research, greenwashing, and the carbon bubble, among other topics. The lectures were always attended by an audience of about 200 employees, students, and external visitors.

The university works towards improving the accessibility of the Heyendaal campus in a collaboration with the Municipality of Nijmegen, the Province of Gelderland, transport companies, Radboud university medical center, and HAN University of Applied Sciences. In response to a study of traffic peaks, in spring 2018, an agreement was reached that the university and HAN will adjust their lecture times as of 1 September 2018 (the start of the new academic year). The aim is to spread out the traffic stream more. The first results seem to indicate that this has resulted in an actual reduction in the traffic during peak hours. Work is being done on a follow-up study, in which the effects, bottlenecks and mobility solutions are examined more closely. In addition, a single logistical hub on campus will be created in 2019 through a joint project with Radboud university medical center and HAN University of Applied Sciences. This will significantly reduce the number of transport movements, thus resulting in a reduction in CO₂ emissions. In addition, this new approach will result in better service to the customers with the use of track and trace, among other things.

“As of 1 September 2018, Radboud University and HAN University of Applied Sciences changed their lecture times to spread out the traffic stream more”

The first biodiversity measurement on campus was completed in 2018, using a methodology from IPC Green Space. A diverse group of stakeholders participated: Radboud students, the Department of Property Management, Radboud university medical center, neighbourhood council Brakkenstein, the Dutch Institute for Nature Education and Sustainability (IVN), Natuurplaza, and the Future for Nature Academy. Henk Siepel, Professor of Animal Ecology and Ecophysiology, organises academic research into the use of this methodology.



It sounds very logical: a patient enters the doctor's office, and the doctor observes the patient in detail. But it does not always go that way. Medical students at Radboud University can participate in the elective course '*De kunst van kijken en zien voor de medische professie*' (the art of looking and seeing for the medical profession). Through this course, they learn to observe even better. The Radboud university medical center, in collaboration with various artists, is the first academic medical centre in the Netherlands to introduce this course. About sixty future doctors have participated in the course over the past two years.



Students

Welfare

The theme of student welfare was a focus for Radboud University during 2018. In this context, we organised the Well-Being Week in October: a week in which students (and staff members) could take part in over forty activities. Volunteers were locked in a glass house for four hours without a mobile phone, for instance. Thanks to the joint effort of the faculties and Radboud Services, the week was rated positively by the participants, with an average score of 7.6 out of 10.

Recruitment and publicity

A different approach to the publicity in schools was developed to align better with the exploratory phase in the study choice of secondary school students in years 4 and 5 of pre-university education. Since September 2018, the university provides information per area of interest instead of per programme. All Bachelor's programmes are clustered in eleven areas of interest. Secondary school students will thus receive an overview of multiple programmes, even those with which they are not yet familiar. The publicity at pre-university schools is often the first time that students are introduced to Radboud University. The next step is to invite students to the Open Day.

With the start of more English-language Bachelor's programmes, Radboud University has now extended the marketing and recruitment to a select number of focus countries. Additionally, the university provides presentations at international schools in the Netherlands. A VR tour has been developed for use abroad, allowing potential international students to get an idea of Radboud University campus.

The interest for the Master's Open Day has increased further. The number of visits by international students has also increased. Using online campaigns, the Master's Open Day and the Master's programmes were brought to the attention of the target audience. The information on the website has also been refreshed. The visitors' survey shows that

the website is the most important means of communication to draw students' attention to the Master's Open Day.

Facilities

Auditorium C was officially opened in February and, together with Café C, it provides a space where students and other university organisations can organise cultural activities.

The university has drafted a vision on Educational Support in order to improve the design, coordination, and organisation of the facilities for students. This vision forms the basis for further developing the improvement agenda, which was established in response to the Educational Support audit.

The university has addressed the improvement agenda for Educational Support by focusing on three important processes in order to improve them, where possible. This is mostly completed for the enrolment process for international students and important steps were taken in relation to the processes for scheduling and student counselling. A vision document for student counselling was drafted, for instance.

The university has a Profiling Fund. This is a central fund which provides support to students who, due to exceptional circumstances, cannot complete their study within the nominal study duration. This may be due to the student holding an administrative position or due to their activities as a top athlete in sport or a top talent in culture. The university has launched the Flexible Education pilot for these students. This pilot enables these groups to organise their own education in a more flexible manner.

Together with the student organisations, the processes for applying for grants and board months have been greatly simplified. New, simpler regulations for the profiling fund facilitate this further. The awarding of the grants is further elaborated on in the annual accounts.

The new academic building, the Berchmanium, is now ready. This drastically improves the options for diploma award ceremonies.

Alumni

During 2018, the university introduced www.radboudrecharge.nl. This is an online service in Dutch and English for alumni and the general public. Radboud Recharge is a service for lifelong learning and includes stories and events spanning 31 fields of interest. At the end of 2018, nearly 10,000 people had created an account. A number of activities for alumni were organised under the umbrella of Radboud Recharge. An example is the Radboud Recharge Day: an anniversary event with over 700 participants.

Students and sustainability

In 2018, student organisation AGREEN set up the first Ecoteam at the Nijmegen School of Management. This is a team of students that will work towards the realisation of the sustainability measures at the faculty. For example, the Ecoteam focuses on more greenery inside and around the building and is looking into the option of a repair service in the bicycle parking facility. Other faculties are also setting up their Ecoteams. The students are supported by faculty staff and by Radboud Green Office, which was established in 2018.

It has a fixed place on campus and consists of students from all faculties (including the Faculty of Medical Sciences). The Green Office is a response to the demand of students (and staff) to be more involved with the sustainability of the university. The Green Office is meant to combat fragmentation, bring people together, and further develop initiatives. Using the living labs, students can contribute to sustainability challenges with their own specific knowledge and skills. For example, a project that aims to reduce litter in auditoriums was set up in response to research by a student of behavioural sciences.

They often work silently, in the background. But things at the university would not go as smoothly without them. Michel Derksen has been delivering post and packages on the Radboud University campus for 21 years. Recently he started making his deliveries in a 100% electrical vehicle. "I have little moments of happiness all the time: moving around, walking, lifting a box, having contact with people, walking from inside to outside, the smells, the touch. It is just wonderful."

Watch Michel Derksen's video on Voxweb [here](#).

BRON: VOX



Employees

Valuing staff member contribution

Five thousand staff members work together at Radboud University every day to deepen and broaden knowledge. Their commitment means that the university can provide high quality education and research. In general, Radboud University staff members are very content with their work and their working environment. But they also experience high work pressure. They assess their work with an average rating of 7.6 out of 10. The university as an employer was awarded an average rating of 7.4 out of 10.

Composition of the workforce of Radboud University and Radboud university medical center
in FTE on reference date 31 December each year

	2016	2017	2018
FTE staff	4,921	4,891	4,932
FTE scientific staff	2,764	2,742	2,735
Female (%)	46.8	46.6	47.4
International (%)	24.6	24.9	25.7
FTE professors*	293.8	304.3	311.6
of which female (%)	25.7	26.8	28.9

* In 2018, the number of FTE of professors excluding Radboud university medical center is 232.1, the percentage of female professors is 29.3%.

Number of employees

The number of academic staff members decreased slightly last year, by 7.2 FTEs. The table shows that this is due to a decrease in the overall academic staff (by 35.7 FTEs).

Academic staff Radboud University and Radboud university medical center

	31 December 2017	31 December 2018
Professor	304.3	311.6
Associate Professor	175.9	180.9
Assistant Professor	371.5	377.8
PhD candidates	918.2	929.1
Other academic staff	972.1	935.4
Total	2,742.1	2,735.0

The number of academic staff at Radboud university medical center has increased by 43.6 FTEs, while the number of academic staff at Radboud University has decreased by 50.8 FTEs. This decline is caused by a drop in the number of other academic staff (lecturers and researchers) by 33.5 FTEs and a decrease in the number of PhD candidates by 23.4 FTEs. The increase at Radboud university medical center is largely due to an increase in the number of PhD candidates, by 34.3 FTEs.

The amount of support staff at Radboud University has risen by 8.8 FTEs. This concerns a 12.5 FTE increase of support staff directly associated with education and research. The amount of the other support staff decreased by 3.7 FTEs.

Radboud University support staff

excluding Radboud university medical center

31 December 2017	31 December 2018
1,522.5	1,531.3

Inclusiveness

Radboud University is an academic community where people and diversity are respected and appreciated. Inclusiveness in its broadest sense, social security, and safe environments for studying as well as working are important principles. In 2018 the main focus of inclusiveness by the board Executive Board was on gender diversity.

The increase in the proportion of female academics continued in 2018. The proportion of female professors increased to 28.7%, mainly through the efforts of the Christine Mohrmann programme and the Westerdijk programme by the Ministry of Education, Culture and Science. This national programme ensured seven female associate professors at Radboud University and Radboud university medical center were promoted to full professor during 2018. The proportion of female assistant professors rose to no less than 41.9%. Here too, there is a noticeable effect of the Christine Mohrmann programme, which provides female talent with fellowships in the form of tenure tracks. The proportion of female associate professors has remained the same, partly because of the relatively high number of internal promotions to full professor. At the start of 2019, a new strategy and action plan will be established, based on the associated new targets for *diversity and inclusion*.

Percentage of total female and male academic staff in FTEs

Radboud University and Radboud university medical center

	31 December 2017		31 December 2018	
	M	F	M	F
Professor	73.2	26.8	71.1	28.9
Associate Professor	67.2	32.8	67.2	32.8
Assistant Professor	61.5	38.5	58.1	41.9
PhD candidates	45.8	54.2	44.4	55.6
Other academic staff	48.8	51.2	49.4	50.6
Total	53.4	46.6	52.6	47.4

Support staff positions are represented by salary scales. This provides a good picture of the different levels of the men and women within the support staff. A further increase of the percentage of female support staff in all salary scales can be observed, including in the higher scales of 10-12 and 13-18.

Percentage of total female and male support staff in FTEs

Radboud University, excluding Radboud university medical center

	31 December 2017		31 December 2018	
	M	F	M	F
Scale 1-5	55.2	44.8	53.9	46.1
Scale 6-9	33.9	66.1	33.5	66.5
Scale 10-12	54.6	45.4	53.3	46.7
Scale 13-18	68.6	31.4	66.7	33.3
Other scales	55.3	44.7	61.5	38.5
Total	45.8	54.2	45.0	55.0

Internationalisation

The ambition of Radboud University and Radboud university medical center is to attract more international academics. This proportion was 24.9% at the end of 2017 and has grown to 25.7% by the end of 2018.

International staff as percentage of total academic staff in FTEs

Radboud University and Radboud university medical center

31 December 2017	31 December 2018
24.9	25.7

Absence

The *sickness absence* at Radboud University (excluding Radboud university medical center) has increased in 2018 and, therefore, requires additional focus. The table outlines the sickness absence over the past few years.

Year	2014	2015	2016	2017	2018
Absence percentage	3.0	3.1	3.4	3.3	3.7

Absence percentage: the total number of weighted absence days related to the total number of weighted contract days of a regular staff member in a year. Weighted absence days are the absence days in relation to the occupational disability percentage.

In 2018, the Works Council established an action plan for all of Radboud University.

Themes/sub-projects that will be tackled:

- Increase detail of absence figures/management information
- Define responsibilities, duties, and roles, and communicate with HR departments
- Reinforce the general communication about absence
- Take a more intensive approach to preventable absence
- Improve absentee monitoring for PhD candidates
- Implement best practices

At the end of 2018, a task force has started working on the above-mentioned activities.

Human Resources policy

The following is an overview of the most important activities aimed at improving the quality of the staff and the organisation as well as the quality and professionalisation of the HR office within Radboud University.

In 2018, a start was made on the development of the career and promotion policy for academic staff. A framework was established for tenure and career tracks and a pilot was started for a new *Vidi policy*. In the pilot, Radboud University stipulated how they will structure the updated policy (which includes the embedding guarantee) set out by the Netherlands Organisation for Scientific Research (NWO).

The university endeavours to realise the targets of the Participation Act and provided 44 jobs for people with work limitations at the end of 2018. Unfortunately, the target for 2018 (64 jobs) was not achieved. Thirteen new employees with work limitations were provided with employment, while fourteen people left due to the expiration of temporary contracts. Participation teams were set up to create more jobs for people with a distance to the labour market. These teams of higher educated employees provide support for the primary process and can thus contribute to reducing the work pressure of (educational) staff.

In 2018, the recruitment of new employees was made more professional with the implementation of a new digital recruitment system with a lot of options for e-recruitment. Additionally, training programmes were provided to recruitment committees. These programmes focus on making the selection process more professional and on avoiding unconscious exclusion biases.

Radboud University has a statutory reintegration obligation to support and guide employees who are at risk of becoming unemployed or who are looking for another position. The Human Resources department has developed special tools to support this process, such as the career portal [Navigator](#).

Employees with a temporary employment contract can make use of [Radboud WerknaarWerk](#) (intranet), which offers workshops among other things.

In October 2018, the Executive Board and the Human Resources department established the strategic policy 'Radboud International 2025: Quality First!'. In the context of becoming an attractive employer, Radboud University will provide the necessary legal and social support for internationally mobile employees. Additionally, hospitality services and dual career services continue to contribute to one inclusive Radboud community.

A new *Collective Labour Agreement (CAO)* was concluded in 2018, for the period from 1 July 2017 to 31 December 2019. The most important elements are:

- Salaries increased by 2% on 1 May 2018 and will be increased by 2.6% on 1 February 2019.
- Better outlook for junior lecturers and postgraduates. Junior lecturers will be offered a longer (4-6 years) one-time contract. An assessment is being carried out regarding improving the labour market outlook and job security for postgraduates.
- Mobility and sustainable employability of support staff. The norm will be that every member of the support staff with a permanent contract will work in their position for a maximum period of four to six years. During this period, employees will develop towards the next step in their career.
- Vitality pact: subject to certain conditions, five years prior to pensionable age, employees can start working 20% or 40% less while receiving 85% or 70% of their salary, respectively. This scheme remains in place for the period from 1 January 2019 up to 1 July 2020.

Quality of the organisation

The vision document '*Moed, verbindend en openheid*' (courage, connection and openness) in relation to leadership development was further elaborated during 2018. This document now stipulates the competences and behaviour of personal leadership. These new updates have been included in order to facilitate the implementation of the vision in updated programmes and in adjustments to the existing offerings. A leadership programme for administrators has also been initiated: the Comenius Leadership programme. Finally, a digital guide was developed with practical and relevant information for administrators. It will be available at the start of 2019.

The Executive Board conducted a *staff survey* in 2018. Based on the survey, a plan of action was established with the Works Council, which includes the following points for improvement:

- 1 Reducing work pressure for academic staff
- 2 Improving social safety (prevention of undesirable behaviour)
- 3 Investment in (broad) employability of academic, support, and management staff, including vitality
- 4 Improving the administrative climate within the various units

A specific integrated approach has been established for the improvement of *social safety*. This approach is based on several recommendations from a university-wide assessment which were adopted by the Executive Board.

In 2018, in dialogue with the Local Council and the Works Council, a university-wide plan of action was established regarding the reduction of *work pressure*, in the context of the Collective Labour Agreement (CAO). The work plan outlines measures for reducing work pressure of academic staff and stipulates five lines of action that are further translated into specific measures within the units: These are:

- 1 Less bureaucracy in education
- 2 Simpler organisation of education
- 3 More stability in education
- 4 More appreciation for education
- 5 Work pressure in research: focus on publishing pressure and work pressure for young academics

Industrial accidents

In 2018, a total of seventeen industrial accidents or incidents were reported by the Department of Occupational Health and Safety and Environmental Service (AMD). This number is slightly higher than in 2017 (with fourteen incidents) and is nearly at the same level as 2016 (with nineteen incidents).

None of the industrial accidents required the Inspectorate I-SZW to be called, as there was no expectation of permanent injury. However, some accidents did cause an absence of more than one day.



**Confidential advisors
and complaints committees**

Regulations

Radboud University has:

- Whistleblower's regulations
- Regulations on undesirable behaviour
- Academic integrity regulations

Confidential advisors

In addition to the complaints procedures, there are several confidential advisors.

They submit an annual report to the Executive Board. The Executive Board discusses the reports confidentially with the participational bodies.

	2018	2017
Confidential advisors for undesirable behaviour	38	29
number of people who asked to meet		
Confidential advisors for students	23	30
number of people who asked to meet		
Confidential advisors for labour conflicts	17*	14
number of people who asked to meet		
Confidential advisors for academic integrity	4**	14
number of people who made a report		
Confidential advisors for whistleblowing	0	1
number of people who made a report		

* Includes 5 cases that started in 2017.

** The number of reports is incomplete as one of the confidential advisors passed away suddenly. Of the four cases mentioned here, two were started in 2017.

Complaints procedure for undesirable behaviour

There is a complaints committee for undesirable behaviour with an external, independent chairperson. Four complaints were submitted to the committee in 2018. Three were addressed and concluded in 2018 and one is nearing its conclusion. Two complaints were submitted by students against other students in regard to sexual intimidation. One complaint was submitted by a student against an employee in regard to discrimination and one was submitted by an employee against another employee in regard to sexual

intimidation and discrimination. Of the three complaints that were concluded, one was declared inadmissible, one partly admissible, and one complaint was dismissed.

Student complaints

In 2018, 64 complaints were received. They related to facilities, academic counselling, communication, mistreatment, or the organisation of education and examinations. After a complaint is received, it is forwarded to the relevant faculty or service. They will then contact the complainant to discuss the situation or to share the outcome of the complaint. There has been an upward trend in the number of complaints. 35 complaints were received in 2016, while 48 were received in 2017. No clear reason has been identified for this increase.

Appeals to the Examination Appeals Board

Students who disagree with the assessment of preliminary or final examinations by the Examining Board can submit an appeal to the Examination Appeals Board. In 2018, 100 appeal cases were submitted to the Examination Appeals Board. This is more than in 2017 (83) and 2016 (66).

The results of the appeals are shown below:

Outcome of the appeals			
Withdrawn			33
Settled			48
Verdict given			14
of which	<i>well-founded</i>	6	
	<i>unfounded</i>	7	
	<i>inadmissible</i>	1	
In progress			5
Appeals received			100

Objections to the Executive Board

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

In 2018, 132 objections were received. This is more than in 2017 (112) and 2016 (87).

A particular increase can be observed in the number of objections in relation to admission to a Bachelor's or Master's programme.

Outcome of the appeals	
Withdrawn	14
Settled	6
Well-founded	4
Clearly well-founded	34
Unfounded	18
Clearly unfounded	47
Inadmissible	0
In progress	9
Objections received	132

The Appeals Tribunal for Higher Education

A student who disagrees with a verdict regarding an objection to the Executive Board or a verdict of the Examination Appeals Board, can appeal to the Appeals Tribunal for Higher Education (CBHO) in The Hague. In 2018, the Appeals Tribunal for Higher Education received two appeals against verdicts regarding objections to the Executive Board and three appeals against verdicts of the Examination Appeals Board. Of the appeals against verdicts regarding objections to the Executive Board, one was withdrawn. The second appeal was found to be well-founded. Of the appeals against the verdict of the Examination Appeals Board, two were declared unfounded and one is still being processed. Another appeal was lodged with the Appeals Tribunal for Higher Education against a decision by the Executive Board to not take a complaint into consideration. The Appeals Tribunal for Higher Education declared itself unauthorised to evaluate the appeal.

Scientific Integrity Committee

The Scientific Integrity Committee examines complaints and makes recommendations to the Executive Board. In 2018, the Executive Board received three complaints regarding a breach of scientific integrity. Two of those were submitted to the Scientific Integrity Committee. The Executive Board declared two complaints to be unfounded based on the recommendations of the Scientific Integrity Committee. The Executive Board addressed the third complaint itself.

In 2018, most of the buildings on Thomas van Aquinostraat were demolished to make space for the construction of the new Maria Montessori building for the Faculty of Social Sciences. On social media, alumni reacted in shock to images of 'their' street, or what was left of it. But although the street is gone, the fond memories remain.



Property and infrastructure

Property and maintenance

The completion of the construction programme, as included in the Multi-Year Investment Prognosis (MIP), is on track. The following construction projects are in preparation, in progress, or have been completed:

- In June, the tender for the Maria Montessori building (new construction for the Faculty of Social Sciences) was successfully completed. Although the growing demand in the construction market resulted in a somewhat disappointing tender from a financial standpoint, the decision-making process has been completed, including the approval from the board of Stichting Katholieke Universiteit. The contractor started preparations for construction at the end of 2018 and the first outlines of the new building are now visible.
- In order to construct the new Maria Montessori building, the old buildings on Thomas van Aquinostraat were demolished in 2018. Most of the buildings were completely demolished in the summer of 2018, allowing the grounds to be cleared for the contractor of the new building. The demolition team was able to limit nuisance, while also completing the work a month ahead of schedule.
- The Berchmanianum was also completed in 2018. The renovation and restructuring of the grounds were delayed, partly due to additional asbestos remediation, but the staff from the Administration Building were able to move into the renovated Berchmanianum in October. The old Administration Building is now being used temporarily by the Faculty of Social Sciences, who are awaiting their new building, which is expected to be ready to move into at the end of 2020.
- New parking spaces were also created on the grounds of the Berchmanianum. This was also necessary, as a new facility for the sports programme from the HAN University of Applied Sciences was built underneath the current Sport Centre. This means that the parking spaces there are no longer available. After the construction of the Maria Montessori building and the demolition of the low-rise portions of the Spinoza building, additional parking spaces will be constructed.
- Work on the hybrid energy grid is also part of the construction on the grounds. The basic tenets for it were formulated in the Energy Policy Plan 2017 and they were elaborated on in 2018. It has been concluded that even more buildings can be connected to this energy grid. The decision-making process was completed in 2018, including the approval from the board of Stichting Katholieke Universiteit. In addition to the reservation of funding, the work has begun and will continue until the end of 2019. The vision document for the buildings on the east-side of the campus is still under development. The options are currently being further investigated. The goal is to reduce the reliance on gas as much as possible. The current grid in Heyendaal-Zuid has

already resulted in a reduction of nearly 50%. If the other buildings are also connected to this grid, this reduction could increase to nearly 75%.

- The renovation of the Rafter and the ground floor of the Erasmus Building are in full swing. After the decision-making process was completed, the choice was made to divide the work in the central area of the campus into phases. The Rafter will be completed first and will be reopened at the start of 2019.
- In 2018, various infrastructure and terrain work was completed in the Heyendaal-Zuid area to facilitate the demolition of the buildings on Thomas van Aquinostraat, the new construction of the Maria Montessori building, the restructuring of the grounds at the Berchmanianum, and the changes to the square/Erasmus Building.
- The work on the connection between the FELIX Laboratory building and the High Field Magnet Laboratory (HFML) is in progress. The works will be completed at the start of 2019.
- Other building projects: several small functional adjustments and general maintenance of the buildings.

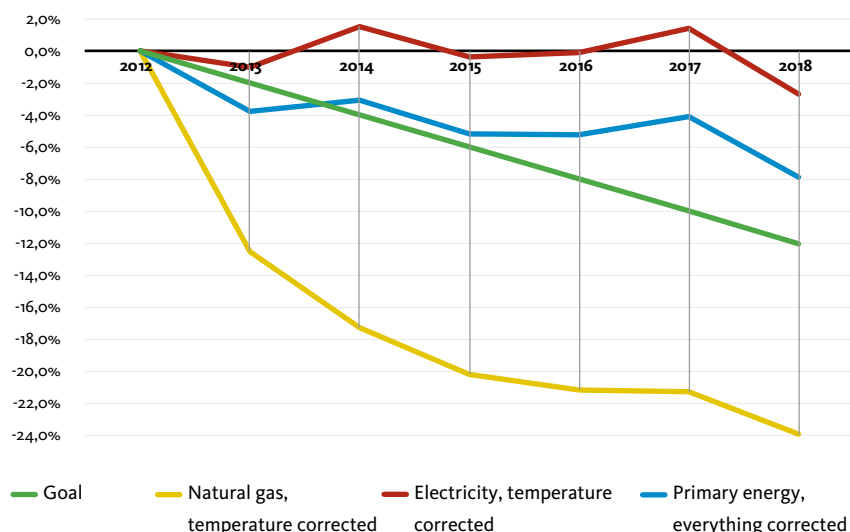
Energy Policy Plan (2017-2020)

The university started working on the **hybrid energy grid** in 2018. The buildings at Thomas van Aquinostraat 2 to 6 were demolished in the first half of that year. Buildings 1 and 8 and the Spinoza building were disconnected from the hot water network of Radboud university medical center. The pipes from the existing hot water network have been reused for a low-temperature grid. The buildings are heated by the boilers in the Erasmus building. This is already resulting in savings, as the heat loss is smaller and the generating efficiency is higher. In the second half of 2018, preparations were made to connect the Erasmus building, Thomas van Aquinostraat 1 and 8, and the Spinoza building to the thermal energy storage system. Using the thermal energy storage system with heat pumps will significantly reduce the gas usage in the future. An additional proposal for the hybrid energy grid (HEN+) was approved in July 2018. This will allow more buildings to be connected to the thermal energy storage system. The video [*Radboud Universiteit op weg naar energieneutraliteit*](#) (Radboud University works towards energy neutrality) clarifies the approach.

In the graphic below, the developments in gas and electric consumption¹ on campus² is shown for the buildings and grounds.

Development of energy use at Radboud University

(in percent compared to 2012)



The yellow line indicates that gas use on campus³ over the past few years has declined significantly (correction based on the degree day method). This decrease is mainly due to the renovation of the hybrid energy grid.

The options for generating **green energy** on campus are severely limited and, thus, additional green energy needs to be generated elsewhere. Radboud University and

Radboud university medical center have jointly signed an agreement with Eneco for the supply of electricity from 2020 until 2029. Eneco will construct new wind and solar farms that can supply 100% of the electricity requirements of Radboud campus. These parks will provide half of the electricity requirement by 2022 and the full requirement by 2024. In doing so, Radboud University is gradually improving the sustainability of its electricity consumption, even though the sustainable power is generated off-campus. Until that time, the university will purchase separate green certificates.

For a more extensive description of the activities and the consumptions, please see [Appendix XIV](#) of the Annual Report 2018.

ICT infrastructure

A new network infrastructure was installed at the Berchmanianum, as well as a new wireless network that also covers part of the surrounding area. Besides the network infrastructure, ICT workplace facilities have also been set up, along with a 'rapid intervention force' that was made available to immediately solve any problems that emerged.

ICT security continued to be a crucial topic in 2018, with the aim of safeguarding continuity and complying with the increasingly strict privacy laws. The firewall was extended with next-generation functionality. This enables the analysis of internet traffic in order to identify threats and to actively intervene. The implementation of this functionality based on the security policy has started and will continue in 2019. For example, anti-virus filtering is already used for incoming and outgoing internet traffic at the level of the central firewall.

The Mobile Accessibility project is in full swing. The project is a collaboration with Radboud university medical center and aims to improve mobile access (calls and data) in the buildings. Most of the central part has already been installed in the computer hall of the Forum building, while the decentralised part will follow in 2019.

In addition, work has begun on the development of a data-storage policy in anticipation of the exponential growth of data (both normal user data as well as research data). Topics such as storage costs, on-campus or off-campus storage, security, and manageability are part of this.

To facilitate the use of cloud services such as Office365, it is necessary to implement Active Directory Federation Services (ADFS). This allows users to log into a cloud service

- 1 The consumption is determined based on readings from 00.00 on 1-1-2018 until 00.00 on 1-1-2019. The meter readings are automatically entered and stored in the Energy Consumption System of the university.
- 2 The consumption of the magnet laboratory (HFML) with ancillary equipment is not included in these readings as this is explicitly allocated to the research projects (partly for third parties). The premises of the student housing foundation (SSH&) on campus are not included as these are administered by SSH&.
- 3 Some buildings draw heat from the heating network of Radboud university medical center. This consumption is converted to natural gas equivalents and constitutes 18% of total gas consumption.

with their own Radboud account (a single sign-on). The implementation of ADFS will be completed in the first quarter of 2019.

The policy regarding the use of cloud services was also further developed in 2018. This policy addresses topics such as the criteria which need to be considered when determining whether services can be obtained from the cloud, the required security measures, the technical adaptations, and the requirements to quickly bring the organisation up-to-speed on the use of cloud services.

Once again, users were sent a survey regarding the quality of the service provided by the entire ICT Service Centre. The response was clear: another 7.9 out of 10.

Facilities

In January, twenty-two educational spaces were officially opened, including one large lecture hall and two innovative collaboration spaces in the Elinor Ostrom building. These collaboration spaces are new at the university and were designed in close consultation with the Nijmegen School of Management. The spaces particularly facilitate educational methods involving a lot of interaction between lecturer and student and between students themselves.

Together with the ICT Service Centre, the Department of Property Management, and the Faculty of Law, Facilities & Services is conducting a pilot with Lone Rooftop. This system generates current and reliable information about the occupancy level of spaces. This will allow facilities and accommodation services to better respond to user requirements. A decision will be made at the start of 2019 regarding the follow-up of the Lone Rooftop pilot.

During the summer of 2018, work began on the renovation of the Refter. This facility at the heart of campus provides a space to collaborate, to study, and to meet, while also offering a varied selection of food and drink. The official opening of the renovated Refter is planned for the first quarter of 2019.

Library

The transition of the central functional management of Metis/RIS to the University Library has strengthened the ability of the central University Library Desk to provide answers in relation to questions regarding research data (RDM support), datasets, and publications (RIS service desk). The user websites (www.ru.nl/rdm and www.ris.ru.nl) were also refreshed.

Metis (as the central database for the research domain) and the RIS interface (for registering and uploading datasets and publications by researchers themselves) have been further developed based on the wishes of the faculties, institutes, and users. The RIS interface was extended with a tool for writing data management plans (DMP). Radboud university medical center has also started using the RIS interface for archiving datasets and writing DMPs.

The retrieval of metadata of Radboud datasets and publications (including full text) was enhanced through further synchronisation between Metis and Radboud Repository. The data exchange with the national Narcis database was also extended, such as for datasets. Steps were also taken regarding data exchange with external systems, such as Web of Science, NWO/VSNU, OpenAIRE, and the connection to other Radboud systems, such as the Donders Repository.

WorldShare, the new library system, has provided the impetus for the critical review and adjustment of several working processes. The new functionalities offered have resulted in significant progress being made. This has resulted in increased efficiency, as the University Library is able to use the data that have been imported by all other affiliated libraries internationally.

Sport and culture

With the growth of the student numbers at Radboud University, the number of students participating in sports has also increased.

In November 2018, Radboud Sports Centre organised the annual conference of the European Network of Academic Sports Services. With about 180 professionals from the world of student athletics from 24 countries (a new record), the theme of 'Sustainability in University and College Sport' was examined from many different angles. The conference took place in the context of the 95-year anniversary of Radboud University and connected to the title of European Green Capital which Nijmegen was honoured to hold in 2018.

Auditorium C was officially opened in February 2018. The auditorium holds 174 people and, together with Café C, it provides a space where students and other university organisations can organise their cultural activities.

As of September 2018, the first lectures at Radboud University start at 8.30 am and those at HAN University of Applied Sciences start at 9.00 am. Last year, both educational institutions started their first lectures at 8.45 am.

Now that the lecture times are more spread out, the amount of traffic in Nijmegen during the peak morning hours has lessened considerably. This is especially noticeable in the train, where the number of travellers has decreased by 22% during peak times. But the traffic on the road was impacted too. Cars and cyclists do not have to wait as long at traffic lights and the flow of traffic has improved.



Organisation and working methods

Internationalisation

In 2018, Radboud University established its ambitions for internationalisation in a new internationalisation strategy: 'Radboud International 2025: Quality first!'. By 2025, the university wants to be an internationally-oriented, intercultural, and multilingual knowledge organisation with quality at its core; an open academic community that recruits talented researchers and students from across the globe and from all backgrounds. This is how a coherent, inclusive academic community will be created.

The strategy's ambitions are further defined in a seven-year action plan. In 2019, the implementation of the formulated measures will begin, in such areas as language policy, the international classroom, and the international mobility of students and staff.

In 2018, several new English-language Bachelor's programmes were launched: Biology and Computing Science (Faculty of Science), English Language & Culture and American Studies (Faculty of Arts), and Philosophy, Politics and Society (Faculty of Philosophy, Theology and Religious Studies). Comparative European History is scheduled to be launched in September 2019.

A significant reduction of the processing time for international student applications was achieved by implementing a new harmonised admissions process and by expanding the capacity of the Admissions Office.

International PhD candidates often reported accommodation problems and this required a solution. At the end of 2018, an online booking system became available, in which international PhD candidates could arrange their own accommodation for their stay in Nijmegen. The number of appropriate housing units for this target group has been, and will continue to be, further expanded.

In 2018, Radboud Summer School once again broke all previous records with over 650 participants from 85 countries.

Quality of service

How can Radboud University continually improve its service to the primary processes of education and research? This question is at the core of the programme *Kwaliteitsverbetering Ondersteunende Functies* (quality improvement of supporting functions), which started at the end of 2016. The programme aims to map out how more effective and efficient collaboration can be achieved for all supporting functions (or columns). It includes an audit of the columns of supporting functions at both the decentralised and centralised level, and the implementation of the ensuing improvement agendas.

Many of the areas for improvement from the first audit's improvement agenda, targeted at Educational Support, have since been addressed. An important focus is on achieving a harmonised approach to educational support (such as procedures, systems, and schedules) in order to improve the collaboration between the faculties, the Radboud Teachers Academy, and the central services. In this context, the MESA council was established: the Management team for Education and Student Affairs. It consists of the heads of the faculty education offices, the Radboud Teachers Academy, and the Director of Student Affairs representing all of Radboud Services. MESA plays an important role in the further harmonisation of working processes, which is also in line with this. In addition to the establishment of MESA, progress has been made in other areas of improvement, such as the completion of a dashboard for management information in the data warehouse and the upcoming establishment of a single annual timetable. Taken together, it means that the implementation of the improvement agenda for educational support is progressing well.

The audits for the Human Resources and Radboud Sports Centre columns were completed in 2018. To ensure that the HR column is future-proof, a long-term vision is required which needs to be collectively developed and implemented. The focus also needs to be on professionalisation of HR advice, strategic staff planning (qualitative and quantitative), mobility and development of HR staff, and digitisation. The ambitions have been recorded in an HR improvement plan and its implementation will start in September. The first results from the sub-projects are expected in April 2019.

The main task resulting from the audit of the Radboud Sports Centre is to develop a vision for the Sports Centre for the next five to ten years. This will be completed in 2019. The audits for the Real Estate and Facilities Management columns are completed; the visitations took place in January 2019. At the end of 2018, the first preparations were made for the audit of the Marketing and Communications column.

Sustainability within the organisation

The starting point for the university is that sustainability will be embedded in all aspects of the organisation, for example by being integrated in the business processes and by being included in the planning and control cycle. Sustainability is on the agenda of management discussions, board meetings, and consultations with participational bodies. Furthermore, the goal is to integrate sustainability into the university's education, research, and social impact work as much as possible.

The governance portfolio managers of Radboud university medical center and Radboud University meet to discuss this periodically. Additionally, the internal Sustainability Programme Board brings together representatives from different divisions within the university. This Sustainability Programme Board is chaired by Wilma de Koning, Vice President of Executive Board of Radboud University and is responsible to stimulate and monitor the progress of the goals of the sustainability agenda.

A sustainability programme director was appointed in 2018 to further direct and coordinate this topic. To facilitate involvement and initiatives from students and staff, the Radboud Green Office was established the same year (see the Students section). The Green Office can support initiatives with time and resources under the so-called *proeftuinen* (experimental gardens) umbrella. Additionally, an external Sustainability Advisory Board was established in 2018, which aims to advise the Radboud University and Radboud university medical center regarding the sustainability policy, important societal developments, the connection to frameworks such as the Sustainable Development Goals, and other strategic challenges. Portfolio managers from both Executive Boards are present at this stakeholder meeting. This board consists of external experts: Jacqueline Cramer (Chair - Professor of Sustainable Innovation at Utrecht University), Antoine Driessen (President of the Board of Rabobank Rijk van Nijmegen), Kevin Rijke (Director of industrial estate Kleefse Waard), and Dirk van Schaijk (Head of Communication and Marketing at ArtEZ University of the Arts).

Radboud University has implemented a number of improvements in the context of the ISO 14001 management system: a memorandum to quantify targets, improvements in monitoring agreements, and a closer look at the contribution that suppliers and other external parties can make to the university's sustainability policy. Additionally, in a collaboration with Radboud university medical center, a process has been started to establish whether the ISO 26000 guideline for corporate social responsibility can supplement the ISO 14001 norm.

In 2018, the measurability of the sustainability targets was determined and the Radboud Sustainability Dashboard was developed. This tool was created by computer science students (GiPHouse). The aim is to clarify the progress the university has made in relation to the adherence to legislation and the implementation of sustainability measures. Measurability and the dashboard will be amended to reflect the new sustainability policy, which will be developed in the coming years. Radboud University and Radboud university medical center explicitly work together on a wide range of topics. One of those was the development of a plan to realise a smoke-free Radboud campus.

Personal data protection

Dealing with the General Data Protection Regulation (GDPR)

From 25 May 2018, the General Data Protection Regulation (GDPR) entered into force. Radboud University has appointed a Data Protection Officer. At the request of the Executive Board, PwC conducted research between January and May into the status of the GDPR implementation. Although the university was actively working on the GDPR, the required control measures were not fully implemented by the end of May. This was partly due to the university's reliance on external parties, for instance in relation to concluding processor agreements. The steering committee of the Personal Data Protection project has therefore extended the project until the end of 2018. The most important actions taken in response to the PwC report were:

- Setting up a decentralised privacy organisation.
- Completing the registrations of all data processing systems for the register of processing activities in order to comply with the documentation requirement. This appears to be a challenge, as the reason, the storage periods and the question of which data and whose data are processed are not always immediately clear.
- Assessments of processing on the basis of 'permission' or 'legitimate interest' and determining consequent actions.
- Establishing and signing processor agreements. The high-urgency processor agreements have been concluded and the next step is to now conclude the processor agreements with less risk.
- Conducting and testing the Data Privacy Impact Assessments (DPIA) for low-risk systems. For the high-risk systems (those with a great deal of or special personal data), the DPIAs were concluded before 25 May 2018 (e.g. student administration, electronic learning environment, and staff administration).
- The implementation of activities to increase awareness. These need to be repeated to maintain focus on this difficult topic.

Fundraising

Two crowdfunding campaigns were developed and completed, namely: 'Make the first scientific children's book on dyslexia possible' (117% of the target amount was raised) and 'Help tell the stories of loss' (75% of the target amount was raised). Furthermore, support was provided for the transition to a new crowdfunding platform for both Radboud University and Radboud university medical center.

An educational escape room 'University in Resistance' was developed and opened in Museum Het Valkhof. Several sponsors and grant providers were found for the project and the necessary publicity was generated.

Management and control

The starting point of the university's planning and control cycle is the policy letter setting out the content and financial frameworks for the new budget year in the spring. In the autumn, the faculties and other units submit their (multi-year) budgets (including policy intentions) to the Executive Board and the budget discussions take place. The Executive Board then submits the university budget and the governance agenda to the participational bodies. The participational bodies (Joint Assembly, see [Appendix XVI](#)) 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 reports on its activities each year by publishing the annual report. The same procedure as above is used here: the units prepare their own annual reports based on 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 is 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 are made based on these data.

The information about the composition of the Executive Board, their backgrounds, secondary positions, and portfolio can be found in [Appendix XVII](#).

Participational bodies and programme 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 programme level. The university offers various training courses to members of the participational bodies and programme committees to optimally prepare them for their roles.

Central participational bodies

There are three central participational bodies:

Works Council, consisting of:

- 21 members which are elected annually by the employees.

University Student Council, consisting of:

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

University Joint Assembly, consisting 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, among other things. 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 regarding the study centre of Radboud university medical center; 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 that is published on Radboudnet: the university intranet that is accessible to students and staff.

Local participational bodies

There are three local participational bodies:

Representative Council, consisting of:

- five to fifteen members which are elected annually by employees.

Faculty Student Council, consisting of:

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

Faculty Joint Assembly, consisting of:

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

In practice, these bodies do not meet separately, but periodically meet together in the Faculty Joint Assembly, together with the faculty board.

Unlike at other universities, our Faculty Joint Assembly has the right of consent for the education and examination regulations, discusses the budget and the annual report, and consults on all professor appointments at the faculty.

There is a student assessor on the faculty board who represents student interests at the board 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 has been implemented in the regulations.

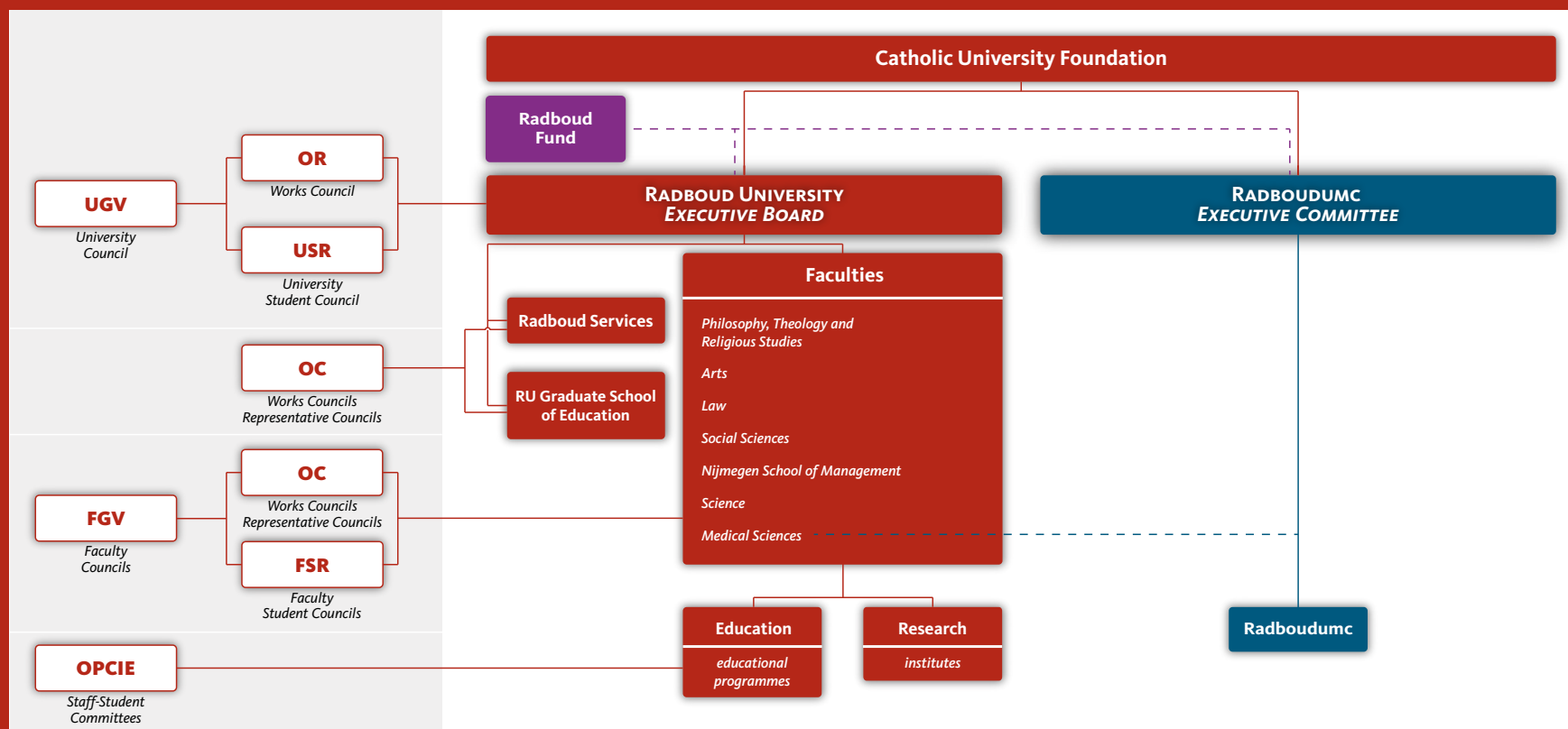
Programme committees

Every department has a programme 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 programme 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



The *Stichting Katholieke Universiteit* oversees Radboud University and Radboud university medical center. Radboud university medical center consists of the teaching hospital and the Faculty of Medical Sciences of Radboud University. The Executive Board of Radboud University is responsible for the education and research at the Faculty of Medical Sciences. The Board of Directors of Radboud university medical center is responsible for patient care and operational management at Radboud university medical center, including at the Faculty of Medical Sciences.

The Executive Board of Radboud University and the Board of Directors of Radboud university medical center align their strategic policies and business operations via the Administrative Cooperation Board.



Financial
picture

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FINANCIAL PICTURE OF 2018 INCLUDING A CONTINUITY SECTION

Results

2018 Results

The year 2018 ended with a positive operating result of €10.3 million. The result was decreased by €3.0 million due to several one-off expenditures. Without those expenditures, the results would have been €13.3 million. In summary, the financial picture is as follows:

<i>amounts x €1 million</i>	2018	2017
Operating result	10.3	1.1
<i>Temporary and one-off outlays</i>		
Provision for demolition and asbestos removal	5.2	5.6
Provision for building maintenance	1.1	0.0
Non-capitalised small works	1.7	1.4
Underspending on non-budgeted additional government funding	-5.0	0.0
30% regulation	0.0	3.1
Miscellaneous	0.0	0.2
	3.0	10.3
Normalised operating result	13.3	11.4

The line item 'underspending on non-budgeted additional government funding' is directly related to the 2018 reference estimate of about €5 million. This figure was only established during 2018 and was subsequently allocated to the faculties/AUA to further strengthen education and research. However, the majority of the corresponding expenses will only be realised in 2019, particularly the recruitment of additional staff takes time.

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

Development of operating results

<i>amounts x €1,000</i>	Realised 2017	Budgeted 2018	Realised 2018	Budgeted 2019	Estimate 2020	Estimate 2021	Estimate 2022	Estimate 2023
Income								
Government funding (excl. workplace function)	292,881	291,104	304,726	312,795	313,937	318,362	321,671	322,326
Tuition, course, lecture, and examination fees	39,516	41,000	41,184	38,500	38,500	38,500	38,500	38,500
Income from third-party work	175,696	176,070	181,164	191,226	189,975	186,097	182,894	183,446
Other third-party income	47,042	46,081	48,646	47,292	47,330	47,178	47,460	45,272
Total income	555,135	554,255	575,720	589,813	589,742	590,138	590,525	589,545
Expenses								
Personnel expenses	382,894	384,408	393,873	422,320	422,884	423,593	425,032	424,829
Depreciation	30,309	31,140	32,251	32,191	31,596	31,094	30,868	30,655
Accommodation expenses	28,658	19,173	28,067	21,039	21,151	22,129	22,560	22,793
Other expenses	112,411	116,976	111,258	117,059	114,445	112,627	111,845	110,577
Total expenses	554,272	551,697	565,448	592,609	590,076	589,443	590,305	588,854
Balance of income and expenses	863	2,558	10,272	-2,796	-334	695	220	691
Financial income	271	0	51	0	0	0	0	0
Result from participating interests	-16	0	-39	0	0	0	0	0
Operating result	1,117	2,558	10,284	-2,796	-334	695	220	691

A deficit is budgeted for 2019, mainly as a result of the underspending at the faculties which will lead to additional expenditure in 2019 (mainly additional investments into educational reform). Slightly positive results have been budgeted for the years 2020-2023 (with the exception of 2020).

Income

Government funding

The budgeted government funding for 2019 is €8.1 million higher than in 2018. This is mainly due to:

- the estimated wage adjustment 2019 (+ €6.4 million)
- the estimated price adjustments 2019 (+ €1.0 million)
- the increase of the series of reference estimates up to and including 2018 (+ €1.6 million)
- the relative decrease in the number of funded enrolments, degrees, and PhD graduations (- €0.7 million)
- the increase of compensation related to the 50% reduction of the tuition fees for first-year students (+ €2.3 million)
- the increase of the 2018 efficiency cutbacks (- €0.8 million)
- the increase of several 'old' Ministry of Education, Culture and Science cuts (- €1.2 million)
- the 2019 lump-sum cut (- €0.9 million)

The full details are included in this table:

amounts x €1 million	Budgeted 2019 compared to 2018	Realised in 2018 compared to 2017
Wage adjustment	6.4	5.2
Price adjustment	1.0	1.5
Reference estimates (series up to and including 2018)	1.6	5.4
Study financing resources	0.0	5.3
Enrolments and degrees	-2.4	-1.4
PhD graduations	1.7	-0.3
Compensation for 50% tuition fees reduction	2.3	1.6
Miscellaneous	-2.5	-5.4
	8.1	11.8

Funds for Humanities (as part of the government funding)

The following has been achieved with the Funds for 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 education and research: temporary appointments for assistant professors have been converted to permanent appointments where possible.
- More distinct profiling of the Master's programmes, including the 'NT2 Teacher' and 'Culture and Tourism' tracks.
- Improving writing skills (including the compulsory language test in the first year instituted as of 1 September 2016 and preparation for this test).
- Retaining the increased number of study advisors.
- Continuation and expansion of the Graduate School for the Humanities (PhD coordinators and meeting and training PhD candidates).

Tuition fees

The growing student population, the forecasted future increase in student numbers, and the annual increase up to and including 2018 due to the *actieplan LeerKracht van Nederland* (Dutch action plan for teachers, aimed to address the teacher shortage), have resulted in an increase of the tuition fees from €39.5 million in 2017 to €41.2 million in 2018. This also takes into account the reduced statutory tuition fee for first-year students from the start of the 2018-2019 academic year.

The development of student numbers is included in section 10. An estimated €38.5 million has been allocated for tuition fees in the multi-year estimates from 2019. The decrease in the budget compared to 2018 relates mainly to the increased occurrence of the 50% reduction in the statutory tuition fee for first-year students (impact in 2018: four months; impact in 2019: twelve months).

Third-party income

Compared with 2017, an increase of €7.1 million was achieved in 2018. This increase mainly came from the Faculty of Medical Sciences (+ €6 million) and the Faculty of Social Sciences (+ €1.3 million). A further increase of €8.7 million is budgeted for 2019. This mainly relates to the Faculty of Science (+ €6.4 million), and the Faculty of Medical Sciences (+ €2.8 million). A decrease is estimated in the multi-year estimates. This is related to the project portfolio, for which it is difficult to look more than three years ahead. The Faculty of Science has budgeted a decreasing income from 2021 due to the conclusion of projects in relation to HFML and FELIX. For the *Radboud Beroepsopleiding Advocaten* (Radboud Lawyers professional education) a reduction to null has been

budgeted as there is uncertainty about the extension of the contract with the *Nederlandse Orde van Advocaten*.

Expenses

Personnel expenses

The €11.0 million increase in personnel costs in 2018 compared to 2017 mainly came from the Faculty of Medical Sciences (+ €8.8 million). The other units report a combined increase of €2.2 million. Further detail is included in the annual accounts.

FTEs

The developments in the average number of FTEs per year (including the Faculty of Medical Sciences) is as follows:

	2017 Realised	2018 Realised	2019 Budgeted	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate
Academic staff	2,742	2,735	2,889	2,879	2,860	2,850	2,853
Support & management staff	2,149	2,197	2,214	2,213	2,211	2,210	2,210
Total	4,891	4,932	5,103	5,093	5,071	5,060	5,064
of which the Executive Board	2.6	3.0	3.0	3.0	3.0	3.0	3.0

For the future, the investment of study financing resources is mainly earmarked for the increase of academic staff. The expectation is that this will have a considerable effect on the ratio of support and management staff to academic staff.

Accommodation expenses (excluding depreciation of buildings)

Several one-off expenses are included in the accommodation expense for 2018 and 2017, mainly in relation to provisions for demolition and asbestos removal: €5.3 million in 2018 and €5.6 million in 2017.

Balance sheet and capital developments

amounts x €1 million	2017 Realised	2018 Realised	2019 Budgeted	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate
ASSETS							
<i>Fixed assets</i>							
Tangible fixed assets	366.8	382.4	402.6	417.8	422.3	411.7	418.5
Financial fixed assets	2.0	1.0	0.6	0.0	0.0	0.0	0.0
	368.8	383.4	403.2	417.8	422.3	411.7	418.5
<i>Current assets</i>							
Reserves	0.3	0.2	0.3	0.3	0.3	0.3	0.3
Receivables	24.9	25.7	22.0	22.0	22.0	22.0	22.0
Cash and cash equivalents	92.8	91.2	58.8	37.8	23.7	32.5	24.2
	118.0	117.1	81.1	60.1	46.0	54.8	46.5
TOTAL ASSETS	486.8	500.5	484.3	477.9	468.3	466.5	465.0
EQUITY & LIABILITIES							
<i>Equity</i>	295.8	306.1	301.5	301.2	301.9	302.1	302.8
Provisions	37.5	33.9	29.9	29.1	24.1	22.4	20.5
Long-term liabilities	2.2	8.6	7.9	7.6	7.3	7.0	6.7
Current liabilities	151.3	151.9	145.0	140.0	135.0	135.0	135.0
TOTAL EQUITY & LIABILITIES	486.8	500.5	484.3	477.9	468.3	466.5	465.0

Key figures for the Inspectorate of Education

	2017 Realised	2018 Realised	2019 Budgeted	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate	Ministry of Education, Culture and Science norm
Solvency*	0.68	0.68	0.68	0.69	0.70	0.70	0.70	> 0.3
Liquidity**	0.78	0.77	0.56	0.43	0.34	0.41	0.34	> 0.5
Accommodation ratio	0.10	0.10	0.09	0.09	0.09	0.09	0.09	< 0.15
Resilience***	0.53	0.53	0.51	0.51	0.51	0.51	0.51	> 0.05
Return****	0.00	0.02	-0.00	-0.00	0.00	0.00	0.00	> -0.10
								1-year
								> -0.05
								2-year
								> 0
								3-year

* (Equity + reserves)/total equity & liabilities

** Current assets/current liabilities

*** Equity/total income

**** Operating result/total income

The cash and cash equivalents are held in savings accounts and short-term certificates of deposit.

The long-term capital position is solid. The solvency (equity as a percentage of the balance sheet total) amounts to 61.2% (in 2017: 60.8%). Radboud University's minimum target is to keep its inflation-adjusted equity intact. Our solvency will continue to be amply maintained in the coming years.

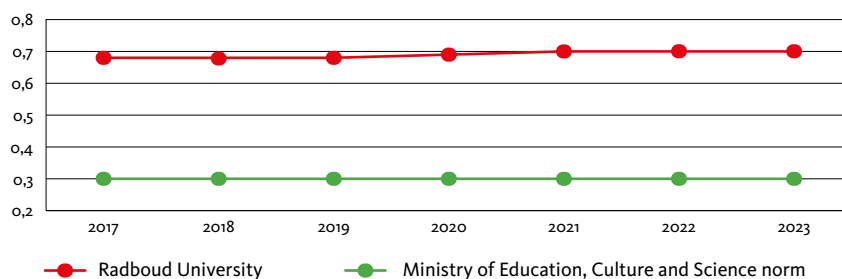
amounts x €1 million	2018	2017	2016	2015	2014	2013
Equity at ongoing price level*	306.1	295.8	294.7	297.2	294.4	277.1
Consumer Price Index**	1.6%	1.6%	0.6%	0.6%	1.0%	2.5%
Equity at 2018 price level	306.1	300.5	304.2	308.6	307.6	292.4

* In the 2016 annual accounts, revised for corrected value of the Faculty of Medical Sciences/Radboud university medical center

** Source: Central Economic Plan

Solvency ratio

Solvency¹ remains well above the standard set by the Ministry of Education, Culture and Science.



Liquidity

Cash and cash equivalents decreased by €1.6 million in 2018. The details of the decrease are as follows:

amounts x €1 million	2018	2017
Operating result	10.3	1.1
Depreciation*	30.7	28.5
Cash flow	41.0	29.6
Change in provisions	-3.5	-5.8
Change in net working capital	-10.8	2.3
Subtotal for operational cash flow changes	26.7	26.1
Investment/divestment of tangible fixed assets	-35.7	-40.4
Change in financial fixed assets	0.9	-1.7
Change in long-term liabilities	6.5	5.8
Change in cash and cash equivalents	-1.6	-10.2

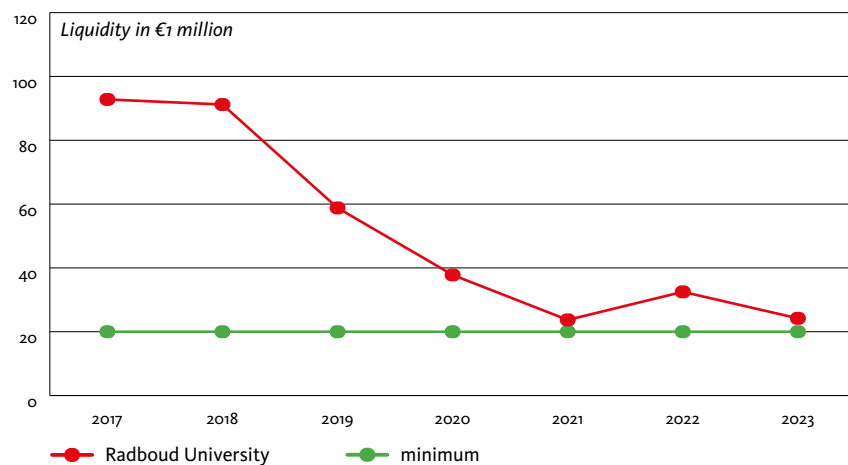
* Excludes Faculty of Medical Sciences/Radboud university medical center

The amount of cash and cash equivalents is partly due to prepaid amounts for research projects (independent and coordinated projects). This amounted to over €50 million by the end of 2018. The cash and cash equivalents will be used for renovation/customisation in the coming years. An investment of around €144 million has been provided for the years 2019-2023. This specifically includes:

- the new building for the Faculty of Social Sciences
- the renovation and customisation of the Erasmus building and square
- the renovation of the Prekliniek
- the Heyendaal-Zuid property

¹ In accordance with the ministry's definition: (equity + reserves)/total equity & liabilities.

The university does not require external financing for these investments. By 2021, the liquidity will be reduced to around €20 million. The new building for the Faculty of Social Sciences is expected to be completed in 2020.



The liquidity remains above the norm of €20 million.

Study financing - quality agreements

The 'Quality Agreement Plan 2019-2024' was drafted in 2018 and has been approved by the participatory structure. As of 2018, universities receive study financing resources. In 2018, Radboud University received about €5.3 million in government funding. 2018 is considered to be an interim year and is, therefore, not included in the quality agreements that relate to 2019-2024. The estimated resources for those years, as well as the resource allocation and realisation for 2018 are as follows:

amounts x €1 million	Interim year	Quality agreements					
	Realised 2018	Budgeted 2019	Estimate 2020	Estimate 2021	Estimate 2022	Estimate 2023	Estimate 2024
<i>Resources</i>							
– Ministry of Education, Culture and Science contribution*	5.3	5.3	6.3	10.7	13.3	14.1	15.9
– Executive Board supplementary contribution (= a + b - Ministry contribution)	1.2	1.6	1.2	1.3	1.3	1.2	1.1
Total resources	6.5	6.9	7.5	12.0	14.6	15.3	17.0
<i>Resource allocation</i>							
a. Faculty resource allocation							
– From prior investment period	4.9	4.9	4.9	4.9	4.9	4.9	4.9
– Additional			1.0	5.5	8.1	8.9	10.5
<i>Subtotal (in line with Table 2)</i>	<i>4.9</i>	<i>4.9</i>	<i>5.9</i>	<i>10.4</i>	<i>13.0</i>	<i>13.7</i>	<i>15.4</i>
b. Central (from prior investment period)							
– UB opening hours	0.2	0.2	0.2	0.2	0.2	0.2	0.2
– IT in Education	1.0	1.4	1.0	1.0	1.0	1.0	1.0
– Web lectures	0.4	0.4	0.4	0.4	0.4	0.4	0.4
	1.6	2.0	1.6	1.6	1.6	1.6	1.6
Total expenditure	6.5	6.9	7.5	12.0	14.6	15.3	17.0

* - 2019-2024 in line with the calculation sheet accompanying the first letter of 2019 from the Ministry of Education, Culture and Science (wage and price levels 2019).

- The Ministry of Education, Culture and Science distributes the national resources based on the share of 'student financing' per university (funded enrolments and degrees). Radboud University share in 2019: 7.46% This percentage changes every year.

The Quality Agreement Plan is a collective plan for Radboud University in which the seven faculties, the participational bodies, and other stakeholders play an essential role. The intentions and goals for quality improvement have been established in close consultation with the participational bodies (lecturers and students), the internal supervisors, and external stakeholders, in specific cases. Management and the participational bodies have jointly organised activities for wide-ranging community involvement. For example, a project group for quality agreements was set up consisting of representatives from the university participational bodies, supplemented by students from the faculty participational bodies. During the process, this project group held regular discussions with the Executive Board and the support functions and provided oversight throughout the process. This was done in addition to the projects of the faculty participational projects.

The quality agreements are published on the university website.

Internal risk management, accountancy, control

Radboud University has a transparent, centrally directed planning and control cycle. The deans and directors discuss their budgets and the annual report with the Executive Board every year. Risk management is part of this process. This cycle also means that the budget implementation is monitored monthly per unit and every four months at the aggregate level. As far as the content-related activities (education, internationalisation, and research) are concerned, a set of key performance indicators has been established. This better facilitates the deans/directors and the Executive Board in making timely adjustments.

The principle of the separation of functions is guaranteed in the administrative organisation. Most financial and HR processes are performed using workflows with electronic authorisation. Both the financial and the HR administration are handled in Oracle's ERP system. A workflow process for job listings was developed in 2018. This will be further implemented in 2019.

In 2018, the Internal Audit Service (IAD) performed a number of project grant checks and the 2018 funding audit, after which it primarily focused on performing operational audits in relation to the management and control of central processes. At the request of the Executive Board, the following audits were carried out in 2018: the compliance with and quality assurance of Radboud University's treasury statutes, the purchase and tender process, and the management and control of property projects. The latter two audits will be completed in 2019. Additionally, a multi-year plan for *operational audits* was drafted in 2018, in which a risk analysis was carried out to identify the areas that are most urgently in need of an audit. This plan will be implemented starting in 2019.

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 2018, the units included an inventory of the most important risks with associated control measures in the sub-budgets and a statement of their effectiveness was included in the annual report. This does not only concern the financial aspects, but also the quality assurance system in education and research. The assurance of academic integrity and inspections and accreditations also play an important role in that system. The university has taken appropriate measures to control the risks. The greatest risks at university level are:

General

- Reputational damage
- No longer being able to comply with privacy legislation, partly in view of the further tightening which came into effect in mid-2018

Primary process

- Integrity violations in scientific research
- Significant decline or growth in student intake and uncertain development of Master's student intake, with possible consequences for government funding
- Inaccurate and late 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)
- Insufficient/delayed investments into educational reform in the context of the quality agreements

Accommodation

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

Treasury

Radboud University updated its treasury statutes in 2016 in response to stricter regulations from the Ministry of Education, Culture and Science. The statutes were approved by the board of *Stichting Katholieke Universiteit*. The statutes lay out the rules regarding liquidity management for the Executive Board. The starting point is creating strategic plans related to education and research and future property investments, in order to facilitate the processes of controlling, managing, and monitoring current and future cash flows. The statutes explicitly state which guidelines Radboud University follows in its investment policy, financing policy, participation in legal entities, and loans to legal entities. Furthermore, the statutes basic principles are in line with the Ministry of Education, Culture and Science's 2016 '*Regeling beleggen, lenen en derivaten OCW 2016*' (Regulation on investing, borrowing, and derivatives). 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 projects entirely with its own funds. This avoids external financing expenditures, so the available government funding can be used for education and research as much as possible.

In the year under review, the treasury activities were limited to the best possible allocation of surplus cash and cash equivalents. Limited use was made of fixed deposits with three-month maturity. A large part of the funds are 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, which means that incoming financial transactions have no currency risk and outgoing financial transactions have a limited and occasional currency risk
- does not have securities and, therefore, does not run a price risk
- has no material interest-bearing receivables and, therefore, no interest risk
- has no significant concentrations of credit risk
- has no liquidity risk in the coming years and can finance investments from its own funds

Property development

Accommodation

In 2018, €39.6 million was invested in buildings and properties and €6.8 million was invested in inventory, equipment, and information systems. Radboud University funds investments entirely from its own resources.

Accommodation expenses rose to 10.2% of the income in 2018, partly due to additional expenditures for asbestos removal. This percentage will drop to 9% again from 2019. As a result of the construction programme, liquidity will decrease in the coming years. An investment level of around €144 million has been forecast for the 2019-2023 period. These investments are recorded in a Multi-year Investment Prognosis (MIP), which is revised every two years and updated every year in the budgetary process. Important assessment criteria are the development of the book value to purchase value ratio and the accommodation expenses to total income ratio. Furthermore, the university wants to finance accommodation without using external funds.

The financial part 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 coming period are:

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

Property sector reports

In 2017, three sector reports were published about real estate in the university context (by the Inspectorate of the Ministry of Education, Culture and Science, the Association of Universities in the Netherlands (VSNU), and the Netherlands Court of Audit). In general, they agreed that real estate issues receive sufficient attention. The different recommendations have been taken on board by Radboud University, of which the most important is the drafting of a property strategy in 2019 as part of the new strategic plan.

The university will focus more on project evaluations. In 2018, an evaluation of the Gymnasium/Elinor Ostrom project was started.

Continuity and expectations for the coming years

The 2018 financial results and the capital position suggest that the university is financially healthy and future-proof. For 2019, a deficit of €2.8 million is budgeted, mainly because the faculties have to catch up and mobilise the additional resources that were allocated in mid-2018. A small deficit is estimated for 2020 and a small surplus for 2021-2023.

The budgets include new cuts that the Ministry of Education, Culture and Science has implemented: the '*doelmatiger onderwijs*' cut, which will increase between 2018 to 2021, and the reduction of the lump sum in 2019. The new cuts are in sharp contrast with the bottleneck analysis that the VSNU drafted in 2018. In this analysis, the most important bottlenecks that universities encounter are defined:

- The student numbers have increased over the past few years and further growth is expected in the coming years. However, the funding per student has decreased: from about €20,000 in 2000 to about €15,000 in 2017.
- For years now, inflation-adjusted research funding has not increased or has barely increased, whereas the pressure for market matching has increased. Therefore, the independent research space has come under severe pressure.
- Work pressure is (too) high for university staff.
- The development of infrastructure and IT is lagging behind the desired level.

Over the next few years, the university must also bear in mind the following:

- 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 minister has indicated that no additional resources will be made available for sciences/technology). In 2018, the Center for Higher Education Policy Studies (CHEPS) investigated the funding system at the request of the Ministry of Education, Culture and Science, but did not make any recommendations. Subsequently, the minister appointed the Van Rijn commission with the task to issue a recommendation in the spring of 2019.
- The quality agreements in the context of the *Wet Studietoelagen* (student loan system act). These mean that a larger part of the government funding will be dependent on whether the agreements are met.
- The developments regarding the reference estimates (funding adjustment for the national development of student numbers). The Ministry of Education, Culture and Science will only establish those figures in the 2019 Spring Memorandum. In the 2019 budget, no estimate was included for this.
- The wage and price developments and the compensation for these provided by the Ministry of Education, Culture and Science. Our own estimation of both compensations was included in the 2019 budget.
- The uncertainty regarding the allocation of extra research funds as part of the Rutte III coalition agreement. These funds have not been included in the budget.
- The uncertainty about obtaining research funding from domestic and international sources. Application pressure is increasing and research funding may further level out or decrease, partly depending on cabinet policy. Increasing attention for valorisation may put pressure on budgets for fundamental research.

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

Additionally, the university estimates the number of students to be 22,000. The focus is not on growth, but rather on quality. An additional focus is on a controlled increase of the intake of students from outside the EEA.

	2017	2018	2019	2020	2021	2022	2023
Number of students	20,967	22,142	22,000	22,000	22,000	22,000	22,000

Clarity in the funding of higher education

Based on the '*Helderheid in de bekostiging van het hoger onderwijs*' memorandum (dated 29 August 2003 and the supplement dated 27 August 2004), the Ministry of Education, Culture and Science asks for clarity regarding the following funding-related matters:

- Radboud University did not outsource any registered training programmes to private organisations in 2018.
- Radboud University did not use any public funds to carry out private activities in 2018. No educational public-private partnerships were concluded. The private activities are partly incorporated under Radboud University Holding B.V., a full subsidiary. The activities of Radboud University Holding B.V. are partly the result of the statutory valorisation obligation. The university is very reluctant to enter into participating interests and shareholdings, partly to limit the associated risks. The university uses other methods for valorisation, such as patents/patent rights and start-up loans in the context of the KERN regulation. The holding company also includes an administrative organisation for post-initial education and an internal secondment agency for students. The starting principle is that no facilities or activities based purely on commercial considerations will be realised.
- 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 legislations and regulations. Exchange students and foreign students who only follow part of a programme are registered as contract students in accordance with the '*Contractcursisten aanschuifonderwijs*' (contract courses in advanced education) scheme that applies at Radboud University. Their data is not shared with DUO.
- Radboud University does not take part in the learning outcomes experiment.
- There are no art education or customised programmes.
- Enrolment procedures are in accordance with relevant laws and regulations. Radboud University does not spend any of the government funding on offsetting the tuition fees that students have paid. If a third party pays the tuition fees on behalf of a student, then 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 '*Contractcursisten aanschuifonderwijs*' (contract courses in advanced education) scheme that applies at Radboud University. Their data is not shared with DUO.

- The students themselves register and enrol for one or more programmes in Studielink, without any intervention from Radboud University. Radboud University does not enrol students for programmes other than those for which they have registered.
- Teacher-training modules (customised) 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.
In the 2018-2019 academic year, Radboud University had seven students in the teacher-training module: two students of physics, a student of chemistry, a student of German, a student of history, a student of mathematics, and a student of geography.



Report from the Supervisory Board - Radboud University

Explanation from the board of Stichting Katholieke Universiteit regarding its supervision of the Executive Board of Radboud University for the year 2018.

SKU board and committees

The board of Stichting Katholieke Universiteit (SKU) monitors Radboud University. In this role, the Foundation Board held six plenary meetings in 2018 with the Executive Board regarding internal affairs and external developments. The President and/or Vice President of the Executive Board of Radboud University regularly attended these meetings. The members of the Foundation Board discussed sub-topics in committees with portfolio managers from the Executive Board in preparation for the plenary meetings.

The *Audit Committee* met four times in 2018 to prepare for and consult on several issues, specifically the handling of financial matters by the Foundation Board. The members of the Audit Committee are Ms M.L. Henneman (chair), Mr P. Holland, and Mr P.A. Morshuis RC (Financial Advisor to the Foundation Board, members of the Foundation Board since 11 December 2018).

In 2018, discussion topics included the 2017 Annual Account, the management report, the 2019 budget, the 4 and 8-month figures, the PwC management letter, as well as the review of these documents. The Annual Plan and report from the Internal Audit Service were also discussed. An update to the 2017 Multi-Year Investment Prognosis (MIP) was discussed in close connection with three external reports on the situation regarding national university property and the Executive Board's intention to develop a housing plan. In this regard, the Executive Board shared its concerns about the market effect on calls for tender and requested that the Foundation Board give attention to conducting stress tests. The Audit Committee was informed of an allocation for asbestos removal facilities in connection with the intended renovation and demolition of various campus buildings. The Audit Committee gave a positive recommendation regarding the investment proposals for the Maria Montessori building and the hybrid power network. The Computerisation Plan, Liquidity Report, and Association of Universities in the Netherlands (VSNU) Bottleneck Analysis were discussed as well. In response to the last topic, it was further explained that infrastructure development and ICT were falling behind the desired national level. In contrast, the external accountant praised the automation at Radboud University in the context of the good level of general IT management measures. The Audit Committee also complimented the Executive Board on this. Nevertheless, the Audit Committee supports the PwC recommendation to add an auditor with EDP/IT experience to the Internal Audit Service team, because they would be able to

contribute to defining the scope of the IT audit and identifying the kind of IT audit expertise that would need to be brought in.

The *Committee for Education and Research Quality* was created in order to monitor quality and integrity in primary processes and to prepare the relevant topic for plenary meetings of the Foundation Board. The committee is chaired by Prof. J.C. Stoof. Prof. D.C. Van den Boom (Education and Research Advisor to the Foundation Board) also attended the committee meetings. In addition to current developments at Radboud University and in education and scientific research in general, the committee also discussed topics such as scientific research performance, the results of the SEP research inspections, the change to the professor policy, developments in student numbers, the results of the National Student Survey (NSE), the implementation of a management information dashboard, the purchase of Hora Finita (a PhD candidate tracking system), collaboration with national and international universities, and scientific integrity. For a better understanding of the situation within the faculties, a faculty dean was regularly present at the meetings to present the relevant developments in their faculty. During the reporting year, the committee met three times.

The *Remuneration Committee* comprising Mr L.M.L.H.A. Hermans (chair) and Ms L.Y. Gonçalves-Ho Kang You conducted annual appraisal interviews with the members of the Executive Board in 2018, during which they requested input from all members of the Foundation Board. The committee reported its findings to the Foundation Board. The remuneration of Executive Board members is done in accordance with the WNT (law on the standardisation of top-tier incomes). Two members are paid at the WNT-2 level. The third member is paid in accordance with the provisions of WNT-1: the associated reduction process will begin on 1 January 2020. The annual account includes an overview of compensations paid to and expense claims submitted by individual members of the Executive Board. An overview of the 2018 expenses from invoices and expense claims from the Executive Board has been included on the website.

Board members present*	SKU meetings	Audit Committee	Committee for Education and Research Quality	Joint assembly meetings	Remuneration Committee
Hermans	6/6			1/2	1/1
Gonçalves	6/6			1/2	1/1
Henneman	6/6	4/4			
Holland	5/6	3/4		1/1	
Morshuis	1/1				
Stoof	6/6		3/3		

* absent members inform the chair and secretary of their remarks on the agenda points beforehand

Meeting of the Foundation Board and the Executive Board

The primary processes - education and research

Partly on the basis of reports from the Committee for Education and Research Quality, the Foundation Board discussed a wide range of topics.

One such topic was that, even though the focus of the university is on quality and not growth, the number of students registering at Radboud University continues to increase, exceeding 20,000 registered students in 2017. This growth is primarily due to an increase in Bachelor's students. The Foundation Board discussed the market share of Master's students with the Executive Board: it is falling behind in comparison to universities in the Randstad. The Executive Board and the deans are looking into possibilities for attracting Master's students to Nijmegen. New, unique Master's programmes that are in line with Radboud University's research excellence could be instrumental in this. On the other hand, Pre-Master's students, who do not generate income for the university, are on the rise. During the meeting with the Executive Board, attention was also given to the effects of the strong growth on the quality of the degree programmes and operational management as well as the options for limiting incoming students, particularly Bachelor's students.

The Executive Board informed the Foundation Board that €2 million in additional resources were made available as an incentive for interfaculty collaboration: the amount has been earmarked for special projects that stimulate collaboration between faculties.

The Executive Board provided information on the progress of the unique research project 'Healthy Brain', in which a cohort of 30 to 35-year-olds from the region was assembled for long-term research purposes. The research aims to gain new insights into how the brain works and create a greater awareness of it. The study, which shows how researchers from

multiple faculties can work together and achieve synergy, has become a part of the standard activities at Radboud University and Radboud university medical center. The Foundation Board drew attention to alternative options for fundraising.

The Foundation Board and the Executive Board discussed recommendations from the inter-university peer review of the University Teaching Qualification (UTQ) regarding lecturer professionalisation. It was determined that lecturer development was well suited to be a component of the leadership programme at Radboud University.

During the reporting year, the Foundation Board was kept informed of the progress of quality agreements regarding *studievoorschotmiddelen* (study advance funds) for the 2019-2024 period. The Executive Board worked closely with the faculties as well as the faculty and university participational bodies to draft a plan. Part of the plan is making additional resources available for student welfare. A portion of the study advance funds were also allocated for executing the multi-year plan of Radboud Honours Academy, which focuses on excellence and talent development. The Executive Board reported that there was extensive discussion on this matter with the participational bodies.

The Foundation Board congratulated the Executive Board on the substantial number of research grants, both national and European, that were awarded to Radboud University staff members during the year. It was noted that the average number of research grant awards continues to increase and is greater than the what would be expected given the size of the university.

The Executive Board informed the Foundation Board of a change to HR policy, which results in all Vidi applicants in tenure-track positions advancing to permanent positions. The Executive Board's goal with this is to select more stringently based on talent. An important step forward is the transition from Blackboard to Brightspace. The Foundation Board was informed of the successfully completed transition on 1 September 2018.

GDPR

On 25 May 2018, the General Data Protection Regulation entered into force. At each meeting, the Executive Board informed the Foundation Board of the state of affairs regarding the implementation of the regulations: it turned out to be a highly complex and labour-intensive process.

Development of the Strategic Plan

The Executive Board provided periodic updates on the progress of creating the new strategic vision and using it to draft a new Strategic Plan. At several points during the development, the entire academic community was called upon to ensure that the plan would be supported by every staff member. The Foundation Board and the Executive Board dedicated a meeting to the theme of developing the Strategic Plan, in which the Foundation Board served as a sounding board and provided the Executive Board with advice on many points. Important elements such as the mission and identity of the university were discussed at this time as well.

Education funding

During the meeting between the Foundation Board and the Executive Board, attention was given to the funding of higher education several times. Focus was given to the lobbying efforts by the four universities of technology (TUs) regarding an increase in funding for the exact sciences and technical sciences, which will come at the cost of the general universities if the macro budget remains the same. Other points of focus were the VSNU bottleneck memorandum and the creation of the Van Rijn committee. This committee is considering a review of the current funding system, focusing on bottlenecks in the exact sciences and technical sciences, accessibility, financial incentives, and research funding.

Provision of information

With some regularity, the Executive Board gives presentations to the Foundation Board, in which members of the Executive Board or other professionals provide information on developments at the university or within a faculty or service. This enables the Foundation Board to gain a broader understanding of the developments in education and research as well as the processes at the university, thus providing them with the opportunity to engage in discussion with professionals.

The Executive Board gave a presentation on the quality of education, in which they explained how quality in education will be maintained and also addressed programme review inspections.

In 2018, the university began using a new management information system. With the setup of the new system, the dashboard function displays basic information and allows you to zero in on details.

From the management agenda to the Annual Plan

Each year, the Executive Board reveals its intentions with regard to the Strategic Plan for the upcoming year in the Annual Plan.

During discussions regarding the 2017 Annual Account and the 2017 Annual Report, the Foundation Board and Executive Board evaluated the 2017 management agenda, with the Executive Board explaining the necessity of task prioritisation. The objectives achieved were clarified and other topics for which insufficient steps have been taken were discussed.

In line with the discussion of the 2019 budget, the Foundation Board also addressed the 2019 Annual Plan and approved the 2019 Annual Calendar.

Campus property

During the reporting year, the foundation board approved investment plans for the new building for the Faculty of Social Sciences — the Maria Montessori building — and the hybrid power network.

The Executive Board and the Foundation Board discussed the issues regarding a call to tender, during which the contract limit was exceeded, and the measures that were taken to prevent this from happening again.

During a themed meeting, the Executive Boards of Radboud University and Radboud university medical center jointly explained their vision for property on the Heyendaal campus. In the ensuing exchange of ideas, there was discussion regarding campus living, a smoke-free campus, accelerating the increased sustainability of properties, the need for conference facilities, and technological developments.

Contacts with internal stakeholders

A delegation from the Foundation Board attended meetings between the Executive Board and the University Joint Assembly twice for the discussion of the General State of Affairs, the 2017 Annual Account/Annual Report, and the 2019 budget. In an informal meeting, the Foundation Board spoke with the Executive Board and the faculty deans. The purpose of this meeting was to inform the Foundation Board of current developments within the faculties.

Delegates from the Foundation Board attended a few special Radboud University sessions: the New Year's gathering, the academic ceremony for the Radboud University Lustrum — including the conferral of honorary doctorates — and the opening of the academic year.

People

The Foundation Board discussed measures in response to the results of the student welfare survey with the Executive Board. Special attention is particularly required for students with mental health problems. The Foundation Board is considering implementing self-help programmes, because students have difficulty talking about topics such as fear and drug use.

As a result of the staff survey, in which Radboud University scored well against benchmark values, attention was given to the action plan for decreasing work pressure. Even though work pressure at Radboud University is not as high as at other universities, this topic remains a point of concern.

Twice, the Foundation Board discussed the list of professorial appointments and approved them. In the context of this discussion, the Executive Board provided an explanation of the modified professor policy, which aims to achieve uniformity between faculties. The Foundation Board supports the Executive Board's initiative to switch to appointment terms of five years, the use of the annual cycle for evaluating professor performance, and the further development of the related leadership programme.

The percentage of women professors at Radboud University at the end of 2018 was 28.9. The Executive Board reported that a national study of PhD graduations revealed a situation worth noting, one that Radboud University is no stranger to: the percentage of women who receive PhDs is significantly lower than the percentage of men. Since general explanations of this phenomenon at Radboud University are not evident, the Executive Board will have this investigated thoroughly, with the membership composition of the doctoral committee also being put under the microscope.

The Executive Board informed the Foundation Board of bottlenecks in the organisation as needed. The Foundation Board discussed progress and development in this regard with the Executive Board and gave recommendations for potential solutions where necessary.

Finances

The Foundation Board discussed the 4 and 8-month figures with the Executive Board. For these, the Executive Board reported the expected operating results. The 2018 Audit Plan was approved. The Foundation Board has ensured that an adequate internal monitoring and management system has been put into place at Radboud University. In December 2018, the 2019 budget for Radboud University was approved.

At the meeting on 24 May 2019, the Foundation Board, in the presence of the external accountant and based on a positive recommendation from the Audit Committee, approved the 2018 Annual Report and the 2018 Annual Account, and endorsed the actions of the Executive Board.

Membership composition of the Foundation Board with the positions, activities and end date of the appointment term



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

Positions

- President of Topsector Tuinbouw & Uitgangsmaterialen
- Board member of Stichting Instituut Gak
- Member of the Supervisory Board of TMO Fashion Business School

Activities

- Advisor Adfiz
- Advisor Hague Corporate Affairs
- Member of the Advisory Council of Stichting Zeldzame Ziekten Fonds (ZZF)
- President of Vrienden van het Nationaal Archief
- Ambassador Hermitage Amsterdam

Term ending on 1 October 2019



Ms L.Y. Gonçalves-Ho Kang You (1946), Vice-President

Positions

- Director NL Financial Investments, The Hague
- Chair of the Adviescommissie Etnisch Profileren bij de Politie, Amsterdam

Activity

- President Stichting Juridische Samenwerking Nederland-Suriname

Term ending 1 July 2019

**Ms M.L. Henneman (1956)***Positions*

- Director/owner of Maria Henneman Media Management B.V (now Henneman Strategies), office for strategy and (crisis) communication
- Director/owner Hof van Amstel B.V., dressage stables
- Member of the Supervisory Board of Regionale Publieke Omroep

Activities

- Member of the VSNU committee for the new governance code
- Member of the Advisory Council to the Ministry of Justice and Security
- Member of the Board of Governors of The Netherlands Institute of International Relations Clingendael
- Member of the Advisory Board of Baker & McKinsey
- President of Committee ZonMw knowledge programme Gender & Gezondheid
- Member of the Board of Stichting Trustfonds Hippische Alliantie Rotterdam
- Member of the Recommendation Committee of Stichting ParaPaard, part of Fonds Gehandicaptensport
- Member of the Advisory Board of Anne Frank Stichting

Term ending 1 July 2019

**Mr P.C.H.M. Holland (1943)***Activities*

- President of Quality Framework Cosmetic Healthcare from 1-7-2017

Term ending 1 June 2019

**Mr P.A. Morshuis RC (1951)***Job Title*

- Vice chair of the Board of Stichting Shell Pensioen Fonds

Activities

- Chair of the governance and administrative reporting committee for the Nederlandse Raad voor de Jaarverslaggeving

Term ending on 11 December 2022

**Prof. J.C. Stoof (1946)**

- Committee for Education & Research Quality Radboud University
- Committee for Quality & Safety Radboud university medical center
- Member of the delegation for Stafconvent, VAR, and PAR Radboud university medical center

Term ending on 1 January 2021

**Prof. C.G.J.M. Hilders (1965)***Job Title*

- Managing Chair of the Reinier de Graaf Gasthuis, Delft
- Member of the Executive Board of Reinier Haga Groep
- Member of the Advisory Committee to Pakketbeheer, Zorginstituut Nederland
- Member of the Supervisory Board of Kanker.nl
- Special Professor of ESHPM/EUR, Medical Management and Leadership

Activities

- Member of national coalition Kansrijke Start, VWS
- Member of the Advisory Board of Studenten Platform Medisch Landschap
- Member of the Advisory Council of Value Based Healthcare Center Europe
- Member of the Recommendation Committee of SouthEast Clinic Amsterdam
- Board member of the national platform, Shared Decision Making

Term ending 15 January 2023

Governance

The board of Stichting Katholieke Universiteit consists of at least seven members, appointed by the Bishops' Conference of the Netherlands. The Foundation Board and the Bishops' Conference of the Netherlands agreed to a new method for appointments during the reporting year, after which recruitment for the phased succession of the board members was begun. In view of this, the departure schedule was modified. In December 2018 and January 2019, the vacancies in Finances and Healthcare were filled respectively. In 2019, other vacancies will be successively filled.

Each year, the Foundation Board evaluates its performance. This is done under external supervision once every three years. On March 2018, an internal evaluation for 2017 was held, the results of which were discussed with the Executive Board. In addition to the general performance of the Foundation Board, special attention was given to the membership composition of the Foundation Board and its committees as well as the structure of the SKU. It was also decided to hold periodic themed meetings with the Executive Boards of Radboud University and Radboud university medical center in order to more thoroughly address specific topics. In order to gain better insight into the situation within the faculties, each member of the Foundation Board is 'paired' with a faculty dean, with the intention of rotating these pairs each year.

A collective training programme is organised annually for the Foundation Board. Apart from that, Foundation Board members individually participate in conferences and workshops in areas such as good governance. The remuneration of members of the Foundation Board is below the legal maximum for supervisors.

Good Governance Code of Dutch universities

There is no conflict of interest between SKU board membership and the other activities of board members. The other activities of Foundation Board members have no impact on the supervisory tasks that stem from SKU board membership. The membership composition of the Foundation Board adheres to the independence requirement of the Code of Good Governance. Radboud University complies with the Code of Good Governance for Dutch Universities.

Supervision Strategy

The Foundation Board evaluated its Supervision in 2018 and re-adopted it. An information protocol was established on the basis of this. The Supervision Strategy and the Profile Outline of the Foundation Board have been published on the website. Each year, the established Annual Plan is used as a supervisory framework for Radboud University.

General consultation

The Foundation Board meets with the Executive Boards of Radboud University and Radboud university medical center together. During the reporting year, the membership composition of the Foundation Board, the structure of the SKU, and the relationship with the Bishops' Conference of the Netherlands were discussed during this meeting. There was also periodic discussion of the issues involved in a collective spin-off from Radboud University and Radboud university medical center, which is entangled in legal proceedings.

In closing

The Foundation Board joins the Executive Board in looking back on a successful year and thanks all staff members of Radboud University for their contributions.

	Administrative	Legal	Financial	Education & Research	Health Healthcare policy	Social policy	Public policy/ Corporate Communication
Hermans	✓			✓		✓	✓
Gonçalves	✓	✓				✓	
Henneman	✓		✓			✓	✓
Holland	✓		✓		✓		
Stoof	✓			✓	✓		

Appendices

Appendix I

Environmental analysis overview table

Politics	Economic / competition	Demographic	Technological	Socio-cultural
National:	National:	National:	National and international:	National:
Strategic Agenda for Higher Education and Research	Regional collaboration: international position of Radboud Maintain/strengthen the university	Regional shortages due to lack of young people	Didactic enrichment through blended learning, virtual reality, gamification, serious gaming, etc.	Rise of Generation Z at the university
Top sector policy and National Research Agenda.	New quality agreements	Greater transfer between VWO and WO	Organising flexibility through open education, micro-credentialing	Changes in access to higher education: equal opportunity versus selective admission
Mission-driven research				
SSH				
Rutte Cabinet II governmental agreement	Research into graduate careers and career paths	Greater transfer between HBO and WO	Adaptive learning made possible through such things as digital testing, learning analytics, and artificial intelligence.	Focus on talent development, reflected in a customised secondary-education diploma, among other things. Debate on the future of education: personalisation, increased attention to personal development and skills, and less focus on the transfer of knowledge.
Scientific Letter from the Ministry of Education, Culture and Science				
Internationalisation, impact, career paths, labour market cap, graduate careers	Collaboration in public-private consortiums	More influx of international students	Changes to the labour market due to technology and artificial intelligence occurring simultaneously as the increased demand for personal development	Demand for increased flexibility in higher education
Commitment to internationalisation in higher education	Focus on the social impact of research and innovation			Educational innovation in primary and secondary education
Closer monitoring of the transition to English-language degree programmes	The connection with and the impact on society		Open science and open access becoming the standard	Greater connection between education and society
Revision of the funding system, more 4TU funds (or exact/technological sciences)	Intensified competition			Increasing importance of lifelong learning
			Acceleration Agenda for OCW, SURF, VSNU, VH	

Politics	Economic / competition	Demographic	Technological	Socio-cultural
International:	International:	International:	International:	International:
Transition from Horizon 2020 to KP9	Impact on grant criterion	More influx of international students	Idem	Idem
EU multi-year financial framework	Reputation and rankings			
Higher education modernisation agenda	Performance-focused funding			
Brexit	Brexit			

Appendix II

Summary of Radboud University key figures

Education	2015	2016	2017	2018
Bachelor's programmes	37	37	37	38
Master's programmes	75	76	74	60
<i>Diplomas and labour market perspective</i>				
Bachelor's diplomas	2,720	2,672	2,619	2,569
Bachelor's output (in four years) (%)	77.2	78.2	74.8	73.1
Master's diplomas	2,857	2,791	2,947	2,916
Paying job 1.5 years after graduation (%)	93.0	94.5	94.4	n/a
<i>Student satisfaction</i>				
Radboud University average reporting score	8.0	8.0	8.0	8.0
Degree programme average reporting score	7.8	7.8	7.8	7.7
Position in <i>Keuzegids Universiteiten</i>	1	1	1	2
Position in <i>Keuzegids Masters</i>	1	1	1	2
Position in <i>Elsevier best study programmes</i>	1	1	2	2

Students	Year			
	2015	2016	2017	2018
Students (as of 1 October)	19,309	19,899	20,967	22,142
– Percentage of women	57.4	56.9	57.2	57.5
– Number of Bachelor's students	12,216	12,567	13,556	14,201
– Number of Master's students	7,093	7,332	7,411	7,941
– Percentage of international students	7.7	9.7	10.2	10.7
Exchange students (incoming)	676	843	988	927
Exchange students (outgoing)	907	1,127	961	913
First-year Bachelor's students (first-year at institution)	3,517	3,914	4,582	4,804
– Percentage of international first-year Bachelor's students	6.9	16.7	12.0	11.8
Market share of Bachelor's students (first-year WO) (%)	7.1	7.5	7.8	7.6
First-year Master's students (first-year at institution)	545	630	663	746
– Percentage of international first-year Master's students	241	277	272	289
Market share of Master's students (first-year at institution) (%)	3.6	3.8	3.8	3.9
Number of participants in Radboud Summer School	370	500	615	685

Research	2015	2016	2017	2018
Academic publications	7,128	7,350	7,126	7,431
PhD graduates	358	412	435	390
PhD output (%) not including Radboud university medical center	61.7	67.3	70.1	57.5
Research institutes	15	15	15	15
Patents awarded (incl. Radboud university medical center)	13	11	5	16
Veni's awarded	20	17	14	16
Vidi's awarded	11	8	4	14
Vici's awarded	3	4	6	4
Spinoza Prizes awarded	0	2	0	0
ERC Starting Grants awarded	5	2	1	3
ERC Advanced Grants awarded	1	2	1	3
ERC Consolidator Grants awarded	3	3	5	2
<i>Rankings</i>				
Position in THE ranking	125	121	122	123
Position in QS ranking	177	190	204	204
Position in ARWU Shanghai Ranking	132	118	136	115

Staff	2015	2016	2017	2018
Staff in FTE	5,021	4,921	4,891	4,932
Scientific staff (FTE)	2,868	2,764	2,742	2,735
– of which female (%)	45.9	46.8	46.6	47.4
– International (%)	24.5	24.6	23.5	25.7
Professors (not including Radboud university medical center) in FTE	223.2	222.1	230.2	232.1
– of which female (%)	23.9	26.5	27.6	29.3
Professors (including Radboud university medical center) in FTE	291.7	293.8	304.3	311.6
– of which female (%)	20.1	23.5	24.6	28.9
KNAW members	40	42	44	47
– New appointments	3	2	2	3
Members of Academia Europaea	31	36	46	51
– New appointments	3	5	10	5

Appendix III

Overview of degree programmes

The table below contains all degree programmes that were open for initial registration on 1 September 2018. The names used are those which appear in the CROHO.

Ba = Bachelor's degree programme

Ma = Master's programme

RM = Research Master's

PIM = Post-Initial Master's programme

Name of programme	Level	CROHO
Faculty of Philosophy, Theology and Religious Studies (3 Ba, 4 Ma, 1 RM)		
<i>Filosofie (120)</i>	Ma	60823
<i>Filosofie (60)</i>	Ma	60822
<i>Philosophy (research)</i>	RM	60128
<i>Religiewetenschappen</i>	Ba	50902
<i>Theologie</i>	Ba	56109
<i>Theologie</i>	Ma	60257
<i>Theologie en Religiewetenschappen</i>	Ma	60824
<i>Filosofie</i>	Ba	56081

Name of programme	Level	CROHO
Faculty of Arts (10 Ba, 8 Ma, 2 RM)		
<i>Algemene Cultuurwetenschappen</i>	Ba	56823
<i>Communicatie- en Informatiewetenschappen</i>	Ba	56826
<i>Communicatie- en Informatiewetenschappen</i>	Ma	66826
<i>Duitse Taal en Cultuur</i>	Ba	56805
<i>Engelse Taal en Cultuur</i>	Ba	56806
<i>European Studies (joint degree)</i>	Ma	65002
<i>Geschiedenis</i>	Ba	56034
<i>Geschiedenis</i>	Ma	66034
<i>Griekse en Latijnse Taal en Cultuur</i>	Ba	56003
<i>Historical, Literary and Cultural Studies (research)</i>	RM	60857
<i>Arts & Culture / Kunst- en Cultuurwetenschappen</i>	Ma	60087

Name of programme	Level	CROHO
Faculty of Arts (10 Ba, 8 Ma, 2 RM)		
<i>Kunstgeschiedenis</i>	Ba	56824
<i>Letterkunde</i>	Ma	60813
<i>Nederlandse taal en cultuur</i>	Ba	56804
<i>North American Studies</i>	Ma	60845
<i>Oudheidstudies</i>	Ma	60821
<i>Romaanse Talen en Culturen</i>	Ba	56074
<i>Taalwetenschap</i>	Ba	56803
<i>Linguistics</i>	Ma	60815
<i>Linguistics (research)</i>	RM	60817

Name of programme	Level	CROHO
Faculty of Law (3 Ba, 5 Ma, 1 RM, 1 PIM)		
<i>European Law</i>	Ma	60504
<i>European Law School</i>	Ba	50017
<i>Fiscaal Recht</i>	Ma	66827
<i>Fiscaal Recht</i>	PIM	75107
<i>International and European Law</i>	Ma	60224
<i>Nederlands Recht</i>	Ma	66451
<i>Notarieel Recht</i>	Ba	56828
<i>Notarieel Recht</i>	Ma	66828
<i>Onderneming en Recht (research)</i>	RM	60386
<i>Rechtsgeleerdheid</i>	Ba	50700

Name of programme	Level	CROHO
Nijmegen School of Management (5 Ba, 7 Ma, 2 PIM)		
<i>Bedrijfskunde (Business Administration)</i>	Ba	50645
<i>Bedrijfskunde (Business Administration)</i>	PIM	75104
<i>Bestuurskunde</i>	Ba	56627
<i>Bestuurskunde</i>	Ma	66627
<i>Business Administration</i>	Ma	60644
<i>Economics</i>	Ma	66401
<i>Economie en Bedrijfseconomie (Economics and Business Economics)</i>	Ba	50950
<i>Environment and Society Studies</i>	Ma	66839
<i>Geografie, Planologie en Milieu</i>	Ba	56947

Name of programme	Level	CROHO
Nijmegen School of Management (5 Ba, 7 Ma, 2 PIM)		
Human Geography	Ma	60466
Managing Information and Sustainable Change	PIM	75125
Spatial Planning	Ma	66655
Political Science	Ma	60203
Politicologie	Ba	56606

Name of programme	Level	CROHO
Faculty of Social Sciences (7 Ba, 7 Ma, 3 RM)		
Anthropology and Development Studies	Ma	60253
Artificial Intelligence	Ba	56945
Artificial Intelligence	Ma	66981
Behavioural Science (research)	RM	60266
Cognitive Neuroscience (research)	RM	60506
<i>Communicatiewetenschap</i>	Ba	56615
<i>Communicatiewetenschap</i>	Ma	66615
<i>Culturele antropologie en ontwikkelingssociologie</i>	Ba	50035
<i>Onderwijswetenschappen</i>	Ma	60099
<i>Pedagogische wetenschappen</i>	Ba	56607
<i>Pedagogische wetenschappen</i>	Ma	66607
<i>Pedagogische Wetenschappen van Primair Onderwijs</i>	Ba	59329
<i>Psychologie (Psychology)</i>	Ba	56604
<i>Psychologie</i>	Ma	60260
Social and Cultural Science (research)	RM	60132
Sociology	Ba	56601
<i>Sociologie</i>	Ma	66601

Name of programme	Level	CROHO
Faculty of Science (7 Ba, 9 Ma)		
Biology	Ba	59325
Biology	Ma	66860
Chemistry	Ba	56943
Chemistry	Ma	66857
Computing Science	Ba	59326
Computing Science	Ma	60364
Information Sciences	Ma	60255

Name of programme	Level	CROHO
Faculty of Science (7 Ba, 9 Ma)		
Mathematics	Ma	66980
Medical Biology	Ma	60610
Molecular Life Sciences	Ba	56944
Molecular Life Sciences	Ma	60303
Natuur- en Sterrenkunde	Ba	56984
Physics and Astronomy	Ma	66984
Science	Ba	56948
Science	Ma	66982
<i>Wiskunde</i>	Ba	56980

Name of programme	Level	CROHO
Faculty of Medical Sciences (3 Ba, 3 Ma, 1 RM, 1 PIM)		
<i>Biomedische Wetenschappen</i>	Ba	56990
Biomedical sciences	Ma	66990
<i>Geneeskunde</i>	Ba	56551
<i>Geneeskunde</i>	Ma	66551
<i>Kwaliteit en Veiligheid in de Patiëntenzorg</i>	PIM	75126
Molecular Mechanisms of Disease (research)	RM	60322
<i>Tandheelkunde</i>	Ba	56560
<i>Tandheelkunde</i>	Ma	66588

Name of programme	Level	CROHO
Radboud Graduate School of Education (5 Ma)		
<i>Educatie in de Mens- en Maatschappijwetenschappen</i>	Ma	68532
<i>Educatie in de Taal- en Cultuurwetenschappen</i>	Ma	68536
<i>Leraar Voorbereidend Hoger Onderwijs in de Bètawetenschappen</i>	Ma	68533
<i>Leraar Voorbereidend Hoger Onderwijs in de Mens- en Maatschappijwetenschappen</i>	Ma	68535
<i>Leraar Voorbereidend Hoger Onderwijs in de Taal- en Cultuurwetenschappen</i>	Ma	68534

Appendix IV

Comenius grants

In 2018, the following people obtained a Comenius grant for education:

- Dr Mariska Kleemans, Assistant Professor of Communication Science; senior fellowship.
Adaptive and autonomous: how the student of today can develop into the communication professional of tomorrow
- Dr Sharon Kolk, Assistant Professor of Molecular Microbiology; teaching fellowship.
Hologram education in 'development'
- Dr Dennis Löwik, Assistant Professor of Chemistry; teaching fellowship.
e-Learning in the chemical lab
- Dr Edwin van Meerkerk, Associate Professor of Literary and Cultural Studies; senior fellowship.
Making Undergraduate Humanities Research Relevant for Societal Partners
- Dr Jana Vyrastekova, Assistant Professor of Economic Theory and Economic Policy; teaching fellowship.
Integrated methods of education using an online backbone course

Attachment V

Overview of research institutes

The research and training of PhD candidates at Radboud University has been organised into 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

There are also a few independent research institutes located on the campus of Radboud University. These are: Max Planck Institute for Psycholinguistics and Kaski (religion and society).

Appendix VI

Grants: European Research Council

Advanced Grant 2018

ERC Advanced Grants (2.5 million euros) are for experienced researchers and are typically awarded for a period of five years. Three Radboud researchers received an ERC Advanced Grant in 2018.

- Prof. Joan Daemen, Professor of Digital Security — Reinventing the symmetry of cryptography.
- Prof. Mireille Hildebrandt, Professor of Digital Security (together with the Vrije Universiteit Brussels) - The use of artificial intelligence and blockchain technology in law.
- Dr Jörg Hörandel, Professor of Astrophysics - Measuring cosmic radiation.

Consolidator Grant 2018

The ERC Consolidator Grant (2 million euros) is intended to support researchers during the stage in which they want to create their own independent research team and programme. Two Radboud researchers received the Consolidator Grant in 2018.

- Prof. Bas van de Meerakker, Professor of Spectroscopy of Cold Molecules - Can you manipulate the nature of colliding molecules under extremely low temperatures?
- Prof. Alexander Khajetoorians, Professor of Scanning Probe Microscopy - Can magnets 'learn' from brain processes and, in turn, allow for energy-efficient data storage?

Starting Grant 2018

ERC Starting Grants are intended for young researchers who received their PhDs within the last three to eight years. The grant offers them the opportunity to build a research group themselves. The Starting Grants amount to 1.5 million euros. Three Radboud researchers received the Starting Grant in 2018.

- Dr Kim Bonger, Assistant Professor of Synthetic Organic Chemistry - Seeing Citruline: a molecular toolbox for peptidyl arginine deiminases.
- Dr Shari Boodts, Senior Researcher in the History department, Art History and Antiquity - Patristic sermons in the Middle Ages: The dissemination, manipulation and interpretation of late-antique sermons in the medieval Latin West.
- Dr Peter Schwabe, Associate Professor of Digital Security - Engineering post-quantum cryptography.

Appendix VII

Grants: Veni

In 2018, sixteen researchers from Radboud University and Radboud university medical center have received Veni grants from the NWO, the Netherlands Organisation for Scientific Research. These involve amounts of up to 250,000 euros, which promising young scientists can use to further develop their own ideas over the course of three years. Below is an overview of the projects which have received grants, in alphabetical order by researcher surname.

Francesca Arici, Radboud University, Institute for Mathematics, Astrophysics and Particle Physics (IMAPP): *Quantum spheres in mathematics*

Spheres are mathematical shapes with a great deal of symmetry, which creates a sense of perfection. By attaching them together in a specific way, they create new spaces that are very interesting mathematically. Arici researches quantum-mechanics versions of these types of structures in order to make algebraic topology tools available for quantum theory.

Roseriet Beijers, Radboud University, Behavioural Science Institute (BSI): *Returning to work after pregnancy leave: What are the consequences for the baby?*

A good start is important for a healthy, happy life. A few months after giving birth, many mothers already begin returning to work. This project investigates whether the stress involved with resuming work has repercussions for care, breastfeeding, and baby development. The results have implications for science and society.

Frans Bianchi, Radboud university medical center, Tumor Immunology division: *Cell surface proteins: an unexplored source of antigens*

Diseased cells present with small pieces of protein (epitopes) on their exteriors, which allows the immune system to recognise them and clear them out. Many epitopes originate from membrane proteins using mechanisms that are still unknown. Using fluorescent chemical reporters, Bianchi examines how these present themselves.

Nadejda Blagorodnova, Radboud University, Astrophysics department: *Turbulent interactions between double stars*

In general, stars do not travel through their lives alone, but instead move in pairs or small groups. Using telescopes located across the world, Blagorodnova sheds light on how double stars merge together.

Shari Boodts, Radboud University, Historical, Literary and Cultural Studies (HLCS):

The reception of Augustinus in medieval sermon collections

Coming on the heels of the early medieval sermon collection from Alanus of Farfa, Boodts will research how the distribution, editing, and reinterpretation of sermons by Augustinus of Hippo in medieval liturgical manuscripts reflect and influence the development of his authority in the Latin West.

Richard ten Broek, Radboud university medical center, Surgery: *Adhesions in pictures*

Adhesions are internal scar tissue strands and are a frequent cause of chronic abdominal symptoms after operations. In this study, a new method will be developed in order to detect this scar tissue using moving MRI images. Ten Broek is also examining whether this new technique can be used to more effectively treat patients with chronic abdominal pain.

Rob Compaijen, Radboud University, Ethics and Moral Philosophy: *Reflective equilibrium and the virtue of understanding*

Even though reflective equilibrium is the most influential method for resolving moral issues, it is not critical enough. In this research project, the innovative potential for strengthening reflective equilibrium by supplementing it with a theory on the virtue of understanding will be explored.

Matthias Ekman, Radboud University, Psychonomy and Cognitive Psychology: *'Can I see that again?' Rewinding and fast forwarding in the visual brain*

With Netflix, you can easily rewind or fast forward to a different scene. The brain uses a similar mechanism: it repeats previous experiences and fast forwards in order to anticipate future events. Ekman wants to know how this mechanism influences our observation of the world we live in.

Martine Hoogman, Radboud university medical center, Genetics: *Completing the picture of ADHD*

The limitations of ADHD are well known, but we are less familiar with its advantages, such as the associated creativity. In order to present a more complete picture of ADHD, Hoogman aims to research creativity in the underlying neurobiology in large-scale clinical and population studies. The results will contribute to the education, treatment, and quality of life of patients.

Nikolina Ilic, Radboud University, Institute for Mathematics, Astrophysics, and Particle Physics: *Are leptquarks the ultimate solution?*

In recent years, various measurements have shown deviations from the extraordinarily successful Standard Model. The best explanation for this is the existence of leptquarks. Ilic will try to search for leptquarks using the ATLAS detector. She also aims to improve the detector, so that it will be more sensitive to processes with leptquarks.

Maartje van Kessel, Radboud University, Microbiology: *New nitrogen-cycle bacteria for drinking water production*

The production of clean drinking water is becoming progressively more difficult and the bacteria that play a crucially important role in this have not been well studied. In this project, the role of these new nitrogen-cycle bacteria in drinking water production will be researched, so that this process can be optimised.

Brian Kiraly, Radboud University, Physics: *Memory in a single atom*

Memory is a critical component of modern-day computer technology. Even though memory chips are getting smaller, better, and faster, the limits of these improvements are on the horizon. This proposal investigates the fundamentals of ground-breaking technology enabling the storage of information in individual atoms.

Floris Meens, Radboud University, European Cultural History: *Connected by music. Domestic music, emotion and social relationships in the Netherlands, 1815-1914*

What does music mean to people? That question is the focus of this project, which investigates the correlation between domestic music, emotions, and social connections in the Netherlands during the period in which classical music culture underwent exceptional development.

Jorik Nonnekes, Radboud university medical center, Rehabilitation Medicine division:

Parkinson's-related walking disorders: moving towards person-focused rehabilitation

Walking disorders commonly occur in conjunction with Parkinson's disease. Walking often improves with the application of compensation strategies. These strategies have never been systematically researched, making current treatment suboptimal. In order to ultimately develop person-focused rehabilitation programmes, Nonnekes is researching the types of compensation strategies that improve walking and is examining the underlying working mechanism.

Elke Spaak, Radboud University, Donders Institute: Context, expectation, and conscious observation

The way that we become aware of the world around us is largely determined by the expectations of our brain. Spaak will identify and describe when these expectations help or hinder us and the types of neural systems that play a role in it.

Nienke de Vries-Farrouh, Radboud university medical center, Neurology: Bringing Parkinson's care home

De Vries-Farrouh will research whether the use of a portable sensor that automatically measures falls and bodily activity would yield relevant information regarding the function of people with Parkinson's. She will also investigate whether patients and physical therapists would be able to use this information in order to better tailor treatment to the individual patient.

Appendix VIII

Grants: Vidi

Thirteen researchers have each received up to 800,000 euros in order to develop an innovative research line and to build their own research group. They received the Vidi grants from the Innovational Incentive from the Netherlands Organisation for Scientific Research (NWO).

The Vidi is intended for excellent researchers that have already conducted several years of successful research after obtaining their PhDs. These scientists are among the best 10-20% in their discipline. A Vidi enables them to conduct research for five years. In doing so, the NWO stimulates innovative research.

Below is a list of the approved projects:

Combining words during speaking and listening

Andrea Martin, Donders Centre for Cognitive Neuroimaging

Human language capacity enables us to combine words with endless possible new meanings, but theories on language understanding and production have yet to zero in on an explicit mechanism that allows the brain to do this. The researchers will develop a computer model that combines words in both speech and listening comprehension, using a method which resembles that of the brain. They will test this model using neuromagnetic technology.

How the brain processes complex sounds

Bernhard Englitz, Donders Centre for Neuroscience

Hearing is an important sense for humans. In the current project, researchers will analyse the part of the brain that responds to natural sounds and will examine how these different types of neurons respond in the auditory areas of the brain. The results will provide us with insight into how people hear in a world full of complicated sounds.

Sleep on it

Lisa Genzel, Donders Centre for Neuroscience

We only retain some of our experiences in our long-term memory. We determine what those experiences are by repeating recent, uncommon events in our sleep. The researchers are examining how two areas of the brain, the hippocampus and the prefrontal cortex, communicate during sleep in order to investigate how our memories are selected and strengthened during sleep.

Interpreting DNA

Simon van Heeringen, *Radboud Institute for Molecular Life Sciences*

A fertilised egg cell develops into a complete organism with a variety of cell types. How is this encoded into the DNA? The researchers will compare the development of different animals. They will train computer algorithms using *big data* in order to understand the decisions that the cell makes. This knowledge is essential for regenerative medicine.

New players in the nitrogen cycle

Sebastian Lückert, *Institute for Water and Wetland Research*

Human activity has an enormously negative impact on the global nitrogen budget: it leads to eutrophication (an excess of nutrients in a body of water), loss of biodiversity, and health problems. However, we know very little about a few of the main bacteria involved in the removal of nitrogen. Lückert will examine and use new nitrogen-cycle bacteria in order to optimise wastewater treatment.

Brain waves: the building blocks of the brain

Saskia Haegens, *Donders Institute for Brain, Cognition and Behaviour*

Each day, our brains receive an enormous stream of information that has to be filtered and processed. In this process, it is crucial that the relevant areas of the brain are connected at the right times. The researchers will investigate how this is coordinated by brain waves.

Destination reached? Immigrants and Family Law in Morocco

Nadia Sonneveld, *Research Centre for State and Law*

Europe is attempting to conclude immigration agreements with North African governments. However, what are the rights of immigrants in these countries and how will the nations that receive them and the immigrants interact in practice? This project will provide answers through a legal-anthropological analysis of family-law-related events in the lives of immigrants in Morocco.

Next-generation cryptography

Peter Schwabe, *Institute for Computing and Information Sciences*

Physicists are hard at work on building a quantum computer. In addition to providing various useful applications, quantum computers will also be able to crack the encryption used for such applications as securing internet traffic. This project will take cryptography to the next level, so that it can provide a defence against attack from quantum computers.

A toolbox based on microchips for treating osteoporosis

Alireza Dolatshahi-Pirouz, *Radboud university medical center, Dentistry division*

Osteoporosis is the most commonly occurring illness in the elderly. Innovations for addressing osteoporosis are desperately needed. The goal of this study is to develop a toolbox in which thousands of different therapies can be easily tested using a single experiment. Hyrdogel-based stem cell therapies will be used to do this.

The sleep paradox

Martin Dresler, *Radboud university medical center, Cognitive Neuroscience division*

REM sleep is a paradoxical state. During deep sleep, our brains are extraordinarily active. Even though we experience vibrant simulations of reality in dreams, our memory and thinking capacity is strongly limited. The researchers aim to unravel the mysteries involved in the neurobiology of REM sleep and discover how dream experiences arise in the brain.

Confronting the disrupted brain in rare syndromes

Tjitske Kleefstra, *Radboud university medical center, Genetics division*

For patients with rare, congenital developmental disorders, the odds of making a genetic diagnosis are better, which in turn improves the treatment used and allows it to be adapted according to the individual. In this project, a new strategy will be developed and implemented in clinical practice, with a focus on serious psychopathology.

Treating high blood pressure to prevent dementia

Edo Richard, *Radboud university medical center, Neurology division*

Richard will investigate what causes high blood pressure to increase the risk of dementia and how dementia treatment focused on the individual can help prevent it. To do this, he will use data from tens of thousands of people from across the world, who have been monitored for decades. He will also study several of their brains after death.

Why are healthy people dying from the flu?

Frank van de Veerdonk, *Radboud university medical center, Internal Medicine division, Infectious Diseases*

A new flu epidemic is inevitable and will lead to millions of deaths, including many healthy young adults. Fatal flu complications are fungal infections or life-threatening inflammatory responses. This study will provide insight into the appearance of these complications and may lead to new life-saving treatment options during a severe flu season.

Appendix IX

Grants: Vici

Four researchers have each received up to 1.5 million euros. This grant enables them to develop their own innovative line of research and build their own research group over the next five years. The Vici is awarded as part of the Innovative Incentive by the Netherlands Organisation for Scientific Research (NWO).

Below is a list of the approved projects:

Maaïke van Berkel, *Professor of Medieval History*

Van Berkel will conduct research into the water supply in the medieval Middle East (700-1500). The water supply is the largest challenge facing the Middle East, which has little water as it is. Nevertheless, pre-modern urban societies still managed to provide their many citizens with drinking water. Van Berkel will conduct research into the prerequisites for sustainable water supply by analysing the successful (and less successful) strategies and practices of the pre-modern Middle East.

Moniek Buijzen, *Professor of Communication Sciences*

Buijzen researches social networks such as Instagram and Snapchat. These social media platforms offer unprecedented technological possibilities to encourage the health of young people, for instance by peer influencers in the network. She and her research team use innovative data technology to discover how the possibilities of online social networking campaigns can be optimally utilised, without breaching the privacy of young people.

Margu rite Corporaal, *Associate Professor of English Literature*

Corporaal will conduct research into the local flavours of the 19th and early 20th century: cultural representations of a region, such as its unique traditions, language, history, and style of living. To date, English literature has mostly been interpreted in the context of national identity formation. This project shows that regionalism is not less relevant to transnational issues, such as globalisation and migration, in which transnational circulation, republication and reception of ‘couleur locale’ in the media and in fiction played important roles.

Dennis Schutter, *Associate Professor of Cognitive Psychology*

Rage-driven aggression forms a threat to our society. Therefore, studies into the psychological foundations of this destructive phenomenon are of the utmost importance. Schutter’s research will map out the role of the cerebellum (the smaller brain) in rage and aggression. Based on this, he wants to develop a new method for the regulation of fits of rage.

Attachment X

Appointments (KNAW, Academia Europaea)

Members of the Royal Netherlands Academy of Arts and Sciences (KNAW) are selected based on the high-quality of their scientific performance. Membership lasts for one's entire life.

In 2018, *Prof. Roshan Cools* and *Prof. Guillén Fernández* (both from the Donders Centre for Cognitive Neuroimaging) were admitted to KNAW as new members.

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

- Prof. Remieg Aerts, Professor of Political History
- Prof. Ad van der Avoird, Emeritus Professor of Theoretical Chemistry
- Prof. Henk Barendregt, Emeritus Professor of Foundations of Mathematics and Computing science
- Prof. Harold Bekkering, Professor of Cognitive Psychology
- Prof. Kees Blom, Emeritus Professor of Experimental Plant Ecology
- Prof. Antal van den Bosch, Professor of Example-based Language Modelling
- Prof. Henk Braakhuis, Emeritus Professor of Ancient and Medieval Philosophy
- Prof. Han Brunner, Professor of Anthropogenetics
- Prof. Piet Buijnsters, Emeritus Professor of Dutch 18th Century Literature
- Prof. Roshan Cools, Professor of Cognitive Neuropsychiatry
- Prof. Anne Cutler, Emeritus Professor of Comparative Language Psychology
- Prof. Mirjam Ernestus, Professor of Psycholinguistics
- Prof. Heino Falcke, Professor of Astrophysics and Radio Astronomy
- Prof. Bert Felling, Emeritus Professor of Behavioural and Social Sciences, Methods, and Techniques
- Prof. Guillén Fernández, Professor of Cognitive Neuroscience
- Prof. Carl Figdor, Professor of Tumour Immunology
- Prof. Barbara Franke, Professor of Molecular Psychiatry
- Prof. Guillaume van Gemert, Emeritus Professor of German Literature and Culture of German-Speaking Countries
- Prof. Stan Gielen, Professor of Biophysics
- Prof. Peter Hagoort, Professor of Cognitive Neuroscience
- Prof. Arthur Hartkamp, Emeritus Professor of European Private Law
- Prof. Wilhelm Huck, Professor of Physical Organic Chemistry
- Prof. John Jansen, Professor of Biomaterials, Implantology, and Experimental Parodontology
- Prof. Willy Jansen, Emeritus Professor of Women's Studies
- Prof. Mike Jetten, Professor of Ecological Microbiology
- Prof. Mikhail Katsnelson, Professor of Theory of Condensed Matter
- Prof. Pim Levelt, Professor of Psycholinguistics
- Prof. Frans van der Linden, Emeritus Professor of Orthodontics
- Prof. Renate Loll, Professor of Theoretical High-Energy Physics
- Prof. Christoph Lüthy, Professor of the History of Philosophy and Science
- Prof. Sjef Maeijer, Emeritus Professor of Trade and Civil Law († 6 September 2018)
- Prof. Titti Mariani, Professor of Plant Sciences
- Prof. Jos van der Meer, Emeritus Professor of Internal Medicine
- Prof. Bert Meijer, Professor of Organic Chemistry
- Prof. Olav Moorman van Kappen, Emeritus Professor 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 the Spectroscopy of Solids and Interfaces
- Prof. Peer Scheepers, Professor of Methods and Techniques in Socio-scientific Research
- Prof. Pieter Seuren, Emeritus Professor of Language Philosophy and General Linguistics
- Prof. Carla Sieburgh, Professor of Civil Law
- Prof. Ben Vermeulen, Professor of Education Law
- Prof. Sjoerd Wendelaar Bonga, Emeritus Professor of Animal Ecology and Ecophysiology
- Prof. Ellen van Wolde, Professor of Jewish and Christian Source Texts

De Jonge Akademie

De Jonge Akademie has 50 members between the ages of 25 and 45, who obtained their PhDs no longer than ten years prior to their appointment. Together, they represent a broad spectrum of scientific disciplines and are active at Dutch universities and a great many research institutes. The following Radboud researchers are members:

- | | |
|---|------|
| – Dr Marijke Haverkorn van Rijsewijk, Associate Professor of Astrophysics | 2012 |
| – Dr Teun Bousema, researcher, malaria epidemiology | 2012 |
| – Prof. Lotte Jensen, Professor of Dutch Literary and Cultural History | 2012 |
| – Prof. Marieke van den Brink, Professor of Gender and Diversity in Organisations | 2015 |
| – Dr Floris de Lange, head of a research group at Donders Centre for Cognitive Neuroimaging research group, psychology, biology | 2015 |
| – Dr Arne Smeets, Faculty of Science | 2018 |

Academia Europaea

Academia Europaea is the European association of scientists who are among the best in the world. Academia Europaea boasts roughly two thousand top European scientists from across the entire range of sciences. Each year, the most engaging international candidates are selected.

New Radboud members in 2018:

- Prof. Joost Hoenderop, Radboud university medical center
- Prof. Bas Bloem, Radboud university medical center
- Prof. Bart Jan Kullberg, Radboud university medical center
- Prof. Ans van Kemenade, Faculty of Arts
- Prof. James McQueen, Faculty of Arts

Netherlands Academy of Technology and Innovation

The Netherlands Academy of Technology and Innovation (AcTI) is the engineering academy of the Netherlands. It is a unique, independent platform and network of people with authority who are involved in social, economic, and cultural issues regarding technology, innovation, and the social and economic application of science and technology. The Academy is an independent association (1986) of 80 people, including members from the business community, universities, and research institutions.

Prof. Lutgarde Buydens has been admitted as a new member. AcTI members are:

- Prof. Lutgarde Buydens
- Prof. Peter Desain
- Prof. Maroeska Rovers

Appendix XI

Radboud distinctions

Christine Mohrmann Stipendia

Marileen La Haije, Faculty of Arts
 Karlien Mul, Faculty of Medical Sciences
 Nadia Kreileman, Faculty of Law
 Lyke de Vries, Faculty of Philosophy, Theology and Religious Studies
 Nina van den Broek, Faculty of Social Sciences
 Cynthia de Bont, Faculty of Science
 Nadine Dijkstra, Faculty of Social Sciences
 Melissa van Beekveld, Faculty of Science
 Lianne Visser, Nijmegen School of Management
 Nikki Knijn, Faculty of Medical Sciences

University Study Award

Marat Shardingaliev MA, Faculty of Philosophy, Theology and Religious Studies
 Judith Peters MA, Faculty of Arts
 Bram Geurkink MSc, Nijmegen School of Management
 Felix Tönisen MSc, Faculty of Medical Sciences
 Sara Issaoun MSc, Faculty of Science
 Mr Elco Nab, Faculty of Law
 Carlijn Bussemakers MSc, Faculty of Social Sciences

Radboud Student Award

Lisette te Hennepe
 Jessica Oudenampsen

Radboud University Medal

Dr Liesbeth Pierson

2018 Hermesdorf Award

Senior Hermesdorf Award: Prof. Johan Oosterman (Faculty of Arts)
 Junior Hermesdorf Award: Dr Marijke Naezer (Faculty of Social Sciences)

University Education Award 2018

Senior: Dr László Muntéan
 Junior: Dr Frank Léoné, Dr Valérie Tweehuysen

Appendix XIII

2018 Royal distinctions

Mr Rob Cuppen	Knight in the Order of Orange-Nassau
Prof. Baziel van Engelen	Knight of the Order of the Netherlands Lion (Ridder in de Orde van de Nederlandse Leeuw)
Prof. Wilhelm Huck	Knight of the Order of the Netherlands Lion (Ridder in de Orde van de Nederlandse Leeuw)
Prof. Koos van der Hoeven	Knight in the Order of Orange-Nassau
Prof. Jan Jonker	Officer in the Order of Orange-Nassau (Officier in de Orde van Oranje-Nassau)
Prof. Henri Marres	Knight of the Order of the Netherlands Lion (Ridder in de Orde van de Nederlandse Leeuw)
Prof. Ria Nijhuis-van der Sanden	Officer in the Order of Orange-Nassau (Officier in de Orde van Oranje-Nassau)
Mr Marc van Nijnatten	Member of the Order of Orange-Nassau (at the request of the Municipality of Nijmegen)
Prof. Peer Scheepers	Knight of the Order of the Netherlands Lion (Ridder in de Orde van de Nederlandse Leeuw)
Prof. Theo Wobbes	Knight of the Order of Orange-Nassau (at the request of the University of Groningen)

Appendix XIV

Energy and water consumption

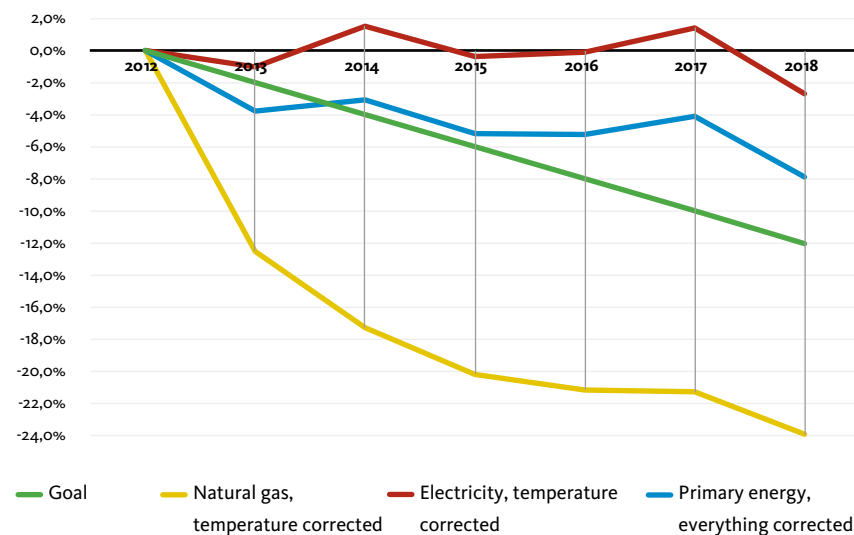
Energy

The university has taken various measures to conserve energy. These are stated in the 2018 Annual Energy Report.

In the graphic below, the developments regarding gas and electric consumption¹ on campus² are shown for the various buildings and properties.

Development of energy use at Radboud University

(in percent compared to 2012)



¹ All consumption is determined based on meter readings from 1-1-2018, 00.00 am until 1-1-2019, 00.00 am. The meter readings are automatically entered and stored in the Energy Consumption System of the university.

² The consumption of the magnet laboratory (HFML) with accompanying equipment is not included in these readings as this is explicitly allocated to the research projects (partly for third parties). The premises of the *Stichting Studenten Huisvesting Nijmegen* (SSH&) on campus are not included as these are administered by SSH&.

The yellow line indicates that gas consumption on campus³ over the past few years has declined significantly (correction based on the degree day method).

This decrease is mainly due to the renovation of the hybrid energy grid.

Electricity

The decrease in electric consumption in 2018 was primarily caused by energy conservation (LED lighting) and the demolition of buildings. An analysis is provided in the 2018 Annual Energy Report. 5% of the electricity consumption can be attributed to cooling and refrigeration. That is why a correction was used based on the cool days method, since the weather has been relatively warm.

The number of gigajoules consumed (gas and electricity) was corrected based on the degree days method and cool days method. The table below shows the figures for the developments regarding energy consumption⁴.

Energy consumption

Primary energy consumption has declined by 3.9%. After two years of excess consumption, this change was planned. The intensification of energy conservation at the university is visible. This is further analysed in the 2018 Annual Energy Report.

Energy consumption at Radboud University		2012	2013	2014	2015	2016	2017	2018
Natural gas	m ³ /year	3,421,341	3,147,191	2,383,073	2,513,058	2,596,518	2,476,212	2,378,335
Natural gas with correction	m ³ /year	3,303,271	2,890,003	2,732,366	2,637,399	2,604,905	2,600,095	2,512,639
Electricity	kWh/year	34,990,087	35,598,429	35,500,992	35,847,605	35,910,194	36,236,105	35,703,312
Electricity with correction	kWh/year	35,717,001	35,365,816	36,268,743	35,583,550	35,685,652	36,231,294	34,751,824
Diesel	kg/year	230	5,989	3,115	6,129	4,000	3,657	4,913
Primary energy	GJ/year	423,206	420,250	395,066	402,428	405,542	404,653	396,814
Primary energy with correction	GJ/year	426,011	410,017	413,031	403,987	403,787	408,531	392,501
CO ₂ emissions	tonnes/year	27,102	26,996	25,564	26,014	26,194	26,173	25,683
Water consumption	m ³	172,423	147,555	137,292	125,595	116,787	112,346	112,232
Building area	m ²	302,385	300,977	317,350	323,474	323,474	331,371	320,145
Students and staff members	Number	23,861	23,011	23,941	24,734	24,925	25,888	27,033

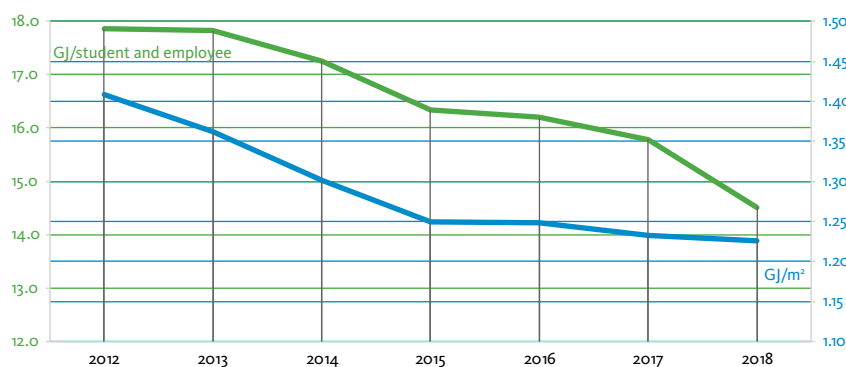
³ Some buildings draw heat from the heating network of Radboud university medical center. This consumption is converted to natural gas equivalents and constitutes 18 percent of the total gas consumption.

⁴ Diesel power is used for the emergency generators. CO₂ emissions: gas = 1,785 kg/m³; electricity = 0.6 kg/kWh; diesel = 74.3 kg/GJ.

Energy intensity

A decrease can be seen in two important indicators of energy intensity. Both energy consumption per square metre of surface area and energy consumption per student and staff member have declined. This is primarily caused by energy conservation and an increase in the number of students.

Primary energy per student/employee and per m²



The figure below shows the developments regarding the use of sustainable energy.

Sustainable energy

2018 was once again a record year for self-generated sustainable energy at Radboud University. 27,694 GJ of energy were produced from the thermal storage system and 187,656 kWh of solar power was generated from our own installations. The increase is due to the particularly sunny year and the placement of solar panels on the University Library. 8 million kWh of green power were purchased as well.

Sustainable Energy at Radboud University

share of consumption in that year



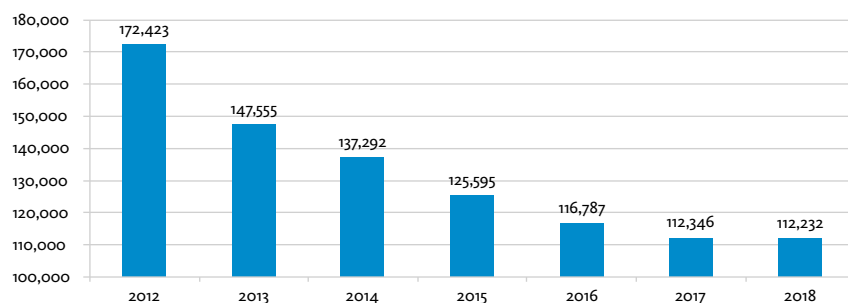
Radboud University sustainable energy		2012	2013	2014	2015	2016	2017	2018
Net sustainable energy from thermal storage	GJ/year	7,531	15,267	13,942	18,784	19,933	20,623	27,694
Self-generated solar power	kWh/year	6,700	6,700	64,700	81,700	80,000	81,000	187,656
Total of self-generated sustainable energy	GJ/year	7,591	15,327	14,524	19,519	20,653	21,352	29,383
Buying sustainable energy	kWh/year	8,100,000	8,100,000	8,100,000	8,000,000	8,000,000	8,000,000	8,000,000
Total sustainable energy	GJ/year	80,491	88,227	87,424	91,519	92,653	93,352	101,383

Drinking water consumption

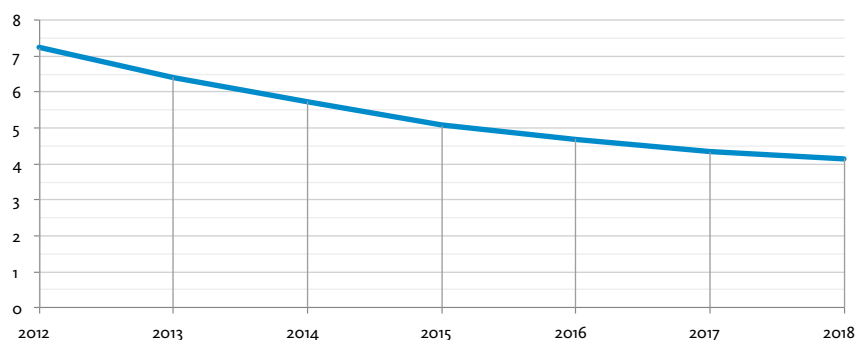
In 2018, drinking water consumption at Radboud University declined even further to 112,232 cubic metres. The speed of this decline slowed somewhat because of the significant amount of water used in 2018 during the demolition of the buildings in Thomas van Aquinostraat and the renovation at the Berchmanianum.

Water consumption per staff member and student declined somewhat as well.

Drinking water consumption (total m³)



Drinking water consumption (m³ per student and employee)



Appendix XV

Stakeholder overview

Intern

Staff members

Participational bodies
Staff survey
Informal discussions

Students

Participational bodies
Education evaluations
Surveys
Informal discussions

Alumni

Alumni monitor
Meetings
Radboud Magazine
Alumni board
Radboud Recharge

External

Other universities, education institutions, and research institutes

Formal and informal discussions
VSNU

Government bodies

Formal and informal discussions

Business community

Radboud Research Facilities
Radboud Innovation

Public

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

Appendix XVI**Joint Assembly**

1 September 2017 - 1 September 2018 period

Works Council

- Nico ten Brink (FNV)
- Peter van Campen (AUB)
- Ezra Delahaye (FNV)
- Kristina Hodelin-ter Wal (PON) – until 15 December 2017
- Sylvia Hollander (FNV)
- Marijtje Jongsma (VAWO)
- Carla Klaassen (AUB)
- Luuk Knippenberg (FNV) – vice chair
- Arnoud Lagendijk (VAWO)
- Simone Lederer (PON)
- Aukje Leufkens (AUB) – from 16 February 2018
- Sven Meeder (AUB)
- Nanne Migchels (AUB)
- Evelien Mulder (AUB)
- Nick Mulder (TRAP)
- Derk-Jan Schonewille (TRAP)
- Lau Schulpen (FNV)
- Bernadette Smelik (AUB) – chair
- Martijn Stevens (AUB) – secretary from 1 May 2018
- Lonneke Teunissen (PON) – from 18 December 2017
- Amarins Thiecke (FNV) – from 1 February 2018
- Rob Vaessen (FNV) to 1 February 2018 – secretary

Members on behalf of the UMC council

- Melissa Arron
- Michiel Schokking
- Thomas Vijn – until April 2018, Roos de Jong afterwards
- Gert-Jan van der Wilt

University Student Council members*Elected members*

- Jafar Alhashime (asap)
- Tessa van Erp (AKKUraadtd)
- Tim Gulpen (asap)
- Lieve Heijsters (AKKUraadtd)
- Marten Porte (asap)
- Fatbardha Selmani (AKKUraadtd) – chair
- Ricardo Stoffels (asap)
- Stijn van Uffelen (AKKUraadtd)

Appointed members

- Thomas Buijnink (ISON)
- Jesse Claessen (SOFv)
- Jesmer Engbers (BOS)
- Anne Kurstjens (CSN) – secretary
- Ruben Meijerink (NSSR)
- Wouter van Weert (CHECK) – vice chair

Appendix XVII

The Executive Board

President

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

Daniël Wigboldus (1969) is Professor of Social Cognition, with a general specialisation in human observation and a particular specialisation in the role that stereotypes and prejudices play. He is interested in and has published about how stereotypes are maintained through language use, how stereotypical expectations influence the traits that we hold against others, and how implicit prejudices impact impulsive behaviour and the perception of faces. Wigboldus is also interested in innovative research and education methods. He is convinced that good education, in addition to good ideas and innovative research, will take science even further. In his experience, the best research and education come from collaboration with others. In 2008, he received the University Education Award from Radboud University. He was closely involved in the creation of the education vision of the University ('*Kwaliteit, binding en duidelijkheid*' from March 2013). He was also an initiator of the Virtual Reality Lab of the Behavioural Science Institute at Radboud University. Wigboldus has a great deal of management experience. He was the Dean of the Faculty of Social Sciences (2013-2017) and some of his other positions have included: Chair of the *Disciplineoverleg Sociale Wetenschappen*, board member of the European Association of Social Psychology, and Chair of the *Associatie van Sociaal-Psychologische Onderzoekers*.

Portfolio*Function/content*

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

Internal administration

Board of *Stichting Katholieke Universiteit*
 Radboud University Holding B.V.
 Radboud University Participations B.V.
 Administrative Cooperation Board (Radboud university medical center)
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External administration

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

Secondary positions

2017 - Member of the Economic Board Arnhem-Nijmegen (unpaid)

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

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

Pathology and oncology

Van Krieken has been associated with Radboud University since 1999, first as Professor of Tumour Pathology and, since 2004, as Professor of Pathology. In 2009, he was appointed as Chair of the Radboud university medical center Centre for Oncology, which in recent years has grown into a leading international institute under his direction. He has also been President of the European Society of Pathology (2013-2015) and Managing Editor of *Virchows Archiv* (2010-2015). He has also long been the Chief Editor of the *Journal of Hematopathology*. Prior to his arrival in Nijmegen, Van Krieken worked at the National Cancer Institute in Bethesda (United States), the Institut für Pathologie in Kiel (Germany), and the Leiden University Medical Center.

International

Van Krieken is a member of many different national and international bodies. In 2011, he joined the Deutsche Akademie der Wissenschaften Leopoldina and then the Academia Europaea in 2014. He is also an honorary member of the Royal College of Pathology.

Portfolio

Function/content
Academic affairs
Education
Research
CDL
Internal communication
Student affairs
Art and culture
Scientific integrity
Diversity
Human Resources: academic affairs

External administration

Rectorencollege
VSNU, education steering committee
KNAW
NWO
Region/municipalities/province(s)

Secondary positions

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

Internal administration

Doctoral Examination Board/Council of
Deans
Assessors meeting
Board of Stichting Reinier Post
Dies natalis/anniversary committee
Committee for the Opening of the Academic Year
Donders Institute
Director of Education meeting
Research Director meeting
Auditorium
Radboud Honours Academy
Radboud Teachers Academy
Student Council

Vice President**Wilma de Koning – appointed from 1 December 2013 to 1 December 2021**

Wilma de Koning (1962) studied Business Economics in Eindhoven and then at Erasmus University in Rotterdam. Subsequently, she obtained a post-doctoral degree in Accountancy in Rotterdam and in Accountancy and the Environment at the University of Amsterdam. In 1987, she began a richly varied career in education. She started as a lecturer at the Eindhoven Avondcollege, before going on to hold several positions at Fontys University of Applied Sciences: lecturer, controller, head of finances, and corporate controller. She later moved on to the University of Tilburg, where she was the Director of the Faculty of Economics and Business Administration as well as the General Secretary/Managing Director. In 2009, she returned to the Fontys University of Applied Sciences, this time as a member of the Executive Board with a portfolio covering quality assurance in education and research, HRM, ICT, and finance.

Portfolio***Function/content***

Human resources
 Health, safety and environment
 Finances, including IAD
 Real estate and campus development
 Facilities and Services
 ICT Service Centre
 Radboud Sports Centre
 Sustainability
 Identity
 Governance

Internal administration

Radboud Services
 Works Council/Local Council
 Campus B.V.
 Campus Detachering B.V.

External administration

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

Secondary positions

Member of the members' council of Stichting SURF (unpaid)
 Member of the supervisory board of ArteZ (paid)
 Member of the supervisory board of Isala (paid)
 Member of the advisory council of InScience (unpaid)
 Alternate member of the Commissie voor Toetsing van Examens (unpaid)

Colophon

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