

2019 Annual Report



Foreword: Annual Report 2019 and the Coronavirus

In the first months of 2020, the university, the Netherlands, Europe, and the rest of the world were confronted with the COVID-19 (coronavirus) pandemic. Necessary and understandable measures that were taken by the government to mitigate the spread of the virus have far-reaching consequences for the university in 2020.

It is paramount that all possible measures are taken to protect staff members and students and to limit or mitigate risks as much as possible. The Executive Board has taken a number of decisions in that regard which means that staff members are working off-campus wherever possible. Education and research activities will continue online or be postponed. The university organisation is regularly informed about these measures.

This annual report and the included annual accounts pertain to 2019, and as such, to the period before the coronavirus pandemic. For that reason, the potential effects of the coronavirus pandemic are only addressed in sections on risk, the future, anticipated continuity, and the events after the balance sheet date.

Preface

The euphoria from when the scientists of the Event Horizon Telescope published the first-ever photograph of the shadow of a black hole on 10 April 2019 seems so long ago. The photo reached an estimated 4.5 billion people. The journal *Science* declared the achievement the scientific breakthrough of the year. The photograph was exhibited in Museum Het Valkhof and included in the collections of the Museum of Modern Art in New York and the Rijksmuseum in Amsterdam. It was a fantastic result. And it has not even been 20 years since Radboud professor Heino Falcke realised that it should be possible to take a photograph of the shadow of a black hole.

It is only one of many examples that show the impact made by Radboud University. This is also the central theme of the strategy we launched last year with the slogan “A Significant Impact”. We strive to contribute to a healthy, free world with equal opportunities for everyone. We choose our path based on current scientific challenges. We have an eye for ethical challenges and the societal implications of our research.

We are active across many academic fields. At our university, research and education go hand in hand. We encourage an open intellectual climate, in which staff members and students inspire and challenge each other. This enables our students to develop into conscientious, committed, critical, and self-aware academics who take up positions of responsibility in society. In doing so, we continued work in 2019, on groundbreaking, curiosity-driven science for tomorrow's society.

It is unusual to look forward in an annual report, but a lot has changed in the meantime. In the first months of 2020 we were confronted with the outbreak of COVID-19. It has been a surreal period in which we all, to different degrees, had to deal with the ensuing enormous consequences and health risks. Healthcare professionals, scientists, researchers, and students — including those at the Radboud university medical center — are working hard to combat the coronavirus. At the same time, students and staff members are coming together to proceed with education and research wherever possible and to make the best of it together. The success of those efforts is admirable under these special circumstances.

We look forward to meeting each other again, online — or even better, on campus — when it is possible again.
Stay healthy and safe!

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

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General

Radboud University has had a significant impact ever since it was founded in 1923. We contribute to a healthy, free world with equal opportunities for everyone and strive to have an impact both regionally and internationally. That is the message of the strategy we launched last year with the slogan “A Significant Impact”: we want to make a difference.



Summary of Radboud University Key Figures



Students

as of 1 October 2019

2017 20.967

2018 22.142

2019 22.976

Education

Programmes

2017 111

2018 98

2019 97

Satisfaction

2017 8,0

2018 8,0

2019 8,0*



Employees

In FTEs**

2017 4.891

2018 4.932

2019 5.211

Research

Publications

2017 7.126

2018 7.431

2019 7.571

PhD defences

2017 435

2018 389

2019 447



* Average result.

** Includes employees of the Faculty of Medical Sciences (academic staff and support and management staff).

Strategy

Society is facing complex challenges that require interdisciplinary collaboration. This is why Radboud University specifically chooses strong disciplines across the board and stimulates collaboration between them.

The university places sustainability at the core of its education, research, and operational management. The Radboud Centre for Sustainability Challenges was founded to further stimulate research and education related to the Sustainable Development Goals (SDGs) for 2030 as defined by the United Nations. To further improve education in society, the university will establish the [Radboud Teaching and Learning Centre](#). It will be a place where lecturers and students will share the latest insights from research in the field of education with each other. These points and others are described in the new Radboud University strategy, entitled [“A Significant Impact”](#).

Staff members, students, and stakeholders have extensively brainstormed and discussed the direction of the university for the 2020-2025 period. Ten discussion themes were identified, including sustainability, digitisation, increased flexibility, disciplinary education vs. multidisciplinary education, and attracting talent. The discussion topics 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, research, and impact. In the first half of 2019, this resulted in the draft version of the new strategy, with attention to the themes of research, education, impact, people, and facilities. In the second half of 2019, the studies were followed by consultation sessions during which the content of the draft version was shared and assessed. In doing so, staff members and students helped shape the future of Radboud University. The new strategy was presented in September during the opening of the 2019-2020 academic year.

The Netherlands in Action

2019 was the year of campaigning: from farmers to builders and from lecturers to climate activists. Nearly 1,000 scientists gathered in Leiden for the “true opening of the academic year”, a protest against the government's education policy. In particular, the proposal by the Van Rijn committee to increase funding for the exact sciences at the expense of other academic fields was denounced, including by Radboud mathematician Arne Smeets. In his opinion, dividing science into the five pillars of humanities, exact sciences, social sciences, medical sciences, and technology is an antiquated approach. We have to collaborate across disciplinary boundaries.

This was exactly the reason that the Executive Board decided, contrary to the cabinet's wishes, not to reallocate money to different faculties. Radboud University has opted to use the reserves to invest in interdisciplinary collaboration instead, pending the new funding system in 2022.

The Dutch *rectores magnifici* also took action. They shared their own most recent scientific articles for free with the whole world through university repositories. This fits in with the Dutch ambition to achieve 100% open access in 2020. As it has not yet been possible to reach agreements with all publishers, the *rectores* took the lead. Many researchers have followed this example, or will follow it, in the context of the national “You share we take care” project.

Another method of publishing knowledge was demonstrated by the University Library. Together with the National Library of the Netherlands and Google, it has scanned 8,000 18th and 19th century books and made them available to the public for free. What a wonderful initiative.

The voice of science was also clearly heard in the House of Representatives and during the climate protest on Dam Square in Amsterdam on 10 March. At the request of the organisation, climate scientist Heleen de Coninck addressed thousands of protesters, with a positive but urgent message: we can still do something, but there is little time left to ensure that the earth only warms 1.5 degrees instead of 2 degrees. That is necessary to prevent an additional rise of 10 cm of the sea levels by the year 2100.

A shortened version of Heleen de Coninck's speech appeared in the newspaper *Trouw*: "The world is changing quickly, the Netherlands will never be the same. But we still have a choice."

75 Years Liberated

In 2019, 75 years after Operation Market Garden, Nijmegen celebrated and commemorated 75 years of freedom. Staff members of Radboud university medical center and Radboud University participated in the Sunset March on 11 April.

The Sunset Marches are a daily tribute to the 48 allied soldiers who fought for the freedom of the Netherlands on 20 September 1944. At sunset, a veteran crosses *De Oversteek* (The Crossing) — bridge over the Waal river — with people following them, while the lights of the "Lights Crossing" artwork switch on at the same pace.

11 April has a special meaning for the university: it was on this day in 1943 that Rector Magnificus Bernard Hermesdorf closed the Catholic University of Nijmegen. With the support of the Nijmegen senate, the College of Curators, and the management of the Sint Radboudstichting, he opposed the signing of the loyalty declaration by Dutch students that was demanded by the occupying Germans. Hermesdorf did not send the declaration to the students of his university. The inevitable consequence of this position was that the institution was closed on 11 April 1943. Hermesdorf himself confirmed the message on 10 April, with a notice on a sign in the auditorium. He managed to stand firm under very difficult circumstances.

From now on, a delegation from Radboud University and Radboud university medical center will participate in the Sunset March on 11 April every year.

Education



We feel it is important that every student on our campus is able to develop well. We provide sufficient structure at the start of the study to allow students to find their way at the university. As they progress, our educational programmes offer an increasing degree of flexibility. Contact between lecturer and student and among students is essential during the study programme. We refer to the latest research insights in education for the design of our educational programmes.

Action Points from the National Student Survey (NSS)

Radboud University students awarded the university an average score of 8.0 and of 7.7 to their degree programme. Those are the results from the National Student Survey 2019, which is conducted every spring and is an important source of information for programmes to improve their education. In 2019, 7,359 Radboud University students participated in this national satisfaction survey.

As a result of the NSS 2018 results, several topics received additional university-wide attention in 2019. In addition to faculty and programme-specific themes highlighted by the NSS, faculties and programmes have focused on the following topics:

- A better distribution of the study load and a better match between the study load and the number of credits.
- The timely announcement of exam results and better communication with regard to when students can expect their grades.
- A good command of the English language by lecturers, part of the Radboud International 2025 language policy.

The results from the NSS 2019 show that the satisfaction of students in relation to these topics has increased at nearly all faculties. Although the figures show that these themes still need attention, the 2019 results are encouraging.

Radboud Teaching and Learning Centre

Lecturer professionalisation was put prominently on the agenda for 2019 as a result of the inter-university peer review of the University Teaching Qualification, which was completed under the Association of Universities in the Netherlands (VSNU) in 2018. A great deal of work has gone into the realisation of the Radboud Teaching and Learning Centre, where educational innovation pioneers can share knowledge and experiences and learn from each other on campus. All the preparations for creating this centre were completed at the end of 2019, and an academic leader was found in Jan Bransen, professor of Philosophy of Behavioural Sciences. The Teaching and Learning Centre was opened in January 2020.

Quality Assurance for Education

Radboud University successfully passed the Institutional Audit Quality Assurance in 2017. The subsequent year revolved around the implementation of the recommendations from the panel that conducted the audit. Implementation was continued in 2019, with special attention to the efficiency of educational support and streamlining the university management model.

Quality Agreements

In the WO-2018 sector agreement, it was decided that resources made available from the *studievoorschot* (a government student loan) would be linked to quality agreements at the institutional level. Radboud University submitted its plans for the quality agreements in 2019. On the basis of a positive recommendation from the review panel of the Accreditation Organisation of the Netherlands and Flanders (NVAO), the minister of Education, Culture and Science has approved the plans, allowing the university to begin implementation.

Handboek kwaliteitszorg

In 2019, Radboud University worked on an update to the *Handboek kwaliteitszorg* (quality assurance manual). It now includes the new NVAO assessment framework. This version will be discussed in several assemblies and then distributed. In 2019, the minister indicated a wish to research the options for institutional accreditation. Radboud University is actively participating in an administrative VSNU project group on this topic.

Inspection and Accreditation

2019 was a very busy year for programme inspections. The following programmes were inspected on site and were awarded a satisfactory result at the minimum:

- Faculty of Arts: the Bachelor's and Master's programmes in the Modern Language and Literature cluster, the Regional Studies cluster, the Art and Culture cluster, and the History Bachelor's and Master's programmes.
- Faculty of Philosophy, Theology and Religious Studies: all programmes relating to theology and religious studies.
- Nijmegen School of Management: Social Geography and Urban Planning Bachelor's and Master's programmes.
- Faculty of Social Sciences: Artificial Intelligence Bachelor's and Master's programmes and the Research Master's programme Cognitive Neuroscience.
- Faculty of Science: the Bachelor's and Master's programmes of Physics and Astronomy, Mathematics, and Computing Science.

The Bachelor's and Master's programmes of Communication and Information Sciences, Economics, Business Administration, Communication Science, Cultural Anthropology and Development Sociology, Sociology, Chemistry, and Dentistry were inspected in 2018 and received positive results in 2019. A request for accreditation has been submitted to the NVAO for all these degree programmes.

Education Policy



Interdisciplinary Initiatives Between Faculties

The Executive Board encourages faculties to establish joint or interdisciplinary initiatives that cross between faculties. The Executive Board made funds for this available again in 2019. Many proposals were submitted, including six initiatives for new programmes, which were assessed based on content and financial criteria.

Connection Between Secondary and Higher Education

The connection between secondary and higher education will be centrally coordinated and funded from 2019. This encourages collaboration in this area that crosses faculty boundaries, and work is progressing to establish one information point for secondary education. A workshop was also developed for 3 VWO, focusing on profile choice. Trained student information officers provide the workshop at schools during school hours. The schools are enthusiastic and have indicated that the workshop meets their needs.

Language Policy

At the end of 2018, the Executive Board formulated new ambitions in the area of language policy that stem from the Radboud International 2025 internationalisation strategy. A new language policy steering committee was formed in 2019, with Margot van Mulken, Dean of the Faculty of Arts, at the helm. At the recommendation of this steering committee, the Executive Board has decided to recalibrate the language of instruction of all programmes during the 2019-2020 academic year, based on newly established qualitative criteria. 2019 also saw the start of the preparations for the introduction of a university-wide test of academic language proficiency for all first-year students from September 2020.

BSA Research

Results

The Strategy, Education, and Research department published the report of the research into the Binding Study Advice (BSA) at the end of 2018. This research aimed to provide an answer to what extent the BSA is an effective instrument for the selection and referral function of the first year, as was the intention when it was introduced.

The results show that the BSA works well as a selection tool for the majority of students. However, the referral function does not yet work as intended. After a negative BSA, students often choose an alternative programme that differs little from their first choice, and their performance varies. For various reasons, there is insufficient insight for student guidance into what students do after receiving a negative BSA. The question remains whether these students make a conscious decision to try it again. It also appears that many risk factors already manifest themselves prior to the start of the study programme or at an early stage in the first year, which provides opportunities for prompt intervention.

Follow-up

In response to the results of the research, a number of follow-up actions were initiated. The recommendations about student guidance were included in the university improvement plan for student guidance, which will be published in the spring of 2020. For a number of other recommendations it will be examined whether the BSA guidelines need to be adapted. A [recent letter to Parliament](#) mentioned the Radboud University BSA research as a good practice.

Educational Offerings

New two-year integrated teacher training Master's programmes were started in September 2019. They were designed by the Radboud Teachers Academy and the faculties involved, integrating the programme of the one-year specialised Master's into the programme of the one-year teacher training programme. The specialisation of Dutch was started in September 2018, and the specialisations in German and History followed in 2019.

Educational Support

The arrival of the Education and Student Affairs management team (MESA) has provided an impetus for coordinating the education support processes: many matters are agreed during constructive consultations between the heads of education centres and offices. Clear examples are the agreements about the organisation of examinations, internship processes, and enrolment terms in education. Annual themed meetings update staff members involved in education support of developments in their professional field. The theme for 2019 was "Privacy and the GDPR".

The positive results of the renewed International Admissions process have led to an examination of which elements from this process could be implemented in the general admission process. Under the leadership of their process owners, great strides were made in relation to the "student guidance" and "scheduling" processes. For student guidance, different subgroups worked on the building blocks for a recommendation of what student guidance should look like in 2023. For scheduling, an agreement was reached on the format of annual planning, and an exploration has provided insight into what is needed to achieve an efficient and future-proof education and examination schedule.

ICT in Education

The ICT in Education programme was concluded in 2019. The results were handed over to the line organisation. The digital learning environment Brightspace has been successfully in use for a full academic year.

There is also a continuous increase in the use of services: not only does the amount of knowledge clips grow every year, but so do the number of digital and paper course evaluations, the number of users of the Mentimeter presentation tool, the number of hours of watched web lectures, and the number of processed paper tests.

An important focus for 2019 was digital testing. The demand from the faculties continues to grow, while the processes and the organisation have not yet been optimally arranged. This has led to a high workload for the support staff. Many improvements were implemented in 2019, which allowed the number of examinations to grow. The increasing demand means that room capacity is becoming more of a bottleneck. This is why the options for more capacity in a fixed location are being examined.

Comenius Programme for Educational Reform

Several requests were submitted for the national Comenius programme for educational innovation. Through the programme, grants can be requested for teaching fellows, senior fellows, and leadership fellows. In spite of much effort on behalf of the requesters and supporters, only one grant for a teaching fellow was awarded in 2019.

Kies Op Maat

From 2019, Radboud University will participate in the national service *Kies op Maat* (customised selection). It increases the possibilities for HBO students to participate partially or entirely in a Pre-Master's programme, which will provide them with access to a Master's at Radboud University. This will serve as a positive stimulus to transferring from HBO to university.

City Deal

In the City Deal, Radboud University, HAN University of Applied Sciences, and the Municipality of Nijmegen will make a connection between education and the social challenges in the city. This City Deal was further detailed in 2019 by the efforts of students in educational projects about themes such as managing integrated neighbourhoods, a healthy city, and entrepreneurship/talent development. A renewed subsidy from the Ministry of Education, Culture and Science ensured that the City Deal can be further integrated into the university. ROC Nijmegen also joined the initiative in 2019.

Admission to the Master's Programme

National agreements were made between the Association of Universities in the Netherlands (VSNU), the Ministry of Education, Culture and Science, and the student unions to safeguard the accessibility of Master's programmes. These agreements have resulted in a university-wide policy regarding admission to Master's programmes. All degree programmes will have implemented this policy by the end of the 2019-2020 academic year.

Outgoing Bachelor's Students and Incoming Master's Students

In 2018, Radboud University observed that the number of outgoing Bachelor's students was increasing, but that the number of external, incoming Master's students was lagging behind target. An outgoing Bachelor's students and incoming Master's students steering committee was set up, and they initiated several concrete actions to turn the tide. The faculties were asked to reassess their Master's programme offerings with a view to increasing incoming student numbers. New, university-wide Master's-programme information was also established to retain our own students for Radboud University.

Radboud Honours Academy

The Radboud Honours Academy educational offerings were also further developed in 2019, and were used to reach a broader target group, such as through the use of honours labs, for which an increasing influx is evident. On the basis of the strategic principles of the multi-year plan, and together with the different Bachelor's programmes, a successful kick-off for all honours students was organised. The focus was on the area of "science and society". An Academy-wide offering of skills modules for honours students was also developed.

In the autumn of 2019, the Honours Academy celebrated its ten-year jubilee with a successful public gathering in the Aula with photographer Robin de Puy. Additionally, a peer review of honours education at Radboud University was completed by an external national inspection committee. The committee gave a positive recommendation and emphasised that, for the students in Nijmegen, "life is good" at the Honours Academy.

Sustainability in Education

In keeping with the strategy “A Significant Impact”, Radboud University strives to ensure that students engage with challenges relating to sustainability through their own discipline. The Radboud Centre for Sustainability Challenges was established in mid-2019 and is the hub for all research and education related to the Sustainable Development Goals for 2030 (SDG) as defined by the United Nations. The objective for education is that all Radboud University graduates know what sustainability means for their professional field. To that end, the centre has developed a comprehensive Bachelor’s course about the SDGs, which can be taken starting in 2020.

Furthermore, sustainability was featured in different tracks at the Radboud Honours Academy and in the *living labs* of the Radboud Green Office. It links students to sustainability challenges faced by Radboud University’s operational management and Radboud university medical center. They are given the opportunity to conduct research, and its results will be integrated into the operational management. Eleven *living lab* projects were completed in 2019.

At the end of 2019, the Executive Board commissioned the sustainability programme director to further elaborate on a plan to make education even more sustainable in collaboration with the stakeholders from the primary process, such as directors of education and students.

Research



With our research we respond to complex issues, now and in the future. We encourage collaboration between disciplines and challenge our staff members to conduct research across disciplinary boundaries. Students are involved in this research wherever possible: this enriches both education and research. Scientific research is the future of our education, and our students are the future of our research.

Our university invests in unique research facilities of international importance. Examples include the combination of magnets and lasers for materials research at HFML-FELIX, and the scanning facilities for brain research at the Donders Institute for Brain, Cognition and Behaviour. It also includes the rich research opportunities offered by the Katholiek Documentatie Centrum (Catholic documentation centre) and the special collections at the University Library. Businesses, organisations, and institutions can approach the university for the use of facilities, labs, rooms, and equipment.

As a university, we feel a responsibility towards the world in which we live. We want to take the lead in contributing to the United Nations' Sustainability Development Goals, and in doing so contribute to the changes that the world will require in the coming decades.

Quality Assurance for Research

In 2019, external assessments took place for the following institutes:

- Research Institute for Philosophy, Theology and Religious Studies (PTR)
- Institute for Management Research (IMR)
- Radboud Social Cultural Research (RSCR)
- Donders Institute for Brain, Cognition and Behaviour (DI)

Visitation reports were also published for the following institutes:

- Radboud Institute for Molecular Life Sciences (RIMLS)
- Radboud Institute for Health Sciences (RIHS)
- Centre for Language Studies (CLS)
- Institute for Historical, Literary and Cultural Studies (HLCS)

The national mid-term evaluation of the current Standard Evaluation Protocol (SEP 2015-2021) was also completed in 2019. Radboud Services contributed to this evaluation, and provided input for the new SEP, which is expected to be established at the start of 2020.

Radboud Excellence Initiative

The Radboud Excellence Initiative, funded by Stichting Reinier Post, allows excellent international postdocs to work and conduct research in Nijmegen for two years. The initiative also allows renowned senior academics from abroad to conduct research at Radboud University for six months. The 11th and 12th selection round of the Radboud Excellence Initiative were completed in 2019. The fellows and professors leaving Nijmegen are asked to evaluate their residency through an exit survey. During 2019, and based on an evaluation conducted at the end of 2017, the Radboud Excellence Initiative Task Force has continued to further professionalise the organisation and encourage participation in the programme. Additionally, it was decided, in agreement with the Stichting Reinier Post, to extend the funding of the Radboud Excellence Initiative. This means that new researchers can be invited in the coming years.

Research Data Management (RDM)

Under the direction of the RDM (Research Data Management) steering committee, work was continued in 2019 on the further development and implementation of the RDM policy, and the provision of support and systems for this purpose. In the area of policy creation, work was started in 2019 on formulating and acquiring support for a guideline in the area of the findability and accessibility (*findable* and *accessible*, the F and A of the FAIR principle¹) of research data associated with scientific publications. This guideline will be implemented at the start of the 2020-2021 academic year.

Research data management by students and PhD candidates was an important focus point in 2019. Work was done on the design of a facility that will be implemented in 2020 on the basis of the existing RIS/Metis system. It will facilitate findable and accessible storage of research data associated with Bachelor's and Master's theses for internal use. Additional requirements for research data management were formulated for the assessment of theses; they will be included in the new doctorate regulations.

There were several developments in 2019 regarding RDM systems. A request was submitted for a CoreTrustSeal certification for the Donders Repository. It will contribute to the international recognition of this repository as a reliable and sustainable archive for research data. Furthermore, options were explored in 2019 relating to the implementation of this system as Radboud Data Repository at other institutes for storing, archiving, and releasing research data and accompanying information.

The RDS/RIS project aims to provide Radboud researchers with an integrated online interface for writing and registering data management plans as well as registering datasets and making them publicly available. In the context of this project, researchers receive support for the use of the RIS interface and related services. In addition to the modification of RIS for data associated with theses that was mentioned, work was completed on a better connection between RIS and other systems in order to improve the findability of Radboud research data. Furthermore, adaptive maintenance was carried out for relatively new components, such as the tool for writing data management plans (DMP tool) and the interface for the datasets. In a collaboration with the data stewards, new institute-specific DMP templates have become available in the DMP tool, etc.

Open Access

In 2019, the university improved the provision of information about open access for scientists, including the organisation of workshops for PhD candidates and expanding the presentations at research groups. The Open Science Support Team was expanded, and work was completed in aid of strengthening the internal and external collaboration as well. A pilot relating to the creation of a Radboud Open Access Press was started in the second half of 2019.

In the context of the national Taverne pilot, recent publications by renowned Radboud academics were published with open access in the Radboud Repository; this pilot will be further expanded in 2020. Radboud University has also, in line with national developments, again taken part in the renewal or conclusion of a number of open access agreements with large publishers.

Registration and Tracking PhD Candidates

In 2019, Radboud University began the transition to the new registration and tracking system Hora Finita. This is done in close consultation with key users and a steering committee. It is expected that Hora Finita will

¹ Findable, Accessible, Interoperable, Reusable.

be taken into use during 2020. In 2019, the revision of the doctorate regulations was also started. Different stakeholders, such as Graduate School coordinators and research directors, were consulted. It is expected that the revised regulations will be established in mid-2020.

Animal Testing

Researchers at Radboud University conduct experiments with animals for such purposes as developing new treatment methods for diseases 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 in the Animal Research Facility (CDL) are monitored by the Animal Welfare Body (IvD). 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 33 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, 268 experiments involving animals were conducted at the Animal Research Facility. These experiments used 11,483 animals, the majority of which were mice (8,225 animals) and rats (1,576 animals).

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

Academic Integrity

A new Netherlands Code of Conduct for Research Integrity was established at the end of 2018. It reinforces the institutional duty of care regarding academic integrity. This duty of care is a collection of obligations that the institution must fulfil to encourage researchers to comply with and maintain the standards for good research practice. With broad involvement that included deans and research directors, an action plan for academic integrity was drafted in 2019, in which those obligations form a central component. Several steps have since been taken towards the implementation of this action plan, including in the area of research culture. Additionally, a university-wide discussion meeting about science and media was organised on behalf of the Executive Board in May 2019, with contributions from a number of Radboud researchers and science journalist Maarten Keulemans.

Professor Policy

Radboud University revised its Professor Policy in 2019. The most important change is that the Executive Board now only distinguishes between regular and special teaching and research remits. Variants such as core, strategic, or personal chairs are no longer applied. The revised policy is described in a brochure, which is also available online.

Also in 2019, the appointment procedure was critically assessed. This procedure has been partly updated already, particularly in the area of the sequence of the steps to be taken, standardisation, and distribution

of tasks. The appointment process will be further digitised during 2020, which means that it will be organised even more efficiently and be more transparent for faculties.

Collaboration with the Universität Duisburg-Essen

During 2019, the collaboration with the Universität Duisburg-Essen was extended until 2024. It guarantees the joint operation of the Erwin L. Hahn Institute for Magnetic Resonance Imaging. The Ruhr-Universität Bochum has joined as additional partner. The extension enables the Donders Institute and the Radboud university medical center Radiology and Nuclear Medicine department to continue conducting research with a 7-Tesla MRI scanner.

Contribution to the Sustainable Development Goals

Radboud University wants to take the lead in contributing to the United Nations' Sustainability Development Goals, and in doing so contributing to the changes that the world will require in the coming decades. The Radboud Centre for Sustainability Challenges (RCSC) was established in 2019, and its objective is to improve the connection between Radboud University's interdisciplinary and transdisciplinary research into sustainability and sustainable development. It also intends to increase the impact of research into the transformation and connections required to achieve the SDGs, by 2030, but also in the long term. To do this, the RCSC formed a network of researchers in 2019 who come together and collaborate in seminars, joint projects, and research proposals.

Social Impact



Knowledge for Society

In 2019, Radboud academics once again made important contributions to social issues. Climate scientist Heleen de Coninck made headlines across the world as one of the main authors of the report on climate change by the Intergovernmental Panel on Climate Change. She has become an important voice in the climate debate and knows how to connect the rational figures provided by science, the climate change activists, and the climate crisis deniers. At the end of 2019 she was widely featured in the news because of the climate conference in Madrid. Her contribution to the public debate was recognised with the Hermesdorf Award, an annual distinction presented by Radboud University to researchers whose research has had a major social impact.

Academics want to make an impact. This is what Radboud University will focus on in the coming years, and it is happening already. Here are a few examples. Marin Terpstra and Kristof Jacobs appeared during the first national democracy festival in Nijmegen at the end of August. Language-loving people of the Netherlands visited the Drongo Festival in the Elinor Ostrom building in October to take a crash course in Japanese or participate in other activities. Neurologist Bas Bloem appeared on *Pauw* and explained that in Parkinson's patients, the "starter" for the "machine" that is the musculoskeletal system does not function well. One of the possible causes: pesticides and solvents in our environment.

If science wants to have a social impact, then more is needed than just the presentation of facts alone. Researchers will need to patiently and clearly highlight and explain their methods and insights. This is what 14 Radboud researchers of the interdisciplinary researchers consortium Healthy Landscape did. With an opinion piece in [*NRC Handelsblad*](#), they clarified that nitrogen reduction and sustainable restoration of the natural environment can go hand in hand.

OPZIJ magazine named cardiologist Angela Maas as the most influential woman of 2019. Thanks in part to her, participants in scientific cardiology research are no longer only men. Angela Maas specialises in cardiovascular disease in women. Medical care is often - incorrectly - based on the model for men. Symptoms, diagnostics, and treatment of heart disease are fundamentally different between men and women, and it requires a different medical care.

Crowdfunding

With the help of the Radboud Fund, ecologist Nils van Rooijen began a crowdfunding campaign with which he raised over €10,000. He will use it to set up a space to dry seeds of Dutch native plant varieties. Many of those varieties are on the brink of extinction. Stichting Het Levend Archief (the living archive foundation) wants to safeguard these varieties by collecting seeds, cultivating them, and storing them in the Nationale Zadencollectie (national seed bank).

There was more success related to crowdfunding. Partly financed by a crowdfunding campaign from 2017, historian Coen van Galen succeeded in publishing the Surinamese slave registers online in October. An important and special moment for the descendants of thousands of people enslaved in Suriname, among others.

Professor of Epidemiology Bart Kiemeneij let his legs do the talking. In an epic Tour de France he cycled 3,500 kilometres through the Vosges, the Alps, and the Pyrenees. He completed the same extremely difficult route as the professionals, except one day earlier. In the process he earned himself a sore pair of legs as well as nearly €50,000 for the Radboud Oncology Fund.

A children's PhD graduation took place for the first time in the history of academia in the Netherlands. It was organised in the auditorium of Radboud University. Remedial educationalist Liesbeth Tilanus presented the results of her research: by practicing a lot, children with dyslexia can improve their reading and spelling skills. Young, guest PhD supervisors asked her critical questions such as: how did they ever find out that dyslexia exists? The result: passed with flying colours.

Science in Debate

Radboud University publishes reports regarding high-profile research on its website nearly every day. Another way the university shares its knowledge with the greater public is through the in-depth lectures of Radboud Reflects. Current themes, social trends, and ethical issues are addressed during accessible, public-friendly lectures that are held on campus and in the city of Nijmegen. A total of about 17,000 people participated in Radboud Reflects activities in 2019.

How do you communicate scientific knowledge with integrity? This was the topic of a discussion meeting initiated by the Executive Board in May. Academic integrity not only includes careful research, but also careful communication, and that sometimes results in questions and dilemmas. How do you handle social or politically sensitive matters in media communications? Is it the researcher's responsibility to highlight issues or add topics to the political or social agenda? These questions were included in the discussion between researchers, students, and policy makers, and with Maarten Keulemans, science journalist with *De Volkskrant*.

Valorisation and Innovation

Radboud Innovation supports researchers in their request for research funding and in setting up collaborations with public and private partners. The team identifies and guides the development of new innovations, supports the creation of balanced consortiums, and lends a hand with obtaining funding to make this collaboration possible.

OnePlanet

One of the most important projects of 2019 was the creation of the OnePlanet Research Center, a collaboration between Radboud University, Radboud university medical center, Wageningen University & Research, and imec the Netherlands, financially supported by the Province of Gelderland. OnePlanet focuses on digital technological innovations for a sustainable future in the areas of food, agriculture, and health. In relation to business development, three patent applications were filed, and four agreements, including licensing agreements, were finalised with startups and the business community in 2019.

OnePlanet was also involved with three large Netherlands Organisation for Scientific Research (NWO) crossover projects at the end of 2019. For example, neuroscientist Esther Aarts will use sensor technology and other e-Health tools to monitor the cognitive decline of elderly people in order to eventually make better predictions regarding who is at higher risk of this type of decline. The final objective is to develop personalised lifestyle interventions. In the coming year, OnePlanet will support researchers both financially and in kind with new applications and will share their knowledge of food, agriculture, and health with degree programmes and companies in the area.

Grants and Subsidies

Advice on research grants and funding (regional, national and international), project development, business development, and encouraging entrepreneurship is provided by Radboud Innovation in a collaboration with the faculties. Good advice about research grants significantly increases the success rate.

In 2019, Radboud University was one of the most successful national and European universities when it came to obtaining personal grants. Three of the six ERC Synergy Grants - the largest and most competitive grants from the European Research Council - awarded to the Netherlands were received by Radboud researchers: Mike Jetten, Mikhail Katsnelson, and Theo Rasing. This was also a good result at European level. Only four other universities received a comparable number of subsidies. Radboud Innovation guides researchers in the starting phase and provides trial interviews and other services. To strengthen the support for European collaborative projects, three new staff members were employed.

Mercator Launch

Mercator Launch, a pre-incubator on campus at the university, was started in 2018. Mercator Launch is an initiative of Radboud University, Radboud university medical center, and the HAN University of Applied Sciences. It is an inspiring, flexible meeting space, which provides the opportunity for students, PhD candidates, and other employees on campus to translate their ideas into innovative products, services, or events. At Mercator Launch, students and staff can test and validate their business concept, with the support of experts, entrepreneurs, financiers, government agencies, and companies. Mercator was positively evaluated in 2019, and it has also moved to a new location within the University Business Centre, where there is more space for all activities.

Sustainable Relationship with Partners and Stakeholders

The collaboration with Radboud university medical center in the area of sustainability intensified in 2019. A joint sustainable policy framework was created, with four guiding ambitions that will be the focus for both organisations in the period 2020-2025. In addition, Radboud University continues to be involved in several municipal and regional sustainability initiatives in the year after Green Capital, such as the Green Capital Legacy Programme Board, *Nijmeegse Economie Circulair* (Nijmegen circular economy), *Circulaire Raad* (circularity board), and other networks. The decision was also taken to join "Wij zijn groen, gezond en in beweging Nijmegen" (we are green, healthy, and on the move Nijmegen). This network aims to accelerate a movement towards healthy citizens in a healthy city. In light of this, Radboud University and over 30 other organisations have signed the Local Prevention Agreement. Participants agree that they will actively encourage a healthy lifestyle among their staff members, students, clients, and patients. A smoke-free environment, more exercise and a healthy diet, and awareness of the risks of alcohol use are priorities.

Students



Radboud University has nearly 23,000 students, over 10% of which are from abroad. We are an internationally-oriented university with strong regional roots. Our university welcomes students from different backgrounds, countries, and cultures, and offers equal opportunities to all. Radboud University actively contributes to making everyone feel at home on campus.

Our students develop into academics who think critically, and they will be prepared for taking on responsible positions in society. Quality comes first and foremost in our education. We will take measures when the quality of education is at stake because of unexpected fluctuations in the student numbers. We want growth in quality, not necessarily quantity. Our basic principle is: the right student in the right place.

Vision Document for Student Counselling and Facilities: Student Welfare

The “student welfare” theme was again an important point of focus in 2019. The university-wide vision document for student counselling and education support was established in the context of the education support improvement agenda. 2019 also saw the start of the Student Counselling 2023 project. Its objective is to draft a recommendation for the future structure. This recommendation will be based on the vision document for educational support and student counselling. Four work groups have been set up, with important input from students. The work groups are: the lecturer as counsellor; student counselling; study counselling; and career counselling and career services. Student welfare will also play an important role in this. The recommendation will be completed in the first half of 2020.

The pressure on student counsellor services was clearly noticeable in 2019. This was evident from increasing waiting times for student psychologists and study trainers in particular. Student psychologist capacity has been increased to curb the waiting times. There was also a focus on strengthening the collaboration with external partners. A good example is the collaboration with the institution for addiction care IrisZorg, where students who are struggling with problematic gaming, alcohol, or drug use are motivated to work on their addiction.

Career Counselling for Students with Disabilities

“Imagine that you are suffering with a psychological condition. Would you talk about that during your first job interview?”

Students with a disability have access to all types of assistance during their study programme, but what about when they go for a job interview? In the 2017 Welfare Survey, 14% of students indicated having a disability, be it physical or psychological. They include things like burnout, post-traumatic stress, or anxiety disorders. Career counsellors also noted that these students find it particularly difficult to continue on to the labour market. They know very well what their limitations are, but know less about their strengths. Radboud University career counsellors collaborate with the WerkBedrijf Rijk van Nijmegen and the UWV to assist these students in finding a sustainable placement on the labour market. The result of this unique collaboration is that over 100 students with a disability have gained a starting position on the labour market.

Flexible Education Pilot

With the Flexible Education Pilot, Radboud University supports the students who have special tasks (management duties), talents (top athletes and the arts), or care duties, and who may benefit from a more flexible schedule and improved access to web lectures or other facilities. This pilot was evaluated in 2019,

and on that basis extended until 2023. In the 2018-2019 academic year, 121 students made use of flexible education. Less than a quarter were students with informal care duties. The contract hours for the flexible education coordinator were expanded at the end of 2019 in an attempt to better reach this group of students.

Digitisation of Student Services

At the central Student Administration Office, all paper documents are scanned and stored in Osiris. This process was implemented in April 2018. Students can view their own documents in OSIRIS Student, a completely reworked module and app for students. In 2019, an effort to catch up was initiated for previous study years, and over 17,000 documents were scanned and uploaded. Since July 2019, the faculty education administrations have been digitally processing the "*geslaagdenverklaringen*" (the statements signed by the Examination Board as proof of obtaining a Bachelor's or Master's diploma) in Osiris. In this way, the graduation process can be concluded faster and more efficiently.

Radboud University connected to the new Studielink in 2019. A number of new processes were designed using the OSIRIS Zaak module as well, which means that processes surrounding student guidance, internships, and payments from the profiling fund are now digitised.

Recruitment and Publicity

Together with Radboud Teachers Academy and HAN University of Applied Sciences, the first *Studiekeuzeplein* (study choice plaza) was organised during the Bachelor's Open Day. All workshops were fully booked beforehand, and enthusiastic reactions from visitors followed. It was agreed that Radboud University will also be present at the HAN University of Applied Sciences open day.

The arrival of the Radboud Master's Fair means that, for the first time, a Master's information activity was organised for Radboud University second- and third-year Bachelor's students and Pre-Master's students. The objective is that they can familiarise themselves with Master's and Pre-Master's programmes offered. A total of 2,173 students registered for the first edition. A score of 7.6 shows that students were satisfied with this new information activity, which will be organised annually in the future.

The Master's Open Day in the autumn was organised on a Saturday for the first time. Visitor surveys from previous editions showed that it was difficult for people to go to Nijmegen on a Thursday evening. A total of 2,240 students (excluding 82 international students) registered. The number of higher education students from other Dutch universities increased nicely from 762 (in November 2018) to 894 registrations. A score of 7.8 for the Master's Open Day shows that students are satisfied with this information activity.

The first Virtual Open Day took place at the start of 2019. As many as 477 participants from 121 countries took part. The participants were interested in the Master's programmes (56.6%), the Bachelor's programmes (41.6%) as well as the PhD tracks (1.8%). Because of its success, more Virtual Open Days were organised later on in the year. It also included webinars for the first time, and Unibuddy was used. This system allows interested parties to communicate with current students. 10,952 questions have been asked already.

Inclusion and Diversity

A customised track for refugee students was started in the spring of 2019. An inclusion programme is also being developed. A diversity policy and an action plan were created to improve the diversity among students. It will be further elaborated on with the student organisations. Additionally, a programme

manager for diversity and inclusion was appointed, and an agreement was signed with the Foundation for Refugee Students UAF.

Staff Members

Radboud University is a close-knit community in which staff members and students inspire and challenge each other. The university characterises itself as academic community by mutual appreciation and respect for each other and for differences. Inclusiveness in the broad sense, social safety, and safety of the study and work environment are important fundamentals. We value diversity among our students and our staff members.



Core values for our staff members are courage, connection, and openness which provide them with the freedom and sense of responsibility to develop their talents and realise their ambitions. This starts with personal leadership. We invest in the continuous development of our students and our staff members as well as our way of working, both for academic as well as the supporting staff.

In 2019, many people have again contributed to the organisation. Below is an overview of the most important key figures regarding the staff at Radboud University. The different components will be explained in more detail in the subsequent tables.

The Faculty of Medical Sciences is part of Radboud university medical center. The tables below only include the workload for education and research duties. The workload for patient care is not included. Junior doctors are included in the other medical staff.

Key figures for Academic staff Radboud University and Radboud university medical center (FTE)	2017	2018	2019
FTE staff (including Radboud university medical center)	4,891	4,932	5,211
FTE academic staff (including Radboud university medical center)	2,743	2,735	2,886
- women (%)	46.6	47.4	48.0
- international (%)	24.9	25.7	26.4
FTE professors (excluding Radboud university medical center)	231.0	230.9	237.0
- women (%)	27.1	29.0	30.1
FTE professors (including Radboud university medical center)	303.3	310.8	317.9
- women (%)	26.5	28.7	30.1

Number of Employees

The number of academic staff members at Radboud University and Radboud university medical center increased by 151.4 FTEs in the past year. The increase is mainly due to an expansion of the number of PhD candidates (by 54.2 FTEs) and other scientific staff (researchers and lecturers) by 68.2 FTEs. Additionally, the figures for professors (7.5 FTEs), associate professors (12.8 FTEs), and assistant professors (8.7 FTEs) have also increased.

Academic Staff Radboud University and Radboud university medical center		
	2018, reference date 31 December	2019, reference date 31 December
Professor	310.4	317.9
Associate Professor	180.9	193.7
Assistant Professor	378.9	387.6
PhD candidates	929.1	983.3
Other academic staff	935.2	1,003.4
Total	2,734.5	2,885.9

The number of academic staff at Radboud University has risen by 91.8 FTEs in 2019. That rise is mainly due to an increase of 22.7 FTEs for PhD candidates and 51.1 FTEs for other academic staff. The 51.1 FTEs includes 17.6 FTEs for researchers and 33.5 FTEs for lecturers.

Academic Staff Radboud University		
	2018, reference date 31 December	2019, reference date 31 December
Professor	230.9	237.0
Associate Professor	126.7	138.6
Assistant Professor	311.9	311.9
PhD candidates	531.0	553.7
Other academic staff	465.8	516.9
Total	1,666.3	1,758.1

The number of academic staff members at Radboud university medical center has increased by 59.4 FTEs in 2019. It includes an increase of 31.5 FTEs for PhD candidates, 8.7 FTEs for assistant professors, and 17.0 FTEs for other academic staff.

Academic Staff Radboud university medical center		
	2018, reference date 31 December	2019, reference date 31 December
Professor	79.5	80.8
Associate Professor	54.3	55.1
Assistant Professor	67.1	75.8
PhD candidates	398.1	429.6
Other academic staff	469.4	486.4
Total	1,068.3	1,127.7

The number of support staff members at Radboud University and Radboud university medical center has risen by 128.3 FTEs. This concerns a 63.4 FTE increase of support staff at Radboud University (33.3 FTEs of support staff directly linked to education and research and 30.1 FTEs of indirect support staff). At Radboud university medical center, the number of support staff members at the Faculty of Medical Sciences increased by 64.9 FTEs.

Support staff Radboud University and Radboud university medical center	
2018, reference date 31 December	2019, reference date 31 December
2,196.4	2,324.7

Diversity

The increase in the proportion of women academics continued in 2019. At 30.1%, the proportion of women professors is above 30% for the first time. The proportion of women assistant professors rose from 42.1% to 44.2%. The proportion of women associate professors has dropped to 30.0%, partly because of the relatively high number of internal promotions to full professor. There was an increase in the proportion of

women PhD candidates. Although it was on the decline in 2018, it has since recovered and now reached 56.4%.

Percentage of total women and men academic staff members in FTEs Radboud University and Radboud university medical center				
	2018, reference date 31 December		2019, reference date 31 December	
	M	F	M	F
Professor	71.3	28.7	69.9	30.1
Associate Professor	67.2	32.8	70.0	30.0
Assistant Professor	57.9	42.1	55.8	44.2
PhD candidates	44.4	55.6	43.6	56.4
Other academic staff	49.4	50.6	49.5	50.5
Total	52.6	47.7	52.0	48.0

Support staff positions are represented by salary scales. This provides a good idea of the different levels of the men and women within the support staff. A slight decrease can be observed in the percentage of women support staff in the higher salary scales such as 13-18 (decrease from 33.3% to 32.7%) and 10-12 (decrease from 46.8% to 46.2%). The man to woman ratio among all of the support staff has remained virtually the same.

Percentage of total women and men support staff in FTEs Radboud University and Radboud university medical center				
	2018, reference date 31 December		2019, reference date 31 December	
	M	F	M	F
Scale 1-5	53.9	46.1	52.8	47.2
Scale 6-9	33.5	66.5	32.3	67.7
Scale 10-12	53.2	46.8	53.8	46.2
Scale 13-18	66.7	33.3	67.3	32.7
Other scales	61.5	38.5	68.9	31.1
Total	45.0	55.0	44.6	55.4

Reduction in Temporary Contracts for Academic Staff

It was agreed in the 2016-2017 Collective Labour Agreement (CAO) that the universities would focus on reducing the proportion of temporary academic staff. Specifically, it was determined that the proportion of contracts of under four years (for the positions of professor, associate professor, assistant professor, and lecturer) should not exceed 22 percent. In 2019, this proportion was 10.94%, well below the national average of 16% at the end of 2018 (source: VSNU WOPI) and the 22% limit. The total proportion of temporary academic staff in the relevant positions is 20.22%.

In percentage	2018, reference date 31 December			2019, reference date 31 December		
	4 years or shorter	Longer than 4 years	Fixed	4 years or shorter	Longer than 4 years	Fixed
Professor	0.39	1.56	98.05	0.63	2.03	97.34
Associate Professor	2.25	0.63	97.12	3.10	0	96.90

Assistant Professor	8.79	13.32	77.89	11.03	12.39	76.58
Lecturer	19.28	20.60	60.12	27.26	18.75	53.98
Total	7.76	9.79	82.45	10.94	9.28	79.78

Internationalisation

The ambition of Radboud University and Radboud university medical center is to attract more international academics. This proportion was 25.7% at the end of 2018 and has grown to 26.4% by the end of 2019.

International staff as a percentage of total academic staff in FTEs Radboud University and Radboud university medical center	
2018, reference date 31 December	2019, reference date 31 December
25.7	26.4

Absence

Absenteeism at Radboud University (excluding Radboud university medical center) has remained the same in 2019, but it still is relatively high. Additional focus is therefore still necessary, and it includes the following elements:

- Taking a more intensive approach to preventable absence by increasing knowledge. This is implemented by training reintegration experts at all faculties and at Radboud Services.
- The new collaboration agreement between Radboud University and the Department of Occupational Health and Safety and Environmental Service (AMD) will be further defined. It includes agreements regarding absence management and prevention in order to safeguard and develop the effectiveness of the services.
- The description of the *Regiemodel* (management model) is further detailed, and includes clarity regarding the roles, tasks, and authorisations of the various parties at the university.
- A deeper analysis of the reasons for absenteeism within the different position families, trends and bottlenecks can be explored more specifically. Because of the relatively high absenteeism among PhD candidates, our objective is to pay more attention to this group through an intensive and structural collaboration between all parties involved, such as by providing an extensive training and course offerings as well as psychosocial support.

Absence figures:

Year	2015	2016	2017	2018	2019
Absence percentage	3.1	3.4	3.3	3.6	3.6

Absence percentage: the total number of weighted absence days compared 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.

HR Policy

In order to realise the ambitions outlined in the Radboud University strategy, modern HR policy and its implementation are indispensable. This is why in 2019, on the basis of the objectives in the strategy, a new HR agenda for the 2020-2025 period was created. In the agenda, objectives and ambitions are translated

into concrete themes and actions that will be implemented university-wide. The focus areas in the HR agenda can be divided into four main themes:

- a Effective leadership in a sustainable and modern organisation
- b Sustainable and appealing work
- c Finding and retaining talent
- d Personal leadership, sustainable employability, and vitality

Effective Leadership in a Sustainable and Modern Organisation

In 2019, the leadership vision was defined more concretely and translated into terms of desired behaviour. In the area of leading teams, the “courage, connection, and openness” leadership programme was started for professors, directors, and department heads, as a follow-up to the Comenius programme for Executive Board, deans, and directors. After the summer, four pilot groups started developing the programme further in co-creation with the target group. The pilot was evaluated very positively, and the programme will be implemented for the whole target group in 2020. Additionally, an inspiring series of lectures will be organised.

Diversity and Inclusion

In 2019, pending the development of a new vision on diversity and inclusion in 2020, several activities were continued and a number of new ones implemented, such as workshops for PhD candidates and embedding diversity in recruitment and selection through courses for committee members.

Social Safety

Radboud University takes responsibility for providing an environment in which everyone — staff members and students — can interact with each other with respect and integrity. This is an environment in which everyone feels welcome and at home, where they can develop and perform optimally. There is an active focus on a pleasant, healthy, and safe work and study environment. An integrated activity plan for 2019-2020 was established, which includes the following realisations in 2019: the organisation of a vision conference for deans and directors; an update to the complaints regulations for undesirable behaviour, including the creation of an external complaints committee; a proposal for the structure and organisation of confidential advisors, including a clearer definition of the profile, authorisations, and education of confidential advisors.

Participation Act

In 2019, Radboud University created over 20 new jobs for people with a work limitation, and has, at 65 jobs, mostly achieved its objective. The Participation Act team of the HR division encouraged the job growth. Half of the participation staff members have a sustainable position: one-third works at the MBO level or higher. Over the past two years, 50 university staff members were trained as a “buddy”, and the jobs objective has since been included in the planning and control cycle of the units.

Sustainable and Appealing Work

The “*Vermindering werkdruk wetenschappelijk personeel*” (reducing work pressure for academic staff) university work plan was further implemented during 2019. An initial interim report showed that the university is well on the way, but a lot more remains to be done to reduce work pressure visibly, noticeably, and tangibly. In 2019, the focus was mainly on establishing faculty measures within the themes of reducing bureaucracy and administration and simplification of the organisation of education. On the basis of the faculty analyses and plans created in 2019, additional measures should be taken in 2020 to reduce work pressure for academic staff. Also in 2019, initiatives were implemented to gain an overview of work pressure at team and department level, and to translate it into measures. For this purpose, a work pressure *koerskaart* (direction card) was developed, which groups can use to define work pressure measures.

Finding and Retaining Talent

Recruitment and Selection

In 2019, the recruitment process was improved by the implementation of a new e-recruitment system. This system eases the administrative burden for all those involved, and there are fewer manual actions. HR and vacancy owners have real-time insight into vacancies and application details during the entire process. It is easier for applicants to apply, and the organisation focuses more on the direction and quality of recruitment. In 2019, a record number of 469 vacancies were filled. The “working at” website was also improved. Lastly, in the context of the European HR logo HRS4R, a practical recruitment guide for supervisors was created and will be further implemented in 2020.

International Mobility and Talent

The new Global Staff Services team has started to further identify the needs for the different stakeholders and has established an activity plan. An evaluation was completed for the continued development of the dual career service. It will be further implemented in 2020.

Career Policy and Talent Development

A university framework for tenure and career tracks was implemented. A start was also made on the promotion policy for academic staff which includes a specific focus on the position of education. To that end, a survey was presented to academic staff about how education is valued in the academic career. Additionally, a university Vidi policy was implemented in response to the new requirements that the Netherlands Organisation for Scientific Research (NWO) established for Vidi applications. Finally, an investment was also made in the career policy and position of junior lecturers (including the use of long-term development tracks and support for UTQ certificates) and postdocs (a survey about work experience and satisfaction).

Personal Leadership, Sustainable Employability, and Vitality

Personal Leadership

The activities regarding personal leadership included an interview round between the Executive Board and the faculties. A conference about personal leadership was also organised for all staff members. With over 450 registrations, there was a lot of interest. Additionally, the new development platform gROW was launched in 2019, to encourage staff members in their overall development. In gROW, they can register for courses, participate in online training, and be inspired by films and articles about learning and developing.

Sustainable Employability

A broad theme group has examined the best way of improving the mobility of support staff. This has led to several recommendations which will be further developed in 2020.

The benefit payment obligations of Radboud University were analysed. Based on the findings, a pilot will be implemented in 2020 for external supervision of the benefit recipients to curb this expense.

Vitality

A new vitality programme, Fit@work, started in the autumn as a pilot. The programme consists of an intake, several training sessions, coaching, an online learning programme, and a final post-assessment. It is expected that this programme will be expanded in 2020.

In the CAO 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 will remain in place for the period from 1 January 2019 up to 1 July 2020. 20 requests were submitted in 2019. This is about 7% of the staff members that are eligible.

Professionalisation of the HR Department

In addition to the content-related HR themes, Radboud University also focuses on the professionalisation and optimisation of the entire HR department. This is done through the below initiatives:

HR Department Improvement Plan

Under the title of HR improvement agenda, work was put into the organisation, restructuring, and implementation of improvements throughout the HR department during 2019.

- This involved joint and harmonised HR services, including structuring principles and role descriptions for all decentralised units. A professionalisation track for all staff members in the HR department is under way alongside the implementation.
- One digital workflow and approval agreements for different HR processes have been introduced.
- Within the HR division, a structural change has taken place, and the future provision of services has been recorded.

External Audit and Renewal of European HR Logo HRS4R

Radboud University endorses transparency in the job market and strives to improve this for researchers with HR policy, such as open recruitment, an accessible work environment and ample career opportunities. From 2013, Radboud University was allowed to use the European logo for excellence in HR (HRS4R). As the first five-year cycle has ended, and the university intends to continue using the logo, it will be subjected to an external audit in 2020. It will assess an improvement plan and its impact on the researchers, among other matters. A positive opinion from an external appraisal committee means that the university can use the logo for a period of three years. Having the logo is also useful in the context of applying for European subsidies, such as Horizon2020.

Workplace Accidents

In 2019, a total of 13 workplace accidents or incidents were reported by the Department of Occupational Health and Safety and Environmental Service (AMD). This number is slightly lower than in 2018 (17 accidents or incidents) and 2017 (14). None of the workplace accidents required the Inspectorate I-SZW to be called, as no permanent injury was anticipated. The other accidents/incidents did not cause any absence.

Alumni, Fundraising, and Relationship Development



Alumni

Alumni are Radboud University's most important ambassadors. The university maintains good relationships with them such as through lectures, sharing articles, and offering ways to expand knowledge. Alumni are given the opportunity to continue their development and are an important source of feedback regarding the direction in which the university will develop. They are involved with curriculum development, choice of study and career information, guest lectures, and fundraising.

Together with the faculty alumni officers, the principles, frameworks, and prerequisites for the Radboud-wide alumni policy were established in 2019. Together with fundraising and strategic relations, further work is being done in 2020 to elevate the alumni policy to the next level. The Radboud Alumni Board has grown by three new members, and now has 16 members. A meeting with the lifelong learning theme was held in the autumn. Liesbet Korebrits gave a presentation, and President of the Executive Board Daniël Wigboldus presented the new Radboud University strategy. Afterwards, university historian Jan Brabers gave a tour of the Berchmanianum, the new academy building.

Radboud Recharge

Radboud researchers have an impact in many different ways, including through Radboud Recharge. This free online service, with accessible scientific stories and events, now has over 16,000 members. About 65% of them are alumni of Radboud University. In 2019, the website attracted more than 150,000 unique visitors. The most-read article was viewed nearly 10,000 times. Recharge members are most interested in behaviour, health, brains, culture, and society. They read that gifted children do not automatically earn high scores at school. Guidance is essential according to professor by special appointment Anouke Bakx. The lecturer makes a difference here too.

Since 2019, Radboud Recharge has also offered courses and training programmes on further education or refresher courses. Radboud in'to Languages, the Radboud Centre For Social Sciences, CPO, Radboud Enrichment, and the Radboud Management Academy have their programmes described on Radboud Recharge at the moment.

Lifelong Learning

At the end of 2019, the "lifelong learning" advisory report was presented, which is the result of a commission from the Executive Board. It explored the option for lifelong learning to become a meaningful branch of Radboud University. The objective is to increase the visibility, potential, and quality of the university as a distinctive and innovative knowledge institute for academically educated professionals and other interested parties. The report contains advice and recommendations for the optimal release of the multi-faceted and rich variety of knowledge and skills, for a physical and online meeting place for learners, and for the creation of new and interdisciplinary programmes that respond to demands from society. With these developments, Radboud University can contribute to its social role and respond to the demands of the learning human, the learning organisation, and the learning region. The plan is to begin the implementation of the new policy and expanded services for lifelong learning, in a close collaboration with the faculties, and regional and national partners (government institutions and businesses) in 2020.

Fundraising

In 2019, significant progress was made in the professionalisation of fundraising within Radboud University and Radboud university medical center. The collaboration between the two was further shaped during 2019: a professional back office is being realised, including a CRM system and donation platforms. In 2019, a number of interesting projects were identified for each domain, and their development was started.

The portfolio of registered, named funds that are part of Radboud Fund was expanded in 2019. The following funds were established during 2019 as part of the Radboud Fund.

- The KDC Fund: the "Friends of the KDC" have transferred their fundraising to the Radboud Fund.
- The Petrus Canisius Fund: the Stichting Peter Canisius, established in 1921 and aimed at supporting students with financial problems, has transferred to the Radboud Fund.

Preparations were made for the transition of the Wubben Fund to the Radboud Fund, and the establishment of the Radboud Student Fund (both still part of the Nijmegen Student Facilities Foundation, successor of SNUF).

Two crowdfunding campaigns were started in 2019: *"Red onze bedreigde Nederlandse wilde planten!"* (save our endangered native plants of the Netherlands) (113% of the target achieved) and *"Help mee kinderen in Namibië te inspireren!"* (help to inspire children in Namibia). This campaign will continue in 2020.

The University in Resistance escape room was booked 252 times this year. With an average group size of five people, this means that over 1,250 people became familiar with the history of the closure of the university in 1943, and the dilemmas related to it.

By transferring the fundraising activities of the university and Radboud university medical center to the Radboud Fund, fixed procedures can be followed. This will lead to a professional, efficient, and transparent organisation. Additionally, the fundraising potential is increased as the Radboud Oncologie Fonds and the Amalia Kinderfonds will become part of the Radboud Fund in 2020. Discussions are ongoing with Hart voor Vrouwen. To increase the visibility of the Radboud Fund, and to present its goals clearly for possible donors, a structure was created which will be translated into a new website, which also includes the Radboud university medical center funds in 2020.

Relationship Development

Ms. Stientje van Veldhoven, the then-State Secretary for Infrastructure and Environment, visited Radboud University in January. Topic of conversation were the university's mobility ambitions, particularly relating to the policy to promote the use of bicycles. Gelderland representative Conny Bieze and Municipality of Nijmegen council member Harriët Tiemens were also present during the working visit.

In April, Radboud University, Radboud university medical center, and the municipality of Nijmegen hosted the Gelderland division of the Vereniging Nederlandse Gemeenten (association of Dutch municipalities). The occasion was the VNG general membership meeting and the annual *Dag van de Gelderse Gemeenten* (Gelderland municipalities day). Municipal and provincial administrators were in attendance. In the afternoon, scientists gave workshops and introductions.

In May, Minister of Education, Culture, and Science Ingrid van Engelshoven paid a work visit to Radboud University. In July, the minister opened the joint new construction of the High Field Magnet Laboratory (HFML) and the FELIX Laboratory. Among the over 140 guests were academics and directors of comparable

labs from around the world as well as academics and students from Nijmegen. After the opening, an in-depth programme was held for the different experts in the relevant fields. During the lunch, presentations by scientists and students took place, and the minister exchanged views with different groups of attendees.

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.

	2019	2018
Confidential advisors for undesirable behaviour for staff members		
number of people who asked to meet	50	38
Confidential advisors for undesirable behaviour for students		
number of people who asked to meet	19	23
Confidential advisors for labour conflicts		
number of people who asked to meet	12	17*
Confidential advisors for academic integrity		
number of people who made a report	6**	4
Confidential advisors for whistle-blowing		
number of people who made a report	0	0

* Includes five cases that started in 2017.

** Six people submitted a report, but it involved five cases.

Complaints Procedure for Undesirable Behaviour

In 2019, no complaints were submitted in relation to undesirable behaviour. The Complaints Committee did conclude a complaint from 2018. It relates to a case between students and was in regard to sexual intimidation. The complaint was declared well founded.

Scientific Integrity Committee

The Scientific Integrity Committee examines complaints and makes recommendations to the Executive Board. In 2019, the Executive Board received three complaints regarding a breach of scientific integrity. The complaints were presented to the committee. One complainant subsequently withdrew their complaint, the other two complaints are still in progress with the committee.

Student Complaints

The Central Complaint Office received 66 complaints in 2019. They involved 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 contact the complainant to discuss the

situation, to conduct research, or to share the outcome of the complaint. There has been an upward trend in the number of complaints. In 2017 and 2018, there were 48 and 64 complaints respectively.

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 2019, 72 appeal cases were submitted to the Examination Appeals Board. This is fewer than in 2018 (101) and 2017 (83).

The results of the appeals are shown below:

Outcome of the appeals	
Withdrawn	29
Settled	30
Verdict given	13
well founded	1
unfounded	12
Appeals received	72

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 and selection, scholarships, enrolment, registration and termination of enrolment, and refund of tuition fees.

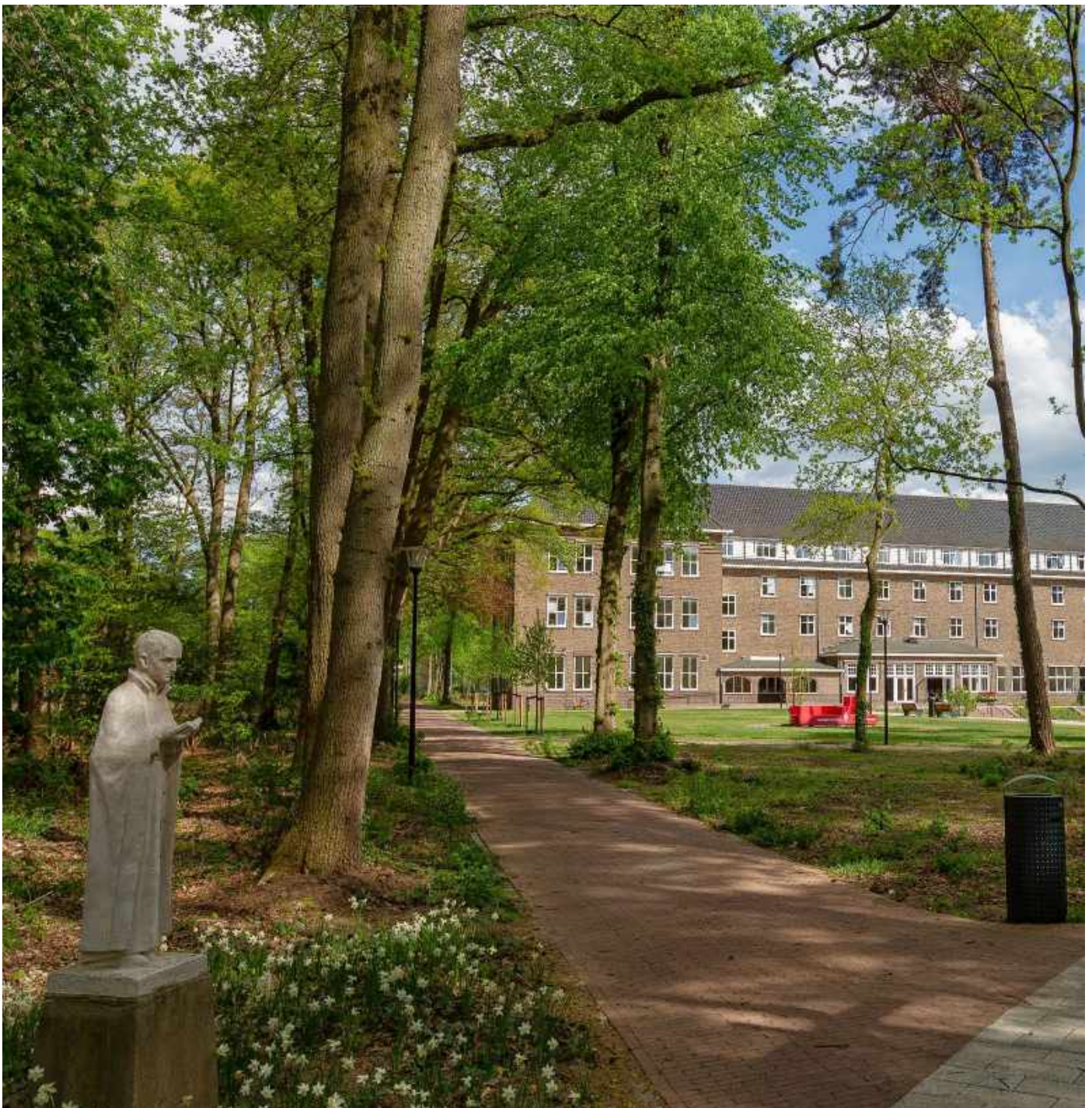
In 2019, 118 objections were received. This is fewer than in 2018 (132), but more than in 2017 (112).

Outcome of the appeals	
Withdrawn	26
Settled	2
Well founded	5
Partially well founded	1
Clearly well founded	14
Unfounded	16
Clearly unfounded	53
Inadmissible	1
Objections received	118

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 2019, the Appeals Tribunal for Higher Education received two appeals against verdicts regarding objections to the Executive Board and four 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 declared to be unfounded. Of the appeals against the verdict of the Examination Appeals Board, one was declared unfounded and three are still being processed.

Campus and Facilities



Our campus invites you to study, collaborate, and meet. Our technical and infrastructural facilities support this. The facilities are up to date for the best possible support of education and research.

Primarily, the campus is a place where students and staff members meet each other, work, collaborate, and relax. It is also a place where university and society can meet: our university is firmly rooted in society.

We are transforming our campus to become an accessible knowledge district in the city and the region: a green and dynamic area with flexible development opportunities, where various forms of entrepreneurship, living, culture, and sports take place in addition to education and research.

We focus on making our campus even more sustainable. We collaborate closely with Radboud university medical center in this area. We strive for a green and healthy campus with a positive impact on climate and circularity. Radboud University wants to contribute to a healthy, free world with equal opportunities for all. That starts on our own campus.

Property and Maintenance

Strategic Vision for Property/Multi-Year Investment Prognosis (MIP)

In 2019, Radboud University began creating a strategic vision for campus and a campus plan. Both will be linked to the update of the Multi-Year Investment Prognosis (MIP).

Construction Programme

The completion of the construction programme, as included in the MIP, is on schedule.

- In June 2018, the tender for the Maria Montessori building (new construction for the Faculty of Social Sciences) was successfully completed, and 2019 was mostly dedicated to the actual realisation of the building. The shell of the building was completed in mid-2019, and we celebrated reaching its highest point. The finishing touches on the building are in full swing and right on schedule. It is expected that it will be completed and taken into use at the end of 2020.
- Part of the diverse construction activities in Heyendaal-Zuid is the implementation of the hybrid energy grid. After the 2017 energy policy plan outlined its principles, it was further elaborated and put up for tender in 2018. The implementation was completed in mid-2019, and the current energy consumption shows that the expected reduction of gas consumption is actually being achieved. It has been concluded that even more buildings can be connected to this energy grid. Therefore, a plan was created in 2019 to roll out this grid on the east side of campus (and in the Berchmanianum) as well. 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 will increase to nearly 75%. For the time being, decision-making has been put on hold pending the campus vision and the campus plan. The expectation is that the definitive decision-making will take place mid-2020.
- The renovation of the Food Court in the Erasmus Building was completed successfully in 2019. The renovated Refter was taken into use by Facilities and Services. The renovation of the ground floor, including the new entrance and hall, will be completed at the end of 2019/start of 2020.

- The connection between the FEL building (FELIX Laboratory) and the HFML Building (High Field Magnet Laboratory) was also completed at the start of 2019.
- Other construction projects: different activities in the area of fire safety (fire proofing) and legionella prevention, and several small functional modifications and replacement maintenance in the buildings.

Energy Policy

The hybrid energy network (HEN) was further implemented in 2019. With the connection of the Erasmus building to the thermal storage system in May 2019, the older buildings on the south side of the campus are now also supplied with renewable energy via the hybrid energy grid. Thomas van Aquinostraat 1, the University Library, and the Spinoza Building were already connected in the summer; the Lecture Hall Complex followed in October.

The renewable energy comes from the thermal storage sources on campus, from excess heat from other buildings, and from the magnet lab HFML. The video on how the [hybrid energy network helps Radboud University to get rid of gas](#) clarifies this approach.

Although the HEN has not yet been operational for a year, it can already be concluded that it works well on the basis of the measurements in November (with frost), and that it will yield an annual reduction of 600,000 m³ of gas. Since 5 December 2019, the Montessori Building, currently under construction, has been equipped with sustainable construction heat as well.

The options for generating green power on campus are severely limited and, in turn, additional green power must 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 fulfil all of the electricity requirements of Radboud campus. By 2022, these parks will supply half of that demand, with the full demand being met 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 the Energy and Water Consumption appendix.

Facilities

- At the start of the 2019-2020 academic year, a study was done into the occupation rates of lecture halls. The most important results were:
 - Occupation rate 67%
 - Chair usage: 55%
 - No show: 17%
 - The occupancy is especially low around 8.30 a.m. and 3.30 p.m., and Friday lags behind the other days.
- Together with the ICT Service Centre, the Department of Property Management, and the Faculty of Law, Facilities & Services participated in a pilot with Lone Rooftop. This system generates current and reliable information about the occupancy level of spaces. With the results of the pilot, a business case will be created for a wide application of this system in multiple buildings on campus.

- Facilities & Services supports the development of digital testing, and is participating in the project to develop a permanent (digital) testing facility on campus. In order to gain additional testing capacity soon, Facilities & Services has rented the Jan Massinkhal during exam periods.
- Facilities & Services' education spaces are available to students outside of reserved hours. A plan is being developed to allow for more extensive availability of student work areas during the weekends from the second quarter of 2020.
- In June, the HAN University of Applied Sciences, Radboud university medical center, and Radboud University ratified the collaboration to combine the flow of goods in a living-lab environment. This is a move towards conducting logistics processes on campus without CO₂ emissions. A city hub at the edge of the city was opened in December, to provide this bundle with the first supplier.
- In the context of "Sustainable Access Heyendaal" and in conjunction with HAN University of Applied Sciences, lecture times were changed. It reduced the traffic on the road and in public transport during peak hours.
- The new contract for the multi-functionals, including a payment service and user friendly operation, was implemented in the spring.
- The new Food Court in the Refter was officially opened in March. This is an asset to campus, where an environment was created for relaxation, meeting, study, and collaboration in addition to the typical functions of eating and drinking. The different counters and open kitchens provide an improved response to the customer needs, and there is significantly less food waste. Food that is not sold is offered at a reduced price in the Too-Good-To-Go-app.
- The communication strategy of Facilities & Services and its organisation were strengthened during the summer. The focus is mainly on social media, such as Instagram, Twitter, and Facebook.
- A business case was developed to take advantage of the reduction of the number of postal items and prints. The first steps of this organisational change will be taken in 2020, and it will continue until 2023.
- The tendering and implementation of the new contract for drinks deliveries was completed and implemented in mid-2019. In addition to agreements about the deliveries, the contract also includes agreements around sustainability and health.
- Starting in the 2019-2020 academic year, lunches will be vegetarian by default. The objective is to reduce the consumption of meat, and contribute to limiting the ecological footprint of Radboud University. Additionally, the vegetarian and vegan offerings were further expanded in the different restaurant locations.
- A Facilities & Services working group has formulated the Facilities & Services Sustainability Policy for 2020-2025. It will be the framework for actions in the area of sustainability from 2020.
- Biodiversity measurements were also taken on the green campus, and the first biodiversity measures were implemented. This was completed in consultation with a stakeholder group, including local residents.

Radboud Erfgoed

In September 2019, the *Radboud Erfgoed* (Radboud heritage) (2019-2024) commenced. The objective of Radboud Erfgoed is to maintain the material and intangible heritage collections of Radboud University, to make them more visible, and to expand their role in education and research.

Wherever possible, the programme uses existing infrastructure and formation within the university (particularly the University Library, the KDC, the University Archives, and the Marketing and Communications Department). The Executive Board has also made additional resources available for material support and additional staff (management and support of the programme, external conservator for Radboud Erfgoed) for five years. In addition, there was a once-off investment in research, for the renovation and reorganisation of the current KDC reading room into a combined study hall for heritage

collections, for the University Library special collections, for the KDC and the University Archives, and for the organisation of an education hall for heritage collections.

Collaboration with Museum Het Valkhof

On 12 September 2019, Han van Krieken, Rector Magnificus of Radboud University, and Hedwig Saam, director of Museum Het Valkhof, signed a memorandum of understanding which seals the collaboration between the university and the museum for the coming years. They also announced that Radboud University students can visit the museum free of charge from 11 October.

Information Services



The campus is primarily a place where students and staff members meet each other, work, collaborate, and relax. It is also a place where university and society can meet: our university is firmly rooted in society. The same is true for our “digital campus”: online we also facilitate education, research, knowledge sharing, and meeting through accessible, stable, user-friendly technical and infrastructural facilities that respond to the needs of researchers, lecturers, support staff, and students.

Network Infrastructure

The requirements and wishes regarding the wireless infrastructure (Wi-Fi) are increasing, also due to digital testing and increasing usage inside lecture halls. This year, the number of wireless access points (WAPs) on campus was increased from 1,600 to 2,400. A project was also started to replace the edge switches (peripheral devices in the network). The new switches and licences allow for a further increase in Wi-Fi capacity. Preparations were also made for replacing the “backbone” of the network infrastructure, which, among other things, will improve its ability to defend against cybercrime. This replacement will be completed in 2020.

Data Centres

Radboud University has two data centres. Both successfully passed input/output tests during which an electrical fault was simulated. The objective of this kind of test is to maintain the continuity of the information services during emergencies.

Security

In the first half of 2019, Radboud University was blacklisted by a number of providers as a hacked Radboud account was used to distribute spam on a large scale. The problem was resolved with direct, quick measures, such as substantially reducing the number of e-mails that staff members and students can send on one day. Other structural measures were also implemented in 2019 in order to combat spam and phishing, including the IVES project (*invoering veilige e-mailstandaarden*) (implementation of secure e-mail standards). The importance of this is clear, as spam and phishing can lead to undesirable traffic, the spread of ransomware, and the theft of valuable data and personal information.

In the context of the security of information services in general, the firewall was again expanded with new functionality, which can now detect “suspicious behaviour” such as when many login attempts are made in a row.

In the second half of 2019, a pilot was started for a Security Operations Centre (SOC). The SOC will consist of security specialists from different teams. We will progressively be better able to prevent outages (instead of reacting to them).

Cloud Services

In 2019, the management teams of the ICT Service Centre and Information Management of Radboud University created and established a policy regarding the use of cloud services. The basic principle is: cloud, unless. The cloud is clearly not a goal in itself, but can offer important advantages.

In the second half of 2019, preparations were made to start offering Office365, including OneDrive and Microsoft Teams. The objective is make digital collaboration, for which there is a big demand within the university, possible in 2020.

Additionally, a contract was signed with SURFcumulus, which allows Radboud University to make use of the cloud products of Microsoft (Azure) and Amazon (AWS). It can be used to quicker and more flexibly provide ICT environments for researchers, for example. At the start of 2020, the Cloud Competence Center will be started, through which the use and support for these cloud services will be developed further. The university will be supported by companies specialised in the use of cloud services.

Digital Assessment

More spaces were made suitable for digital testing, and the number of Chromebooks was expanded to 1,080. In addition, the infrastructure was made more robust, and the monitoring was expanded, with the result that key users now have access to a dashboard with status information about the service. Lastly, the Kiosk app (the app used for testing on the Chromebooks) was expanded, and a connection between Cirrus (the testing software) and Osiris was created. As a result, registrations for an exam in Osiris are now automatically processed in Cirrus.

Mobile Accessibility

Together with Radboud university medical center, Radboud University has implemented a project to improve the mobile accessibility in buildings on campus. A large part of the furnishing and the maintenance was awarded to Huawei. However, the contract with this supplier has since been dissolved because of insurmountable disputes about tariffs and contract conditions. This means that the continuation of this project will need to be redesigned.

Management Information

The new Radboud University management information portal was taken into production in March 2019. In doing so, this improves the quality of its management information which is required to support the policy decision-making process. The primary target audiences of the portal are the Executive Board, the faculty and degree programme boards, and their support staff.

The management information portal is a digital tool in which the primary management information of Radboud University in the education, research, staff, and finance domains are presented in a visually attractive manner. This information is presented at the level of Radboud University, faculties, and separate degree programmes (for the educational information). The themes within which the university wants to monitor the progress, and which are displayed in the portal, were established in close consultation with the faculties, and form part of the policy cycle. The management information portal provides an immediate overview of where things are going well, and where improvement is needed.

At the moment, the Education and HR domain are complete. The Research and Finance domains will be completed in 2020, and information in regard to themes relevant to policy, such as sustainability, will be added.

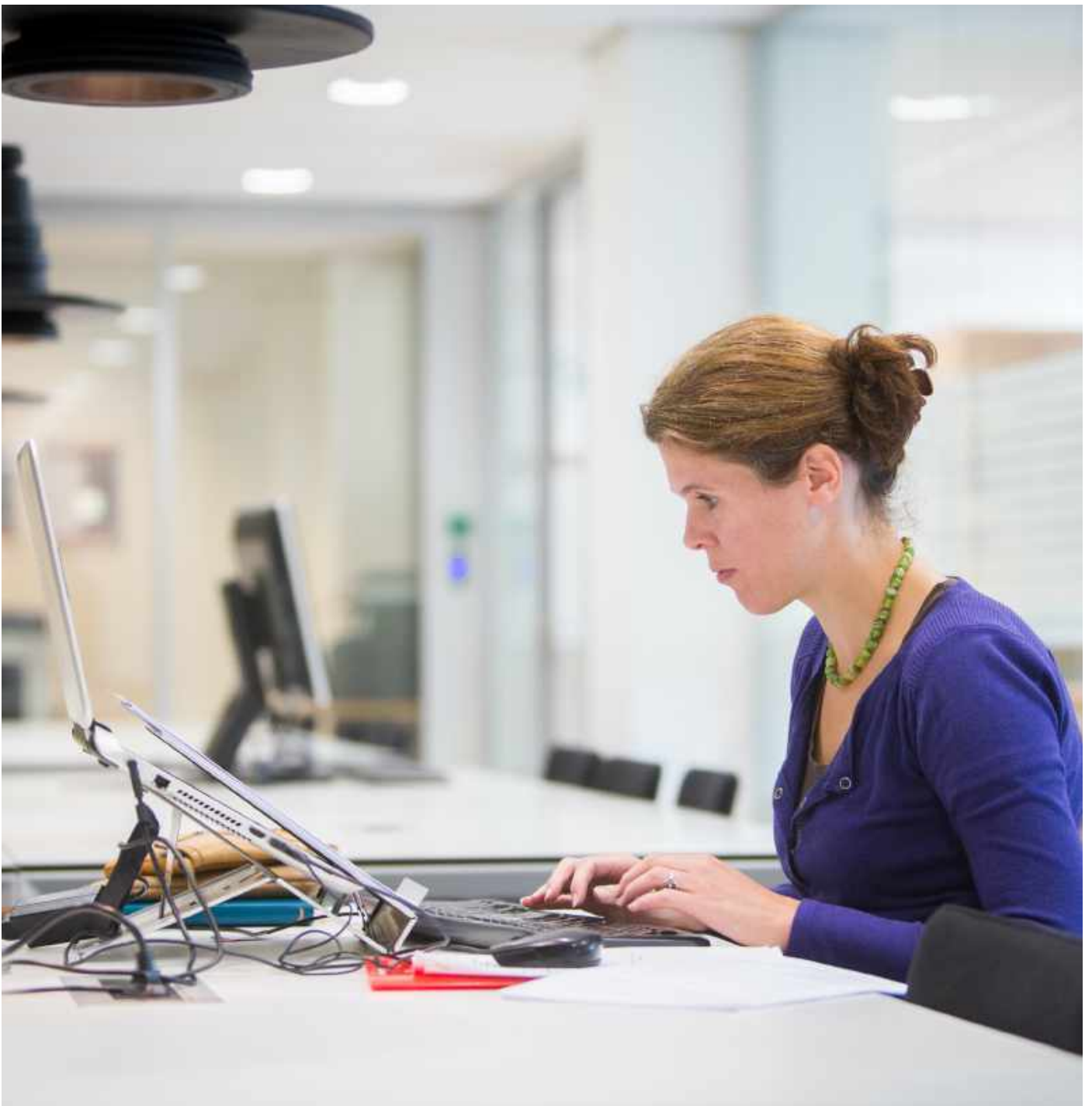
Data Warehouse Restructuring

The data warehouse displays all reports and management information reports for the education, research, staff, and finance domains. In order to also make this data warehouse a user friendly environment, where everyone can easily find the required reports and can navigate intuitively, a start was made at the end of 2019 with a comprehensive restructuring, for both the format as well as the content of the reports. The reports will be displayed intuitively and thematically, corresponding to the management information portal where possible. Towards the end of 2020, it will become possible to click through from the portal to the relevant, more extensive data warehouse reports.

Radboud University Press

In the first half of 2019, the Executive Board approved an Open Access Radboud University Press (OARUP) pilot, the first phase of which started in the second half of 2019. This phase is being conducted by the University Library, in collaboration with researchers and different divisions of Radboud Services. In this first phase, potentially interested scientists and monographs are identified, and the candidates for the first projects are appointed. At the moment, two or three suitable monographs-to-be have been identified, and the foundation has been laid to publish these in or shortly after 2020 in the OARUP framework. In the meantime, the project management team will examine which options are available for a suitable governance model, and whether a connection can be made with existing infrastructure in the country. Potential candidates have already been identified, and the first meetings have been planned.

Organisation and Work Method



Coordinating the Work Methods

In 2019, partly as a result of the Institutional Audit Quality Assurance and several reviews of the support positions, we looked at a more uniform way of managing the organisation and work methods of the faculties as well as Radboud Services. It involves the university-wide coordination of work methods.

Quality Improvement of Support Positions Programme

At the end of 2016, the Quality Improvement of Support Positions Programme was started, which identifies what is going well and what can be improved for all support positions (or columns). The analysis will inform an improvement agenda, which will be implemented in the existing organisation subsequently. In 2019, the reviews of the Marketing and Communication, and Finance, Control and Purchasing columns were completed. Based on the results, improvement agendas were created for both columns. These were discussed with the relevant review committee, and after a recommendation from these committees, established by the Executive Board. Implementation of these improvement actions requires attention and time from staff members and management. From a due care perspective, a break was inserted after reviewing the Finance, Control, and Purchasing column. The next review will be in July 2020: the Information and Automation column.

Continued Development of Radboud Services (DORS)

The project Continued Development of Radboud Services (DORS) was commissioned by the Executive Board and began in 2019 under the direction of the managing director. Within the project, a new organisational structure and management model of Radboud Services were developed and implemented. The DORS project consists of two steps, the first of which involves establishing a new structure based on the goals and ambitions of Radboud Services (2019). The second step entails the continued development of the new organisation (2020). In the new organisational structure, the units of Radboud Services have been organised into six divisions. There is also an administrative office — consisting of General Legal Affairs, the Internal Audit Department, and the corporate controller — which is not part of Radboud Services. There is a business office within Radboud Services for operational management matters.

Risk Management

In 2015, a structure was created for classifying risk areas. With the new strategy last year, a top 10 of risk areas was drafted, with accompanying control measures for Radboud University as a whole. Important elements in this are: political factors, economic/competitive factors, demographic factors, and technological and socio-cultural factors.

The units have been asked to further specify the risk areas and, where necessary, to describe additional management measures (in the budget and annual report). An important way to ensure proper risk management is the quality assurance for education and research. In 2020, risk management will be further strengthened as part of the planning and control cycle.

The primary risk at the university level in 2019 was the ability to attract good staff members promptly at a time when the personnel structure was growing and the labour market was becoming more saturated.

Internationalisation

2019 is the first year of the implementation of the established internationalisation strategy “Radboud International 2025: Quality first!”. The goal is to take the first steps towards a cohesive, inclusive community in 2025. This is the start of a series of Radboud-wide initiatives.

The university established its language convention policy before the summer. Students and staff members can actively participate in this. The ambitions from the strategy were translated into a seven-year action plan in which the university adopts multilingualism. Language course offerings are being expanded, and *Social Dutch* will be offered free of charge.

Nearly all student and staff mobility numbers showed a slight increase in 2019, but quantity is not the most important thing. More attention is consistently given to management information. The faculties also have access to the data, which enables them to better evaluate exchange partners. In the past year, the processes of individual travel subsidies were aligned with those of grant programmes. In this, the objective remains to provide optimal security for incoming and outgoing students with the least amount of administrative burden. There are several grant programmes for talented non-EEA students that faculties can connect with their own budget.

The housing provision for students, PhD candidates, and guest lecturers was further expanded over the past period. The growth of this provision was able to just barely keep up with the increasing demand.

Radboud Summer School has contributed greatly to the internationalisation and reputation of Radboud University. It started in 2014 with 30 courses and 175 participants, and has since grown to 50 courses and nearly 900 participants. This year's programme featured diverse offerings over two two-week sessions, for the first time. On the one hand, Radboud Summer School is a living lab, for testing educational innovation in practice, and on the other hand it is an excellent boost to Radboud University's reputation.

The European University Initiative is new. With seven European partners, the university has prepared a proposal in the field of neuroscience.

Sports and Culture

In 2018, the Radboud Sports Centre (RSC) was reviewed. The improvement actions and recommendations of the review committee were taken up energetically in 2019. Results include a vision on culture and sport which was created in a project group and adopted by the Executive Board. This vision will be further developed into scenarios for the future in 2020. Additionally, a work pressure survey was conducted, which did not indicate any work pressure issues for RSC staff. The recommendations from the external advisory report from 2018 in relation to ICT at the Sports Centre were fully implemented. The remaining action points will be completed in 2020.

Sustainable Behaviour

The first Radboud Green Office symposium took place in 2019. Staff members engaged each other in discussions about measures the university could implement to curb the CO₂ emissions of air travel. Students also presented the results of their living labs and testing grounds (*proeftuinen*) relating to sustainability. *The cyclist* was the theme of Sustainability Day on 10 October. Students and staff members were able to bring their bikes through a bike wash and try e-bikes. This encouraged them to come to campus in a healthy way.

After an extensive audit at the end of 2019, Radboud University is certified again for the ISO 14001 for three years. This means that the environmental management system meets the set standard. Additional policy development in the area of sustainability also took place with Facilities & Services. They have worked on their own sustainability policy, which includes particular attention to the food assortment, waste, paper, and use of space. Sustainability was also included in several tenders. The sustainable procurement theme was also discussed during a meeting. About 60 staff members who regularly purchase items were in attendance, as well as some suppliers. The points of interest that were mentioned will be addressed together with the Purchasing Department, and they have partly led to the start of a track to formulate a new, sustainable purchasing policy in 2020.

Dealing with the General Data Protection Regulation (GDPR)

The General Data Protection Regulation (GDPR) has now been enforced for the past 18 months. To monitor compliance with this regulation, Radboud University has a Data Protection Officer since October 2016. Since that time, all levels and all sections of the university have worked hard to implement the GDPR. In 2018, at the request of the Executive Board, accountancy and advisory organisation PwC conducted research into the status of the GDPR implementation. Follow-up research was conducted in 2019. Partly in response to the PwC report, it was decided to invest even more intensively in the implementation and application of the GDPR at all levels and in all sections of the university and to anticipate the arrival of a new e-privacy regulation. In that respect, the central office of the Data Protection Officer (DPO office) was expanded with two staff members, and a full-time privacy lawyer was appointed at Administrative and Legal Affairs.

In 2019, the previously taken steps in the area of implementation and application of the GDPR were continued and intensified. Bimonthly information meetings are organised for the decentralised privacy managers (DPMs) to enable them to support the colleagues in their department with privacy questions. E-learning programmes are available on www.radboudnet.nl/privacy to allow students and staff members to become familiar with dealing with personal data.

Additionally, on 12 November 2019, the reworked Personal Data Protection Regulations were established by the Executive Board, with the agreement of the participational bodies. Clear privacy statements inform people whose personal data is collected about the way in which the university processes this information. Processor agreements were signed with processors of personal data and clear agreements were made about the exchange of personal data with other collaboration parties. We respond to requests from those who invoke one of the rights arising from the GDPR. In 2019, 23 requests were submitted, mainly relating to inspection and erasure.

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 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 17) 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 composition of the Executive Board, their backgrounds, secondary positions, and portfolio can be found in Appendix 18.

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 who are elected annually by the employees.
- University Student Council, consisting of:
8 members who are elected annually by the students;
and 6 members who are appointed by the federations of student organisations.
- University Joint Assembly, consisting of:
the 21 members from the Works Council;
the 8 elected members of the University Student Council;
4 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 Multi-Year Investment Forecast, in which the new construction projects and other matters are determined. Important themes and discussion points in the past year included: the use of student loan funds; the Institutional Audit Quality Assurance; sustainability; various investments, partly due to bottlenecks regarding the study centre of Radboud university medical center; the Dutch Dismissal Law (WWZ) and temporary appointments of academic staff members; and the student wellbeing 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 (OC), consisting of:
5 to 15 members who are elected annually by employees.
- Faculty Student Council (FSR), consisting of:
4 to 8 members who are elected annually by the students.
- Faculty Joint Assembly, consisting of:
members of the Representative Council (OC);

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.

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.

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

The organizational chart of Stichting Katholieke Universiteit is structured as follows:

- Stichting Katholieke Universiteit** (Red box)
 - Radboud Fonds** (Dark blue box)
 - Radboud Universiteit College van Bestuur** (Red box)
 - Radboud Services** (Red box)
 - Radboud Docenten Academie** (Red box)
 - Faculteiten** (Red box)
 - filosofie, Theologie en Religiewetenschappen*
 - Letteren*
 - Rechtsgelukkigheid*
 - Sociale Wetenschappen*
 - Managementwetenschappen*
 - Natuurwetenschappen, Wetunde of informatie*
 - Medische Wetenschappen*
 - Onderwijs opindiger** (Red box)
 - Onderzoek instituten** (Red box)
 - Radboudumc Raad van Bestuur** (Dark teal box)
 - Radboudumc** (Dark teal box)
- UGV** (White box)
 - Universitaire Gezamenlijke Vergadering
- OR** (White box)
 - Onderwijsraad
- USR** (White box)
 - Universitaire Studentenraad
- OC** (White box)
 - Onderzoekcommissies OR
- OC** (White box)
 - Onderzoekcommissies OR
- FGV** (White box)
 - Facultaire Gezamenlijke Vergadering
- FSR** (White box)
 - Facultaire Studentenraad
- OPCIE** (White box)
 - Opleidingscommissies

Financial Picture of 2019

Including a Continuity Section

Financial Results 2019

Operating Result 2019

The year 2019 ended with a positive operating result of €11.0 million. The result was decreased by €4.7 million due to several one-off profits/expenditures. Without that profit/expenditure, the results would have been €6.3 million. In summary, the financial picture is as follows:

amounts x €1 million	2019		2018	
Operating Result		11.0		10.3
Temporary and one-off outlays				
- Unused sector plan funding	-3.6		0.0	
- Adjustment of the estimates for WNU facility	-0.7		0.0	
- Provision for demolition and asbestos removal	0.3		5.2	
- Provision for building maintenance	1.6		1.1	
- Non-capitalised small works	1.4		1.7	
- Underspending on additional government funding*	-2.2		-5.0	
- Correction of previous years' BACOM obligation	-0.5		0.0	
- Rationalisation of the obligation for leave days	-0.5		0.0	
- Correction of the obligation for support foundations	-0.5		0.0	
		-4.7		3.0
Normalised Operating Result		6.3		13.3

*The underspending of additional government funding was caused by a delay in the award and subsequent inability to recruit the additional FTEs in a timely fashion.

amounts in euro thousands	Referral	Realised in 2019	Budgeted 2019	Realised in 2018
Income				
Government funding (excl. workplace function)	6.1	319,939	312,795	304,726
Tuition, course, lecture, and examination fees	6.2	42,252	38,500	41,184
Income from third-party work	6.3	193,823	191,226	181,164
Other third-party income	6.4	48,004	47,292	48,646
Total income		604,018	589,813	575,720
Expenses				
Personnel expenses	6.5	426,221	422,319	393,873
Depreciation	6.6	32,165	32,191	32,251
Accommodation expenses	6.7	25,407	21,039	33,410
Other expenses	6.8	109,226	117,059	105,915
Total expenses		593,019	592,608	565,449

<i>Balance of income and expenses</i>		10,999	-2,795	10,271
Financial income	6.9	-40	0	51
Corporation tax	6.10	0	0	0
Result from participating interests	6.11	76	0	-39
Operating Result		11,035	-2,795	10,283

The main differences from the budgeted results are explained in the annual accounts. After that, the most important differences compared to 2018 will be discussed.

Income

Government funding

The most important changes in the development of the government funding are included in this table.

amounts x €1 million	Budget 2020 compared to realisation 2019	Realised in 2019 compared to budget 2019	Realised in 2019 compared to realisation 2018
Wage adjustment		0.1	6.5
Price adjustment	1.0	-1.0	
Reference estimates (series up to and including 2019)	2.4	3.5	5.0
Sector plan funding BT-SSH	0.4	3.8	3.8
Study financing resources	1.0		
NWO resources (1st and 2nd tranche)	5.8		
Enrolments and degrees	-1.9		-2.4
PhD ceremonies	0.7		1.7
Increase of compensation for 50% tuition fees reduction	0.1		2.3
Deductions OCW	0.5		-2.7
Increase of resources performance agreements	0.4		0.6
Conclusion Dudoc-Bèta	-0.9		
Total targeted subsidies RGE	-0.5	0.5	0.5
Miscellaneous	-0.4	0.4	0.1
	8.6	7.1	15.2

Humanities resources (as part of the government funding, obligatory explanation for the Ministry of Education, Culture and Science)

The following have 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 (with a faculty supplement) 35% 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. It is evident from the evaluation that there is a great need for this. It was decided to continue those tracks.
- Improving writing skills (including the compulsory language test) in the first year instituted as of 1 September 2016 and preparation for this test, and remediation where required.

- Continued expansion of the number of student advisors.
- Continuation of the Graduate School Humanities (PhD coordinators and meeting and training PhD candidates).

Sector Plan Funding

Over the course of 2019, the Ministry of Education, Culture and Science awarded resources for the strengthening of scientific research. These resources were added to the lump sum of every university. The funding is associated with the content-related sector plans and concrete budgets of the universities. The Ministry of Education, Culture and Science will monitor the content-related progress of the realisation of the plan. In full consultation with the Ministry of Education, Culture and Science, as well as with a view of matching expenses and revenue, the intention was to incorporate these figures into the balance of the 2019 annual accounts. However, contrary to earlier expectations, the Commissie Onderwijs van de Raad voor de Jaarverslaggeving (committee for education of the council for annual accounts) recently stated that doing so was not possible within current legislation. For Radboud University, the application of those rules has resulted in an unintended distortion of the financial picture by €3.6 million in 2019. This will lead to additional costs of the same amount in 2020.

The *Commissie Onderwijs van de Raad voor de Jaarverslaggeving* concluded that it is advisable to adapt the regulations for the annual accounts to prevent a distortion of the financial picture in the years to come. The Ministry of Education, Culture and Science will take the initiative, and will consult with the accountants and the universities.

Tuition Fees

The development of the student numbers and the annual increase of tuition fees resulted in an increase of the tuition fees from €42.3 million in 2019 to €44 million in 2020. 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 €45.8 million has been allocated for tuition fees in the multi-year estimates from 2022.

Income from third-party work

Compared with 2018, an increase of €12.7 million was achieved in 2019. This increase mainly came from the Faculty of Medical Sciences (+ €6.3 million) and the Faculty of Science (+ €1.9 million). A further increase to €207.5 million is budgeted for 2020, and a continued increase to €219.1 million in the multi-year budget.

Expenses

Personnel expenses

The €32.3 million increase in personnel costs in 2019 compared to 2018 came from the Faculty of Medical Sciences (+ €14.8 million), mainly due to an increased volume of research projects, as well as the other units (+ €17.6 million), particularly due to an increase in the number of FTEs. 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:

	2018 Realised	2019 Realised	2020 Budgeted	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate
Academic staff	2,735	2,886	3,044	3,111	3,100	3,073	2,999
Support & management staff	2,197	2,325	2,343	2,350	2,349	2,346	2,338
Total	4,932	5,211	5,387	5,461	5,449	5,419	5,337

of which the Executive Board	3.0	3.0	3.0	3.0	3.0	3.0	3.0
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Accommodation expenses (excluding depreciation of buildings and personnel expenses)

The maintenance expenses were reclassified in 2019. Part of the maintenance expenses were previously presented as other institutional expenses. This was revised in 2019, and does not impact the operating result but it does impact on the accommodation ratio. The comparative figures for 2018 have been adjusted to reflect this.

Several one-off expenses were included in the accommodation expenses for 2019 and 2018, mainly in relation to provisions for demolition and asbestos remediation: €1.6 million in 2019 and €5.2 million in 2018.

Balance at the end of 2019

amounts in euro thousands	Referral	31-12-2019	31-12-2018
Assets			
Fixed assets			
Tangible fixed assets	5.1	348,077	382,399
Financial fixed assets	5.2	608	1,040
<i>Total fixed assets</i>		<i>348,685</i>	<i>383,439</i>
Current assets			
Reserves	5.3	200	221
Receivables	5.4	23,056	25,622
Cash and cash equivalents	5.5	73,334	91,183
<i>Total current assets</i>		<i>96,590</i>	<i>117,026</i>
Total assets		445,275	500,465
Liabilities			
Equity*	5.6	250,317	306,068
Facilities	5.7	31,191	33,946
Long-term liabilities	5.8	8,307	8,641
Current liabilities	5.9	155,460	151,810
Total liabilities		445,275	500,465

* Section 5.6 of the annual accounts includes an overview of the progress of the different components of the equity in 2019.

Cash and cash equivalents decreased due to investments in accommodation

Cash and cash equivalents decreased by €17.8 million in 2019. The details of the decrease are as follows:

amounts x €1 million	2019	2018
Operating Result	11.1	10.3
Depreciation*	30.7	30.7
Cash flow	41.8	41.0
Change in provisions	-2.8	-3.6
Change in net working capital	11.2	-10.7

Subtotal for operational cash flow changes	50.2	26.7
Investment/divestment of tangible fixed assets	-68.1	-35.7
Change in financial fixed assets	0.4	0.9
Change in long-term liabilities	-0.3	6.5
Change in cash and cash equivalents	-17.8	-1.6

* 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 €72 million by the end of 2019.

Assets and equity decreased due to transfer of assets and equity to Radboud university medical center

When Radboud university medical center was established at the end of 1999, the equity components of Radboud University were transferred to Radboud university medical center during the administrative integration of the Faculty of Medical Sciences and the academic medical centre. The first tranche of this transfer was incorporated in the University's 2000 annual accounts, and it consisted of assets and liabilities to a figure of €21.5 million, as well as the associated equity. On 31 December 2019, a second and final tranche concluded the transfer of the Faculty of Medical Sciences. From that date, the buildings of that faculty were transferred at book value from Radboud University to Radboud university medical center, as well as the associated equity, at a value of about €66.8 million.

Multi-year Perspective and Continuity Section

General

This paragraph includes the continuity section, including the required tables with figures relating to the development of student numbers, formation, operating result, and balance sheet items. During the completion of the presented figures, impact related to the outbreak of COVID-19 (coronavirus pandemic) has not been taken into consideration, as the financial impact cannot yet be reliably quantified. The impact of the coronavirus pandemic on the financial position is not expected to be so great that the continuity of Radboud University will be in danger in the short and/or medium term.

Coronavirus Impact on Radboud university medical center

Together with Radboud university medical center, Radboud University Nijmegen is a part of the Stichting Katholieke Universiteit legal entity. In the Radboud university medical center annual accounts, the following was included regarding the coronavirus pandemic: "Based on the letter of intent from the healthcare insurers and the minister, Radboud university medical center expects that the financial risks of this crisis will remain relatively limited. Radboud university medical center will have sufficient liquidity through the use of advance financing and, through compensation for lost earnings and additionally incurred costs, an acceptable operating result can be realised during 2020. On the basis of the above-mentioned agreements, we feel that this continuity expectation is reasonable."

In the coming years, Radboud University will focus on strengthening education (including the Teaching and Learning Centre, and support for digital testing) and research (including the Radboud Excellence Initiative and improvement of research facilities). Additionally, the university will invest more in ICT in Education and the development of property (large-scale new construction and renovation). In this paragraph, the multi-year figures were taken from the 2020 budget. This budget with extensive notes has been published here (<https://www.ru.nl/over-ons/overradboud/feiten-cijfers/begrotingen/>).

Operating results until 2024

amounts in euro thousands								
Income	Realised in 2018	Budgeted 2019	Realised in 2019	Budget 2020	Estimate 2021	Estimate 2022	Estimate 2023	Estimate 2024
Income								
Government funding (excl. workplace function)	304,726	312,795	319,939	328,553	338,128	340,877	345,720	350,121
Tuition, course, lecture, and examination fees	41,184	38,500	42,252	44,000	45,100	45,750	45,750	45,750
Income from third-party work	181,164	191,226	193,823	207,543	211,515	213,344	217,774	219,072
Other third-party income	48,646	47,292	48,004	46,931	46,499	46,627	45,672	45,195
Total income	575,720	589,812	604,018	627,027	641,242	646,598	654,916	660,138
Expenses								
Personnel expenses	393,873	422,319	426,221	454,361	464,104	469,725	474,210	475,511
Depreciation	32,251	32,191	32,165	28,403	28,774	28,028	27,572	27,154
Accommodation expenses	33,754	21,039	25,407	20,229	23,739	20,753	21,108	21,965
Other expenses	105,571	117,058	109,226	132,301	135,334	129,797	131,674	133,666
Total expenses	565,448	592,608	593,019	635,294	651,952	648,303	654,564	658,295
Balance of income and expenses	10,272	-2,795	10,999	-8,267	-10,710	-1,705	352	1,843
Financial income	51	0	-40	0	0	0	0	0
Corporation tax	0		0					
Result from participating interests	-39	0	76	0	1	0	0	0
Operating Result	10,284	-2,795	11,035	-8,267	-10,709	-1,705	352	1,842

Multi-year Perspective

The financial result over 2019 and the capital position suggest that the university is financially healthy and future-proof, despite the temporary budgeted deficits for 2020, 2021, and 2022 of respectively about €8 million, €11 million, and €2 million. The deficits need to be viewed in light of the surpluses from 2018 and 2019 (about €21 million) and the desire for additional investment for bottlenecks. A temporary negative budget is permitted in that case. This is also in line with the wish of the Ministry of Education, Culture and Science to budget for deficits and to strive for a reduction of liquid assets and a lowering of (surplus) solvency. These temporary high deficits are acceptable from the financially healthy situation of Radboud University. In the longer term, a limited positive result is pursued in order to maintain the assets in real terms. For 2023 and 2024, the operating result of the HFML-FELIX research infrastructure is not yet guaranteed, and this has been included as a deficit in the budgeted results.

Student numbers

The student numbers have increased over the past few years and further growth is expected in the coming years:

	2017	2018	2019	2020	2021	2022	2023	2024
Number of students	20,967	22,142	22,976	23,500	24,000	24,000	24,000	24,000

Besides, the university is not focused on growth so much as on quality, despite the reduced funding per student.

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. From 2020-2021, there is some improvement due to the intended transfer of Netherlands Organisation for Scientific Research (NWO) funding to the government funding (for the combined universities, it relates to €100 million which will be transferred in three tranches).

Development of Government Funding and Personnel Expenses

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 allocation model for universities from 2022, and to base more on cost prices (one of the recommendations from the Van Rijn committee). This can cause a substantial reallocation of the resources between the universities. In 2020, the Ministry of Education, Culture and Science will conduct research after which a proposal is expected. The university will keep a close eye on these developments.
- The quality agreements in the context of the *Wet Studietoelagen* (student loan system act). These mean that a substantial part of the government funding will be dependent on whether the agreements are met.
- The uncertainty about developments regarding the reference estimates (funding adjustment for the national development of student numbers). The Ministry of Education, Culture and Science will only establish the figures in the 2020 Spring Memorandum, and they will only be made available to the universities from 2021 (new system).
- The wage and price developments and the compensation for these provided by the Ministry of Education, Culture and Science. Our own estimation of price compensation was included in the 2020 budget.
- The uncertainty about the allocation method for the above-mentioned Netherlands Organisation for Scientific Research (NWO) resources. In the budget, an estimate is included for the first two tranches, which are expected to become available during 2020. The third tranche follows in 2021.

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

The compensation and the expenses of the Executive Board are included in the annual accounts.

Balance Sheet Development until 2024 and key figures

amounts in euro thousands	Realised in 2018	Realised in 2019	Budget 2020	Estimate 2021	Estimate 2022	Estimate 2023	Estimate 2024
Assets							
Fixed assets							
Tangible fixed assets							
• buildings and grounds	359,986	325,684	338,775	330,385	318,284	317,683	320,448
• inventory and equipment	21,401	21,445	28,038	29,694	26,160	22,813	19,696
• information systems	1,011	948	680	390	112	-149	-374
Tangible fixed assets	382,398	348,077	367,493	360,469	344,556	340,347	339,770

Financial fixed assets	1,040	608	3	3	3	3	3
	383,438	348,685	367,496	360,472	344,559	340,350	339,773
Current assets							
Reserves	221	200	221	221	221	221	221
Receivables	25,622	23,056	25,000	25,000	25,000	25,000	25,000
Cash and cash equivalents	91,183	73,334	30,952	24,013	32,613	31,617	28,849
	117,026	96,590	56,173	49,234	57,834	56,838	54,070
Total assets	500,464	445,275	423,669	409,706	402,393	397,188	393,843
Liabilities							
Equity*	306,068	250,317	236,416	225,708	224,003	224,355	226,197
Facilities	33,946	31,191	29,212	21,257	20,949	20,692	20,505
Long-term liabilities	8,641	8,307	8,041	7,741	7,441	7,141	7,141
Current liabilities	151,809	155,460	150,000	155,000	150,000	145,000	140,000
	194,396	194,958	187,253	183,998	178,390	172,833	167,646
Total liabilities	500,464	445,275	423,669	409,706	402,393	397,188	393,843

* Section 5.6 of the annual accounts includes an overview of the progress of the different components of the equity in 2019.

Key figures for the Inspectorate of Education

								Ministry of Education, Culture and Science norm	
Solvency ¹	0.68	0.63	0.63	0.60	0.61	0.62	0.63	> 0.3	
Liquidity ²	0.77	0.62	0.37	0.32	0.39	0.39	0.39	> 0.5	
Housing ratio ³	0.11	0.09	0.09	0.10	0.09	0.09	0.09	< 0.15	
Resilience ⁴	0.53	0.41	0.39	0.35	0.34	0.34	0.34	> -0.05	
Return ⁵	0.02	0.01	-0.01	-0.02	0.00	0.00	0.00	> -0.10	1-year
								> -0.05	2-year
								> 0	3-year

1 (Equity + reserves)/total equity & liabilities.

2 Current assets/current liabilities.

3 Ratio in accordance with Multi-Year Investment Forecast.

4 Equity/total income.

5 Operating result/total income.

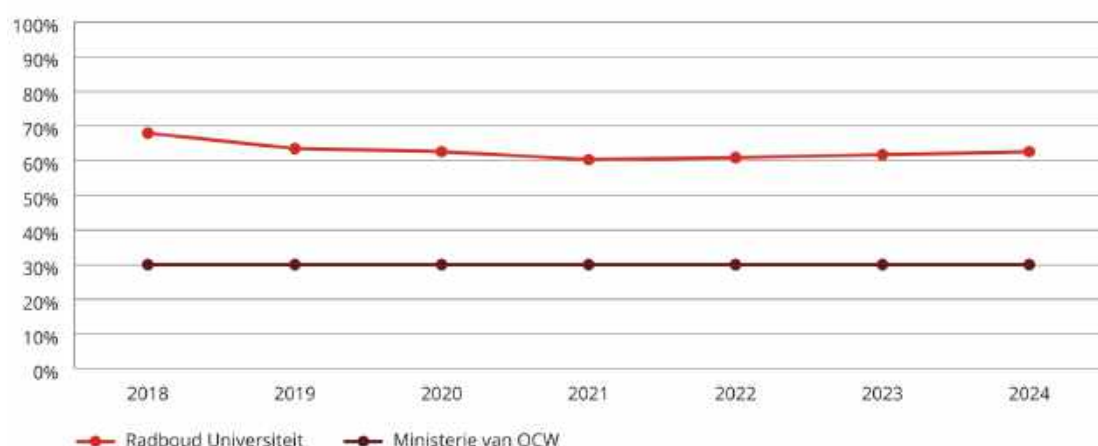
Solvency

The solvency (sum of equity and facilities as a percentage of the balance sheet total) amounts to 63.5% at the end of 2019 (in 2018: 67.9%). The decrease is mainly explained by the above-mentioned transfer of buildings to Radboud university medical center. Excluding this transfer, the solvency is 67.5% at the end of

2019. Radboud University's minimum target is to keep its inflation-adjusted equity intact. The equity is also part of the finance for the property portfolio.

Amounts x €1 million	2019	2018	2017	2016	2015	2014
Equity at ongoing price level	250.3	306.1	295.8	294.7	297.2	294.4
Consumer Price Index*	2.3%	1.6%	1.6%	0.6%	0.6%	1.0%
Equity at 2019 price level	250.3	313.1	307.4	311.2	315.7	314.7

In the long-term, the solvency¹ remains slightly over 60% and thus significantly over the minimum standard of 30% as established by the Ministry of Education, Culture and Science. The Ministry of Education, Culture and Science is working towards an update to the standard in which capping the solvency is considered, according to the *comply or explain* principle.



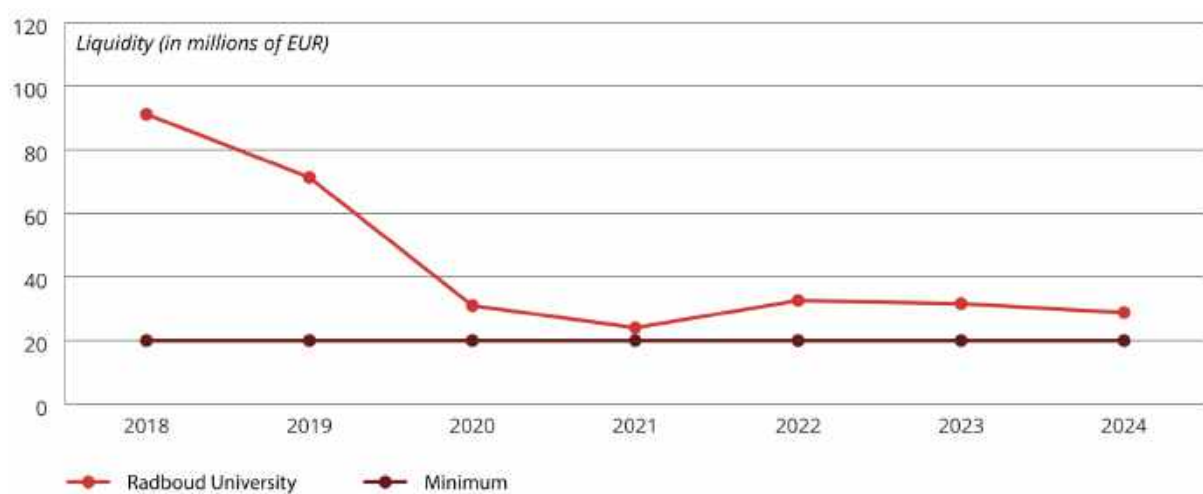
Liquidity

The cash and cash equivalents will be used for renovation and customisation of the properties in the coming years. An investment of around €92 million has been provided for the years 2020-2024. This specifically includes:

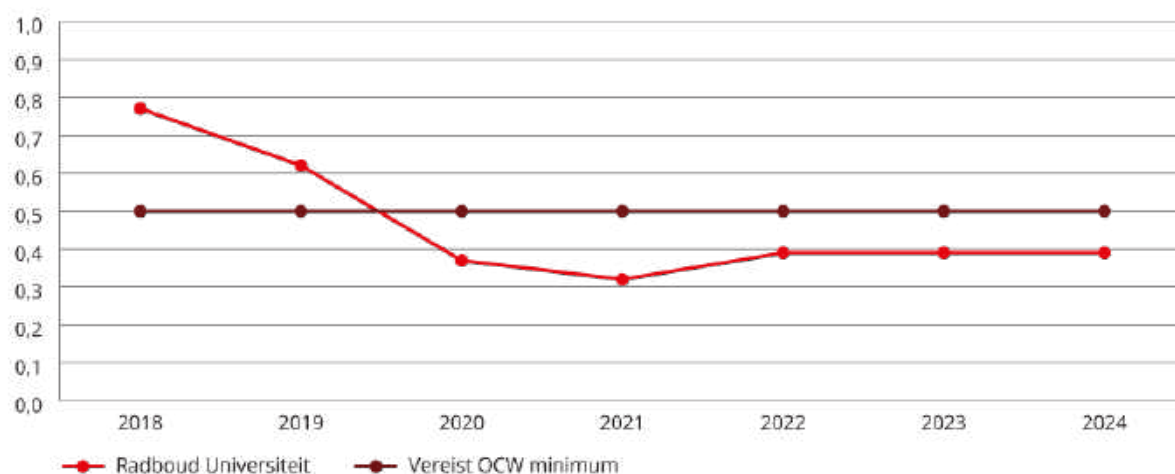
- the new building for the Faculty of Social Sciences;
- the renovation and customisation of the Erasmus building and square.

The university does not require external financing for this in the short term. The new building for the Faculty of Social Sciences is expected to be completed at the end of 2020.

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



Based on the current Multi-Year Investment Forecast, over the coming years, the liquidity remains above the internal standard of €20 million, but under the Ministry of Education, Culture and Science's external standard (> 0.5 ; see the Ministry of Education, Culture and Science liquidity standard on the previous page).



This standard must be viewed from the perspective of the solvency and the financing needs — especially for accommodation plans — in the long term. The university strives for a minimum liquidity of €20 million to allow for the payments for the operational management to continue uninterrupted. If this cannot be achieved, external funding must be found in a timely fashion.

Property Development

Radboud University funds investments entirely from its own resources. In 2019, €55.3 million was invested in buildings and properties and €7.0 million was invested in inventory, equipment, and information systems. It is contrasted by a divestment of about €66.8 million. This concerns the buildings of the Faculty of Medical Sciences which were transferred to Radboud university medical center at book value from 31 December 2019.

The accommodation costs were reclassified with an adjustment of the comparative figures. The municipal property tax is now included under accommodation expenses, for example. The accommodation expenses

have decreased to 9.5% in 2019 (2018: 11.4%) of the income. In 2018, there was incidentally a larger addition to the provision for asbestos removal.

As a result of the construction programme, liquidity will decrease in the coming years. An investment level of around €92 million has been forecast for the 2020-2024 period. These investments are recorded in a Multi-Year Investment Forecast, 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.

As mentioned, the financial information in the Multi-Year Investment Forecast is updated annually. In addition to the aforementioned planned investment projects, important focus areas for the coming period are:

- Market operation: expected price increases are taken into account based on the current developments in the market.
- 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.
- Optimising the physical space with decisions about whether buildings will be demolished.

At the end of 2020, a new property vision and a revised Multi-Year Investment Forecast will be completed, in which the accommodation of the Humanities and the renovation of the Erasmus Building will be a determining factor for the liquidity development and a possible financing issue in the long term.

Quality Agreement Progress Implementation

Dutch universities have reached agreements with the Minister of Education, Culture and Science on quality standards for the period 2019-2024, which will be connected to the use of the resources from the *studievoorschot* (a government student loan). Radboud University has created a plan for the allocation of those resources. On the basis of a positive recommendation from the NVAO, the Minister of Education, Culture and Science approved the plan in October 2019. That finalises the allocation of the quality funding.

The below table outlines the amounts involved. They deviate in particular for 2020 from the figures included in the original plan. The main reason is that the Executive Board has freed up €4.5 million more in additional resources than was anticipated in the original plan.

Table 1: Investment Radboud University Quality Agreements 2019-2024

Amounts x €1 million	Realised 2019	Budgeted 2020	Estimate 2021	Estimate 2022	Estimate 2023	Estimate 2024
Resources						
• Ministry of Education, Culture and Science contribution*	5.4	6.3	13.4	13.4	14.1	16.0
• Executive Board supplementary contribution (= a + b - Ministry contribution)	1.5	5.7	1.3	1.4	1.1	1.1
Total resources	6.9	12.0	14.7	14.7	15.3	17.0
Expenditure						
• Faculty resource allocation						

- From prior investment period	4.9	4.9	4.9	4.9	4.9	4.9
- Additional	2.3	5.5	5.5	8.2	8.9	10.6
Subtotal	7.2	10.4	10.4	13.1	13.7	15.4
• Central (from prior investment period)						
- UB opening hours	0.2	0.2	0.2	0.2	0.2	0.2
- Educational innovation with ICT	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
	2.0	1.6	1.6	1.6	1.6	1.6
Total expenditure	9.2	12.0	12.0	14.7	15.3	17.0

* 2020 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: 7.35% This percentage changes every year.

As is evident from the table, Radboud University chooses to immediately use the largest part of the available resources in the faculties. For the use of these resources, the Executive Board has asked the faculties to create plans that link into the following themes which were established by the Ministry of Education, Culture and Science.

- 1 More intensive, small-scale education (education intensity)
- 2 Increased and improved guidance of students
- 3 Study success
- 4 Educational differentiation
- 5 Appropriate educational facilities of good quality
- 6 Further professional development of lecturers (lecturer quality)

In their plans, the faculties have created individual accents that fit the context of ongoing activities and strategic principles. Given the educational approach, it is of importance for the quality of the education at Radboud University that we are able to maintain the desired small scale and the interactivity of our education. Therefore, the faculties have mainly focused on strengthening the lecturer capacity. Increased lecturer presence is in line with theme 1, more intensive and small-scale education. The formulated objectives and actions were established in close consultation with the participational bodies (lecturers and students).

Table 2: Budgeted and realised costs per faculty 2019

Amounts in euro thousands	Budgeted 2019	Realised 2019
FFTR	112	120
FoA	134	134
FoL	1774	1,594
FSS	292	377
NSM	821	821

FS	1734	1,747
FMS	2,490	2,414
Total	7,357	7,207

Progress of the implementation of the plans according to the faculty annual reports for 2019

In the 2019 annual reports, all faculties have described the actions that were taken in the framework of the quality agreements, and which resources were used. Below is a short summary per faculty. For more detailed information, please see the faculty annual reports.

Faculty of Philosophy, Theology and Religious Studies

Compared to the original plans, the spending objectives have not changed, and most of the intended actions are in motion. In consultation with the Faculty Joint Assembly, a number of new focus points were formulated during the project, among which educational innovation and attention for the mental health of students. A number of actions have not yet been fully realised, such as making additional lecturer hours available for the supervision of theses. Instead, new actions were commenced. The number of hours for student assistants in the Bachelor's programme Philosophy has been doubled for example.

Faculty of Arts

The actions set in motion by the faculty in 2019 are in line with the original plans. In the context of theme 1 (more intensive, small-scale education), additional lecturers were appointed. A number of actions were set in motion earlier than intended in the original plans, such as the expansion of the student mentoring (theme 2: guidance of students), the appointment of an admissions officer (theme 3: study success), and the appointment of an ICT in Education Management staff member (theme 6: lecturer quality). A *studievoorschot* (student loan) faculty committee will discuss the progress of the plans a number of times per year with the Administrative Director.

Nijmegen School of Management

The faculty has primarily used the resources to expand the staff: nearly 13 FTEs for academic staff, and over 5 FTEs for support and management staff. Additionally, over €70,000 was spent on creating knowledge clips, expanding the available study spaces for students, and the improvement of the Bachelor's programme in Geography, Spatial Planning, and Environment.

Faculty of Medical Sciences

The implementation of the plans took some time before commencing, which resulted in the expenditure of the resources lagging behind the budget. During the reported year, the available resources were mainly used for engaging coaches for the supervision of students, and for the purchase of campus licences for study materials.

Faculty of Science

The expenditure is in line with the actions included in the original plan. The call for educational innovation and the appointment of educational innovators are falling a little behind the original plans. In contrast, the development of the exact science methodology was accelerated. More staff was appointed for this purpose than originally anticipated. Faculty management has established a Quality Agreements Advisory Committee which will annually make a recommendation for the allocation of the available *studievoorschot* resources.

Faculty of Law

Overall, the executed actions are in line with the original plans. The quality agreements were structured in such a way that the growing student intake does not lead to a further deterioration of the staff-student

ratio. A substantial part of the resources was invested in the appointment of additional staff. Furthermore, staff was appointed to support lecturers with the broader implementation of ICT in Education, such as knowledge clips, electronic learning environment, and digital testing.

Faculty of Social Sciences

So far, the faculty has focused on theme 2 (guidance of students) and theme 6 (lecturer professionalisation). In 2019, a start was made on structuring the Student Information Point (STIP) as well as the plan development for the improvement of student guidance, of which student welfare is a relevant part. Lecturers with a lot of teaching duties were assigned teaching hours.

The realisation of the quality agreements can be found [online](#).

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 personnel processes are performed using workflows with electronic authorisation. Both the financial and the personnel administration are handled in an ERP system. A workflow process for job listings was implemented in 2019.

The Internal Audit Services (IAD) focuses on the execution of operational audits of the management and control of processes. At the behest of the Executive Board, the following audits were completed in 2019: the process that provides oversight during the application phase of grant projects, the purchasing and tendering process, and the management and control of property projects. Additionally, an assignment was completed in which the customisation within the business management system was analysed.

Risk Management

With a new strategy in 2019, a top 10 of risk areas for Radboud University was drafted with accompanying control measures included. 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:

Risk description	Control measure
1 Political risk reduction of direct government funding	Following the developments and lobby through VSNU, and calculate scenarios of developments
2 Decreasing funding from government agencies and contract funding	Strengthening the recruitment power by strengthening the support for requests, making more time available
3 Insufficient strategic collaboration	Participation in national and international partnerships

4	No suitable governance structure	Research into the division of Radboud University and Radboud university medical center into two legal entities
5	ICT/cyber security disruptions	Improvement of the reliability, security, and continuity of automated systems; additional funding released for the innovation of education
6	Damage to reputation and image	Quality care system for research, education, and impact (to be developed)
7	Insufficient suitable accommodation	Creating a campus vision and MJOP and MIP within clear financial frameworks
8	Being unable to keep large research facilities in operation	Ensuring the funding for gravity and road map programmes and HFML
9	Insufficient (high-quality) staff	Attracting talented scientific staff (REI) through advertising campaigns; reducing the work pressure by making additional funding available
10	Increasing national and international competition	Good employment conditions and attractive facilities on campus, execution of advertising campaigns

Ad 1.

An important financial risk is the intention of the Ministry of Education, Culture and Science to change the allocation model for universities from 2022 (based more on cost prices). The outcomes/impact are very uncertain.

Ad 2.

As a result of increasing competition (particularly in the SSH domain), there is a risk that funding from government agencies and contract funding will decrease. This may put a strain on the quality and quantity of education and research.

Ad 3.

On the one hand, there is the risk that Radboud University will miss opportunities in the area of education and research because of insufficient connection to national and international partnerships. On the other hand, there is the risk that incidents occur or parties go bankrupt during collaborations, causing damage to the reputation and financial damage to the university.

Ad 4.

Together with Radboud university medical center, Radboud University Nijmegen is a part of *Stichting Katholieke Universiteit*. The management of the foundation acts as Supervisory Board, but is (legally) a board with corresponding rights and obligations. The risk is that management and supervision are insufficiently separated. There is also the risk that setbacks in the operation and financing of the Radboud university medical center impact the management of Radboud University.

Ad 5.

Because of the cyber security risk, there is a chance that the reliability and/or continuity of ICT facilities and data will be damaged, the systems hacked, or the website unavailable. As a result, the continuity of the primary process might be threatened, and users can be negatively affected. Another risk is that the university cannot support education and research with the latest state-of-the-art ICT resources.

Ad 6.

An important way to manage the risk of damage to reputation and image is the system of quality assurance for education and research.

Ad 7.

In the coming years, the university will strongly invest in maintenance, renovation, and new construction of housing. The risk is that property projects costs more than budgeted and/or take longer than planned and/or that they do not (fully) comply with functional demands. As a result, (intended) users of the property and students may not be optimally supported which means that the quality of education, research, and societal impact come under pressure.

Ad 8.

As a result of insufficient long-term (over 10 years) research funding, there is a risk that Radboud University will not be adequately able to continue with high-quality research facilities such as the HFML-Felix and the scanning facilities at the Donders Institute which will pose a threat to the quality of research.

Ad 9.

The primary risk at the university level in 2020 is the ability to attract good staff members at a time when the personnel structure is growing strongly (about 270 FTEs), the labour market is becoming more saturated, and the student numbers are growing.

Ad 10.

The university encounters national and international competition with regard to attracting the best students and staff members. The risk is that the university will not be able to endure this competitive struggle which will put pressure on the financial continuity, and quality of education, research, and societal impact.

Supplement to the Risks and Control Measures

In the first months of 2020, the university, the Netherlands, Europe, and the rest of the world were confronted with the COVID-19 (coronavirus) pandemic. Necessary and understandable measures that were taken by the government to mitigate the spread of the virus have far-reaching consequences for the university.

It is paramount that all possible measures are taken to protect staff members and students and to limit or mitigate risks as much as possible. The Executive Board has taken a number of decisions in that regard which means that everyone is working off-campus wherever possible. Education and research activities will continue online or be postponed wherever possible. These measures have a financial impact for the university in 2020. Some examples:

- A number of income sources are eliminated (catering, tuition fees).
- Additional expenses were incurred for working off-campus and online education.
- Expenses for research projects continue longer, without additional compensation.
- There will be a decrease in income due to delayed graduations, delayed awarding of PhDs, and fewer international applications.

In the first months of 2020, until the moment these annual accounts were created, the effect on the 2020 results was limited in scope. The total possible effects for the coming year/years are uncertain at the time of reporting. It is possible that the measures and limitations in 2020 will be in effect for a prolonged period. The university has a strong financial position. In light of a large amount of lump-sum government financing and the liquidity and solvency position in the short and medium term, no liquidity problems are expected, and the continuity of the university as a whole is not in danger. Radboud University also does not expect developments in 2020 for which demands will be made on the sureties of the financing agreements for SKU as a whole. This can change if the crisis takes longer, and when cut-backs for the sector are announced as a result of the impact on government finances. However, there is no material uncertainty about continuity.

Treasury

Radboud University has updated the Treasury Statute in 2019, the changes come into effect on 1 January 2020. The statutes lay out the rules regarding liquidity management. Starting point for the process of controlling, managing, and monitoring of current and future cash flows is the creation of strategic plans for education and research and the future property investments based on it. 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 statute's 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 for current investment plans from its own funds.

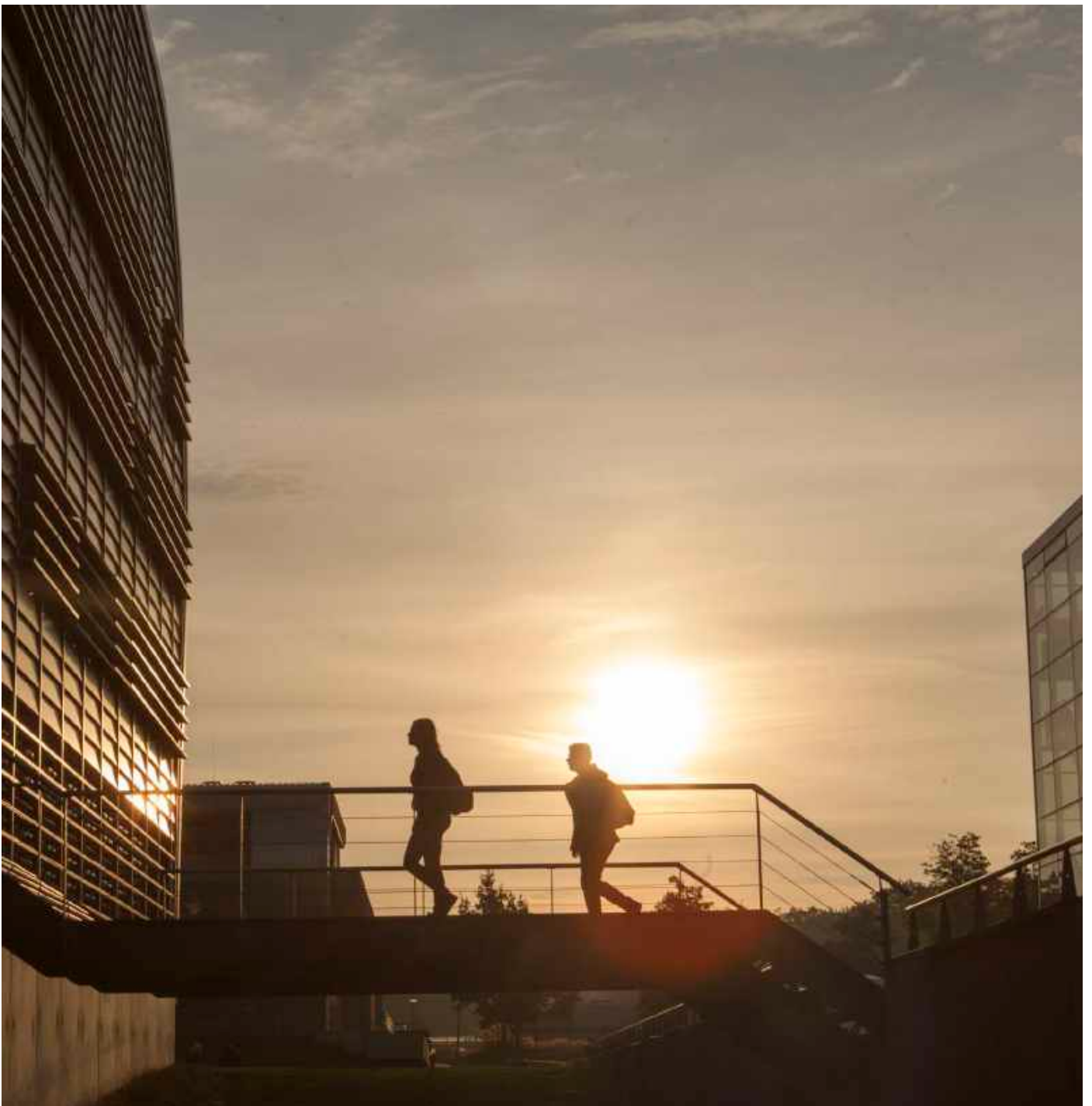
Clarity in the Funding of Higher Education

Based on the "*Helderheid in de bekostiging van het hoger onderwijs*" (clarity in the funding of higher education) 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 other organisations in 2019.
- Radboud University did not use any public funds to carry out private activities in 2019. 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 does not want to enter into participating interests and shareholdings, and wants to reduce the existing ones, 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 Examination 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.
- 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. In the 2018-2019 academic year, 7 students enrolled in this at Radboud University. In the 2019-2020 academic year, 7 students enrolled in this at Radboud University.

Report from the Supervisory Authority of Radboud University



Report from the Supervisory Authority of Radboud University

Explanation from the board of Stichting Katholieke Universiteit regarding its supervision of the Executive Board of Radboud University for the year 2019.

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 2019 with the Executive Board regarding internal affairs and external developments. The President and/or Vice President of the Executive Board of Radboud university medical center 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 three times in 2019 to prepare for and consult on several issues, specifically the handling of financial matters by the Foundation Board. The members of the committee are P.A. Morshuis RC (chair) and M.L. Henneman.

In 2019, discussion topics included the 2018 annual accounts, the administrative report, the annual plan and university budget for 2020, the quarterly figures, and the PwC management letter as well as the PwC control plan. The annual plan and report from the Internal Audit Service were also discussed.

The Audit Committee also discussed the Van Rijn committee report and the related expected development of the government funding for Radboud University in the 2019-2024 period. The Audit Committee voiced its support for the Executive Board's decision not to reallocate money between humanities, exact sciences, and social sciences within the internal allocation model. The newly appointed chief information officer gave a presentation about his experiences during the first 100 days in his position, and informed the committee about the preparation for an information services strategy for the university, which will be presented in the spring of 2020. The Audit Committee also addressed the following matters: a proposal to change the amendment to the treasury charter, a proposal to dissolve B.V. Campus and the Radboud Beroepsopleiding Advocaten B.V., and a proposal for the transfer of several education and research buildings from Radboud University to Radboud university medical center. The committee provided positive recommendations for all proposals.

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. During the reporting year, the committee met four times.

Besides current developments at Radboud University and in higher education and scientific research in general, topics of discussion for the committee also included the market share of Radboud University in Master's programmes, and the board made several recommendations to increase the number of incoming Master's students. The committee issued a positive recommendation on the quality agreements with the Ministry of Education, Culture and Science. Later in the year under review, the committee was pleased with the NVAO's positive assessment of the plan and the award of the quality funding by the Minister of Education, Culture and Science to Radboud University.

Discussion topics for the committee included open access in relation to "Plan S", the 2018 annual report of the Scientific Integrity Committee, and the Executive Board's intended approach regarding the revised code of conduct for academic integrity. The committee discussed the Van Rijn report and the insufficient figures it is based on. The Executive Board provided the committee with further information about the research

inspections and evaluations. Four SEP evaluations received very good results. At the same time, the committee was pleased to hear the results of the Radboud Excellence Initiative and with the fact that Radboud University had once again qualified as “best comprehensive university” in the year under review. The committee appreciated the presentation about the management information portal that is being developed.

The committee complimented the Executive Board with the success in acquiring no less than three of the six ERC Synergy Grants awarded to Dutch research groups.

For a better understanding of the situation within the faculties, a faculty dean was regularly hosted at the committee meetings to present the relevant developments in their faculty. In the year under review, they were the deans of the Nijmegen School of Management, Faculty of Law, and Faculty of Philosophy, Theology and Religious Studies.

The Remuneration Committee, comprising Mr L.M.L.H.A. Hermans (chair) and Ms L.Y. Gonçalves-Ho Kang You, conducted the annual appraisal interviews with the members of the Executive Board in 2019, prior to which input was gathered 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 commenced 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 2019 expenses from invoices and expense claims from the Executive Board has been included on the website.

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.

The Foundation Board was pleased to learn that the Minister of Education, Culture and Science has decided to award Radboud University the quality funding for the period until 31 December 2024. The report by the Advisory Committee for Funding of Higher Education and Research, the Van Rijn committee, was received with less enthusiasm. The report leads to a shift of funding to exact sciences and technology at the expense of the humanities and social sciences. The Foundation Board and the Executive Board discussed the long-term and short-term effects for the budgets, and measures for the faculties at Radboud University.

The Executive Board provided more information about the results of the BSA research. The Foundation Board was interested to hear the conclusion that the BSA works well as a selection tool and that the level of the standard used appears to be less important.

The Foundation Board was informed about the Continued Development of Radboud Services (DORS) which started in 2019. In this project, a new organisational structure and a new management model for Radboud Services were developed in which the current units of Radboud Services were grouped into six divisions, starting from 1 January 2020.

The Foundation Board was pleased to hear that Radboud University is part of the Event Horizon Telescope (EHT), the worldwide network of eight radio telescopes that together form a virtual telescope the size of earth which was used by the astronomers who successfully photographed a supermassive black hole and its shadow for the first time. Heino Falcke, Professor of Astroparticle Physics and Radio Astronomy is the chair of the EHT Science Council and was there when the idea to photograph a black hole using a network of

telescopes was first proposed. The Foundation Board congratulated the Executive Board on this exceptional result.

The Foundation Board regrets that Radboud University did not participate in the awards for gravity funding during the year under review.

In 2019, the Foundation Board was informed by the Executive Board about the ICT problems the university had to contend with. Initially, it looked like a targeted DDoS attack, but closer investigation showed that a combination of factors led to an overload of the firewall. The Foundation Board discussed the measures taken with the Executive Board.

Strategy and Management

The Executive Board has established a new strategy for the period 2019-2023, after an intensive process during which much information was gathered through participation at all tiers in the institution, including the Foundation Board. The Foundation Board approved the strategy, and complimented the Executive Board on the completed process.

The Foundation Board discussed the concept for a new governance code created by the Code for Good Governance in Dutch Universities Committee, and has raised a number of content-related matters relating to internet consultation.

Provision of Information

The Foundation Board is regularly provided with presentations to provide the members with insight into the developments in education and research and the processes within the university, and to offer them the opportunity to meet with professionals.

In the year under review, presentations were given on:

- Radboud Honours Programme: at the behest of the participational bodies, the programme was changed from a programme focused on excellence to a more flexible offering for a wider target audience.
- Summer School and Internationalisation.
- Quality of Education.

Contacts with Internal Stakeholders

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.

Additionally, a delegation from the Foundation Board will attend the meeting of the University Joint Assembly twice a year, during which the "general state of affairs" is discussed, and where members of the participational bodies can pose questions to the Foundation Board. In the year under review, an explanation of the role of advisors to the Foundation Board, who contribute expertise relating to vacancies in the Foundation Board, was provided upon request. Additionally, the Foundation Board provided more information about the appointment procedure and the departure schedule for members of the Foundation Board. Catholic values were also addressed and clarified provided that this does not impact the accessibility of the university for students and staff members. When asked about the Advisory Council for Science, Technology, and Innovation (AWTI) recommendation "*Het stelsel op scherp gezet*", which includes a plea for more selective admission, support was expressed for the Executive Board's strategy which focuses on accessibility. Furthermore, the Foundation Board provided more information about the arguments for the demerging of Radboud University and Radboud university medical center, and expressed its support for the proposed demerger.

In the year under review, a start was made with linking each of the board members with a faculty dean for the period of about one year. By interim discussions, the board members will gain more insight into the operations of the faculties; they can be a sounding board for the deans at the same time.

Campus Property

The Foundation Board approved the transfer of the Dentistry, Preclinic, and the Animal Research Facility (CDL) properties at book value on 31 December 2019. The Ministry of Education, Culture and Science were informed about this.

People

The Executive Board informed the Foundation Board about the unexpected increase in the number of students. Although the university did not focus on growth, the number of students in the 2019-2020 academic year was larger than ever at 22,976; an increase of 3.8% compared to the previous academic year.

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.

The Foundation Board spoke with the Executive Board twice about the development of the percentage of female professors, which decreased slightly in the year under review compared to the previous year. At the end of 2019, the proportion was 27%.

From the Governance Agenda to the Annual Plan

The Executive Board reveals its intentions with regard to the Strategic Plan for the upcoming year in the annual plan. During discussions regarding the 2018 annual account and the 2018 annual report, the Foundation Board and Executive Board evaluated the 2018 governance 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 2020 budget, the Foundation Board also addressed the 2020 annual plan and approved the 2020 Annual Calendar.

Finance and Operational Management

The university has created a revised treasury charter, also as a result of an operational audit completed by IAD. The new Charter was coordinated with Radboud university medical center and PwC. The Foundation Board has approved the new treasury charter.

The Foundation Board discussed the four and eight-month figures with the Executive Board. For these, the Executive Board reported the expected operating results. In this context, the attention of politicians for positive exploitation results of higher education institutes was also discussed. Radboud University's extensive obligations for the equity for the development of the campus were recalled.

The 2019 Audit Plan was approved. The Foundation Board has ensured that an appropriate internal monitoring and management system has been put into place at Radboud University.

In December 2019, the 2020 budget for Radboud University was approved.

The Foundation Board approved the proposal to restructure the activities of B.V. Campus and Radboud Beroepsopleiding Advocaten B.V. The structure will be simplified: the activities of these companies will be brought under the umbrella of Radboud University, and the private companies will be dissolved.

On the basis of the "*Regeling normering topinkomens OCW-sectoren*" (regulation for standardisation of top-tier incomes ECS sectors), the Foundation Board has set the remuneration class for Radboud University for 2019 and 2020 at class G, and it has established the remuneration maximum at €194,000 (2019) and €201,000 (2020) respectively.

At the meeting on 15 May 2020, the Foundation Board, in the presence of the external accountant and based on a positive recommendation from the Audit Committee, approved the 2019 Radboud University annual report.

and the 2019 Radboud University annual account, and endorsed the actions of the Executive Board members present	SKU meetings	Audit Committee	Committee for Education and Research Quality	The Joint Assemb ly	Remuneration committee
Hermans	5/6	-	-	2/2	1/1
Gonçalves	6/6	-	-	1/1	1/1
Henneman	6/6	-	-	-	-
Hilders	5/6	-	-	-	-
Holland	1/2	-	-	-	-
Morshuis	6/6	-	-	-	-
Stoof	6/6	-	4/4	1/1	-

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

Membership composition of the Foundation Board, specifying the positions and end of the appointment term



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

- Appointment committees
- Radboud University Remuneration Committee
- Radboud university medical center Remuneration Committee
- Radboud university medical center Works Council (OR) regular meeting
- Radboud University Joint Assembly (UGV) regular meeting

Positions

Remunerated

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

Activities

Remunerated

- Associate partner of Hague Corporate Affairs

Not remunerated

- President of the society Vrienden van het Nationaal Archief
- Ambassador of Hermitage Amsterdam

Term ending on 23 May 2021



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

- Radboud University Remuneration Committee
- Radboud University Joint Assembly (UGV) regular meeting

Positions

Remunerated

- Director of NL Financial Investments, The Hague
- Member of The Committee on Individual Compensation for Victims of WWII Transport by NS
- Chair of the Commissie Nationaal Kader Koloniale Collecties
- Chair of the Adviescommissie Etnisch Profileren bij de Politie, Amsterdam

Activities

Not remunerated

- President of Stichting Juridische Samenwerking Nederland-Suriname

Term ending on 1 January 2021



Prof. C.G.J.M. Hilders (1965)

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

Positions

Remunerated

- Managing Chair of the Reinier de Graaf Gasthuis, Delft
- Member of the Executive Board of ReinierHagaGroep
- Special Professor of ESHPM/EUR, Medical Management and Leadership

Not remunerated

- Member of the Advisory Committee to Pakketbeheer, Zorginstituut Nederland
- Member of the Supervisory Board of Kanker.nl
- Member of national coalition Kansrijke Start, VWS
- Member of the Advisory Board of Studenten Platform Medisch Leiderschap
- 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 on 16 January 2023



Ms M.L. Henneman (1956)

- Audit Committee of Radboud University
- Audit Committee of Radboud university medical center
- Radboud university medical center Remuneration Committee
- Radboud university medical center Works Council (OR) regular meeting

Positions

Remunerated

- Director/owner Henneman Strategies B.V., office for strategy and (crisis) communication
- Director/owner Hof van Amstel B.V., dressage stables

Activities

Remunerated

- Member of the Supervisory Board of Regionale Publieke Omroep
- Member of the Advisory Council to the Inspectorate of Justice and Security
- Member of the Advisory Board of Baker & McKenzie
- Member of the Supervisory Committee Dutchbat III research
- President of Committee ZonMw knowledge programme Gender & Gezondheid

Not remunerated

- Chair Stichting ORUN
- Chair Technical Committee Dressage KNHS
- Member of the Board of Stichting Trustfonds Hippische Alliantie Rotterdam
- Member of the Recommendation Committee of Stichting ParaPaard, part of Fonds Gehandicaptensport until 31 December 2019
- Vice President of the Supervisory Board, The Netherlands Institute of International Relations Clingendael
- Member of the Advisory Board of Anne Frank Stichting until 31 December 2019

Term ending on 1 July 2021



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

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

Term ended on 1 June 2019



Mr P.A. Morshuis RC (1959)

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

Positions

Remunerated

- Vice chair of the Board of Stichting Shell Pensioen Fonds

Activities

Not remunerated

- 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

Activities

Not remunerated

- Member of the Board of Governors of the extraordinary chair *Moleculaire biologie van zenuwweefselregeneratie* at the Vrije Universiteit.
- Board of the Stichting Vrienden van het Nederlands Herseninstituut

Term ending on 1 January 2021

Governance

The board of Stichting Katholieke Universiteit consists of at least seven members, appointed by the Bishops' Conference of the Netherlands. In the year in review, P.C.H.M Holland's term ended on 1 June. The "Tien Jaar Toezicht" (ten years of supervision) symposium marked his departure from SKU. The Foundation Board is very grateful for Mr. Holland's unwavering commitment to the Stichting Katholieke Universiteit.

The Foundation Board and the Bishops' Conference of the Netherlands agreed to a new method for appointments during 2018, after which recruitment for the phased succession of the board members was begun. However, this did not have the desired result. Although in December 2018 and January 2019 the vacancies for Finance and Healthcare were filled by the appointment of P.A. Morshuis and Prof. C.G.J.M. Hilders respectively, it appeared that for filling the other positions, the same problems that were identified earlier were not resolved. This was the reason that SKU submitted a petition to the Enterprise Division in March 2020, in the hope of breaking the five-year deadlock.

On the basis of the filled vacancies and the end of the term for P.C.H.M Holland, the departure schedule was modified. In view of the difficult progression of the appointment procedures, the appointment term of the three other members were extended until the end of a third appointment term in 2021.

Each year, the Foundation Board evaluates its performance. This is done under external supervision once every three years. In the autumn of 2019, an evaluation process was started by an external office, and it was concluded in January 2020. In addition to the general performance of the Foundation Board, special attention was given to the membership composition of the Board and its committees, as well as the relationship with the Bishops' Conference, and the separation of the SKU and the associated workload.

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.

	Administra- tive	Legal	Financial	Education & Research	Healthcare Policy	Social policy	Public policy/ Corporate communication
Hermans	✓			✓		✓	✓
Gonçalves	✓	✓				✓	
Henneman	✓		✓			✓	✓
Hilders	✓		✓		✓		
Holland	✓		✓		✓		
Morshuis	✓		✓				✓
Stoof	✓			✓	✓		

Good Governance Code for Dutch Universities

Radboud University complies with the Code of Good Governance for Dutch Universities. The circumstance that three members of the supervisory body are now in their third appointment term will be further detailed in this annual report, in keeping with the *comply or explain* principle.

The membership composition of the Foundation Board adheres to the independence requirement for supervisory authorities as stated in the Code of Good Governance. There is no conflict of interest between SKU board membership and the other activities of board members. These other activities have no impact on the supervisory tasks that stem from SKU board membership.

Supervision Strategy

The Foundation Board evaluated its Supervision Strategy 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

At least six times a year, the Foundation Board meets with the Executive Boards of Radboud University and Radboud university medical center together. During the year under review, the Foundation Board, in close collaboration and with considerable commitment from the Executive Boards, has mainly spent time on the demerger project, during which the options were explored to unbundle Radboud University and Radboud university medical center. The Presidents of both institutions participated in a steering committee specifically created by the Foundation Board for the project, and they have a decisive role in order to allow for both organisations to participate in the process.

The intention to demerge is based on both strategic and administrative considerations. The university and Radboud university medical center are separate organisations that have separate strategic considerations and independent separate business models. At the moment, the two are administratively, legally, fiscally, and financially one institution, and too dependent on each other. The objective of this type of demerger is to make both organisations more decisive in an increasingly dynamic and complex environment. Both organisations will, each from their own responsibility, continue to collaborate in terms of both content and strategy.

Additionally, the governance of SKU is outdated and is no longer considered appropriate for the management of these two institutions. The demerger is intended to be a modernising effort, to create a suitable and current governance model for each of the newly-independent institutions, fulfilling the requirements of governance codes and laws and regulations.

The unbundling will be further developed in 2020, with the aim to have Radboud University and Radboud university medical center operate as two separate legal entities from 1 January 2021. Based on its supervisory responsibility, the Foundation Board wants to set a clear standards framework for expenses to be declared by the management of Radboud University and Radboud university medical center and facilities to be allocated to them. Part of the standards are structured separately in the management employment contracts. General rule is that all costs, incurred within reason and necessary for the proper fulfilment of the employment, will be reimbursed by SKU. During the year in review, a change was made to the *Regeling Kostenvergoeding* (reimbursement regulations) to clarify the standards framework relating to representation costs.

The legal proceedings surrounding a joint spin-off of Radboud University and Radboud university medical center continued during the year in review and took a positive turn in 2020.

In closing

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

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1 Specification by Unit

	Income from work commissioned by third parties	Personnel expenses	Material expenses	Total expenses	FTE Academic Staff	FTE Support & management staff	Total
Faculty of Philosophy, Theology and Religious Studies	904	9,778	2,708	12,485	75	29	104
Faculty of Arts	10,442	34,603	7,366	41,969	264	120	384
Nijmegen School of Management	4,294	25,105	6,975	32,080	196	75	271
Faculty of Medical Sciences (Radboud university medical center)	113,770	145,496	49,600	195,096	1,128	730	1,858
Faculty of Science	36,618	70,050	36,542	106,592	617	296	913
Faculty of Law	2,951	22,764	6,390	29,154	156	116	272
Faculty of Social Sciences	13,836	45,015	11,673	56,688	373	156	529
Total faculties	182,816	352,811	121,253	474,064	2,809	1,522	4,331
Radboud Services	134	60,284	72,219	132,503	0	755	755
Donders Centre for Cognitive Neuroimaging	4,512	5,932	4,922	10,854	53	27	80
ITS	0	0	-1	-1	0	0	0
Radboud Teachers Academy	540	3,527	745	4,272	24	14	38
Total institutes	5,052	9,459	5,666	15,125	77	41	118
Campus B.V.	0	1	2,212	2,213			0
Campus Detachering B.V.	0	7,874	163	8,037			0
Other foundations	0	0	-206	-206			0
Radboud Beroepsopleiding Advocaten B.V.	6,240	0	5,576	5,576			0
Radboud University Holding B.V.	0	0	1	1			0
Radboud University Participations B.V.	0	0	221	221			0
Total connected parties	6,240	7,875	7,968	15,842	0	0	0

General university activities	0	6,343	18,283	24,626		7	7
Corporate	0	-1,797	674	-1,123			0
Corporate information systems	0	700	12,853	13,553			0
Property	0	0	25,377	25,377			0
Total corporate	0	5,246	57,188	62,434	0	7	7
Consolidation items from individual annual accounts	-419	-3,159	-93,146	-96,305			
Consolidation items from consolidated annual accounts	0	-6,295	-4,349	-10,644			
Total eliminations	-419	-9,454	-97,495	-106,949	0	0	0
General total	193,823	426,221	166,798	593,019	2,886	2,325	5,211

2 Environmental Analysis

Radboud University Environmental analysis (concise). What is happening?

Politics National:	Economic/competition National:	Demographic National:	Technological National and international:	Socio-cultural National:
Rutte Cabinet II governmental agreement Strategic Agenda for Higher Education and Research Scientific Letter from the Ministry of Education, Culture and Science	Regional collaboration: strengthen/maintain Radboud University's national and international position	Regional shortages due to lack of young people	Association of Universities in the Netherlands (VSNU) acceleration agenda blended learning, virtual reality, gamification, serious gaming	Rise of Generation Z at the university
Top sector policy and National Research Agenda (NWA) Mission-driven research	New quality agreements (sector agreement)	Greater transfer between VWO and WO	Flexibility through open education, micro-credentialing	Access to higher education: equal opportunity versus selective admission
WO in Actie (higher education in action) and additional focus on work pressure and welfare, and appreciating and rewarding education and research	Research into graduate careers and career paths	Greater transfer between HBO and WO	Adaptive learning made possible through such things as digital testing, <i>learning analytics</i> , and artificial intelligence.	Development of talent at the core, debate on the future of education: personalisation, increased attention to " <i>bildung</i> ", personal development, and skills, at the expense of the transfer of knowledge.
Attention to 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 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

Transition from Horizon 2020 to Horizon Europe	Impact on grant criterion	Increased mobility international students	Same	Same
EU multi-year financial framework	Reputation and rankings Emerging universities in Asia			
Higher education modernisation agenda	Performance-focused funding			
Brexit	Brexit			

3 Summary of Radboud University Key Figures

Education	2016	2017	2018	2019
Bachelor's programmes	37	37	38	38
Master's programmes	76	74	60	59
Diplomas and labour market perspective				
Bachelor's diplomas	2,672	2,619	2,569	2,689
Bachelor's output (in four years) (%)	78.2	74.8	73.1	72.0
Master's diplomas	2,791	2,947	2,916	3,109
Paying job 1.5 years after graduation (%)	94.5	94.4	n/a	tba
Student satisfaction				
Radboud University average reporting score	8.0	8.0	8.0	8.0
Degree programme average reporting score	7.8	7.8	7.7	7.7
Position in <i>Keuzegids Universiteiten</i>	1	1	2	1
Position in <i>Keuzegids Masters</i>	1	1	2	2
Position in <i>Elsevier best study programmes</i>	1	2	2	2
Students	2016	2017	2018	2019
Students (as of 1 October)	19,899	20,967	22,142	22,976
Percentage of women	56.9	57.2	57.5	57.2
Number of Bachelor's students	12,567	13,556	14,201	14,717
Number of Master's students	7,332	7,411	7,941	8,259
Percentage of international students	9.7	10.2	10.7	10.6
<i>Exchange students</i> (incoming)	991	966	997	952
<i>Exchange students</i> (outgoing)	1,047	926	1,048	1,000
First-year Bachelor's students (first-year at institution)	3,914	4,582	4,804	4,994
Percentage of international first-year Bachelor's students	16.7	12.0	11.8	12.3
Market share of Bachelor's students (first-year WO) (%)	7.5	7.8	7.6	7.7
First-year Master's students (first-year at institution)	630	663	746	709
Percentage of international first-year Master's students	277	272	289	236
Market share of Master's students (first-year at institution) (%)	3.8	3.8	3.9	3.5
Number of participants in Radboud Summer School	500	615	685	860

Research	2016	2017	2018	2019
Academic publications	7,350	7,126	7,431	7,571
PhD Ceremonies	412	435	390	447
PhD output (%) not including Radboud university medical center	67.3	70.1	61,1	60,7
Research institutes	15	15	15	15
Patents awarded	4	2	4	3
Veni grants awarded	17	14	16	16
Vidi grants awarded	8	4	14	11
Vici grants awarded	6	2	4	7
Spinoza Prizes awarded	2	0	0	0
ERC Starting Grants awarded	2	1	4	4
ERC Advanced Grants awarded	2	1	3	6
ERC Consolidator Grants awarded	3	5	2	3
ERC Synergy Grants awarded	0	0	0	3
<i>Rankings</i>				
Position in THE ranking	121	122	123	128
Position in QS ranking	190	204	204	217
Position in ARWU Shanghai Ranking	118	136	115	104

Staff	2016	2017	2018	2019
Staff in FTE	4,921	4,891	4,932	5,211
Scientific staff (FTE)	2,764	2,743	2,735	2,886
of which female (%)	46.8	46.6	47.4	48.0
of which international (%)	24.6	24.9	25.7	26.4
Professors (not including Radboud university medical center) in FTE	222,6	231.0	230.9	237.0
of which female (%)	26.5	27.1	29.0	30.1
Professors (including Radboud university medical center) in FTE	293.8	303.3	310.8	317.9
of which female (%)	23.5	26.5	28.7	30.1
KNAW members	42	44	47	46
New appointments	2	2	3	1
Members of Academia Europaea	36	46	51	58
New appointments	5	10	5	7

4 Overview of Degree Programmes 2019-2020

Ba = Bachelor's degree programme

Ma = Master's programme

RM = Research Master's

PIM = Post-Initial Master's programme

Faculty of Philosophy, Theology and Religious Studies

Name of programme	Level	CROHO
Filosofie	Ba	56081
Filosofie (120)	Ma	60823
Filosofie (60)	Ma	60822
Philosophy (research)	RM	60128
Religiewetenschappen	Ba	50902
Theologie	Ba	56109
Theologie	Ma	60257
Theologie en Religiewetenschappen	Ma	60824

Faculty of Arts

Name of programme	Level	CROHO
Algemene Cultuurwetenschappen	Ba	56823
Communicatie- en Informatiewetenschappen	Ba	56826
Communicatie- en Informatiewetenschappen	Ma	66826
Duitse Taal en Cultuur	Ba	56805
Engelse Taal en Cultuur	Ba	56806
European Studies (joint degree)	Ma	65002
Geschiedenis	Ba	56034
Geschiedenis	Ma	66034
Griekse en Latijnse Taal en Cultuur	Ba	56003
Historical, Literary and Cultural Studies	RM	60857
Arts & Culture / Kunst- en Cultuurwetenschappen	Ma	60087
Art history	Ba	56824
Letterkunde	Ma	60813
Linguistics and Communication Sciences	RM	60960
Dutch language and culture	Ba	56804
North American Studies	Ma	60845
Oudheidstudies	Ma	60821
Romaanse Talen en Culturen	Ba	56074
Taalwetenschap	Ba	56803
Linguistics	Ma	60815

Faculty of Law

Name of programme	Level	CROHO
European Law School	Ba	50017
Fiscaal Recht	Ma	66827
Fiscaal Recht	PIM	75107
International and European Law	Ma	60224
Nederlands Recht	Ma	66451
Notarieel Recht	Ba	56828
Notarieel Recht	Ma	66828
Onderneming en Recht	RM	60386
Rechtsgeleerdheid	Ba	50700

Nijmegen School of Management

Name of programme	Level	CROHO
Business Administration	Ba	50645
Business Administration	PIM	75104
Bestuurskunde	Ba	56627
Bestuurskunde	Ma	66627
Business Administration	Ma	60644
Economics	Ma	66401
Economie en Bedrijfseconomie (Economics and Business Economics)	Ba	50950
Environment and Society Studies	Ma	66839
Geografie, Planologie en Milieu	Ba	56947
Human Geography	Ma	60466
Managing Information and Sustainable Change	PIM	75125
Spatial Planning	Ma	66655
Political Science	Ma	60203
Politologie	Ba	56606

Faculty of Social Sciences

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

Sociology

Ma

66601

Faculty of Science

Name of programme	Level	CROHO
Biology	Ba	59325
Biology	Ma	66860
Chemistry	Ba	56943
Chemistry	Ma	66857
Computing Science	Ma	60364
Computing Science	Ba	59326
Information Sciences	Ma	60255
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
Wiskunde	Ba	56980

Faculty of Medical Sciences

Name of programme	Level	CROHO
Biomedische Wetenschappen	Ba	56990
Biomedical sciences	Ma	66990
Geneeskunde	Ba	56551
Geneeskunde	Ma	66551
Kwaliteit en Veiligheid in de Patiëntenzorg	PIM	75126
Molecular Mechanisms of Disease	RM	60322
Tandheelkunde	Ba	56560
Tandheelkunde	Ma	66588

Radboud Teachers Academy

Name of programme	Level	CROHO
Educatie in de Mens- en Maatschappijwetenschappen	Ma	68532
Educatie in de Taal- en Cultuurwetenschappen	Ma	68536
Leraar Voorbereidend Hoger Onderwijs in de Bètawetenschappen	Ma	68533
Leraar Voorbereidend Hoger Onderwijs in de Mens- en Maatschappijwetenschappen	Ma	68535
Leraar Voorbereidend Hoger Onderwijs in de Taal- en Cultuurwetenschappen	Ma	68534

5 Comenius Grant

Liedeke Plate, professor of Culture and Inclusivity, received a €50,000 Comenius grant for a teaching fellow. She will use it to provide more space for international and intercultural competences within Arts and Culture Studies. Under the title *First Things First. Ensuring a safe and inclusive environment as a foundation for an international curriculum*, she will design a safe and inclusive environment in international classes.

6 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

A number of independent research institutes are also located on the Radboud University campus, including the Max Planck Institute for Psycholinguistics and Kaski (religion and society).

7 European Research Council Grants

7.1 Synergy Grant

The ERC Synergy Grants are the largest and most competitive grants from the European Research Council. They are awarded after a particularly strict selection procedure. Scientific excellence is the criterion. A Synergy Grant can amount to a maximum of €14 million. Awarded to Radboud University in 2019:

- Mike Jetten, Caroline Slomp - Microbial removal of methane and ammonium from the seabed.
- Theo Rasing, Rafal Dunin-Borkowski, Stefan Blügel, and Mathias Kläui - From two-dimensional to three-dimensional information processing using three-dimensional magnetic solitons.
- Mikhail Katsnelson, Olle Eriksson, and Alexander Lichtenstein - New theory for ultrafast dynamics of correlated electrons in solids.

7.2 Advanced Grant 2019

ERC Advanced Grants (€2.5 million) are for experienced researchers and are typically awarded for a period of five years. Awarded to Radboud University in 2019:

- Francesco Battaglia - Searching for global memory systems.
- Wilhelm Huck - Building a molecular computer.
- Nigel Hussey - The paradox of superconductivity in exotic metals.
- Heleen Murre-van den Berg - Oriental Christianity in Europe.
- Carl Figdor - A new approach to immunotherapy.
- Mihai Netea - Improving the immune system of the elderly.

7.3 Consolidator Grant 2019

The ERC Consolidator Grant (€2 million) is intended to support researchers during the stage in which they want to create their own independent research team and programme. Awarded to Radboud University in 2019:

- Teun Bousema - Malaria: how many parasites are transferred during a mosquito bite?
- Ioannis Sechopoulos - New scan for breast cancer research.
- Mariëlle Stoelinga - Research into safety and security risks of new technologies.

7.4 Starting Grant 2019

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 about €1.5 million. Awarded to Radboud University in 2019:

- Esther Aarts - The downward obesity spiral.
- Niels Niessen - Are digital platforms changing our vision of humanity?
- Evan Spruijt - The origin of cells.
- Connie de Vos - The birth of a sign language on Bali.

8 Veni Grants

Sixteen researchers from Radboud University and Radboud university medical center will receive Veni grants from the NWO, the Netherlands Organisation for Scientific Research. These involve amounts of up to €250,000, 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.

The role of new anti-inflammatory modulators in immunity

Dr R.J.W. Arts, MD PhD, Radboudumc - Internal medicine

In recent years two new anti-inflammatory signalling modulators have been discovered in the immune system, interleukin 37 and 38. The exact role of these proteins is unknown, but it is very likely that they play a part in infections, cancer, and autoimmune diseases. This researcher will be researching applications in diagnosis and treatment for these diseases.

The sense of touch: from anomaly to paradigm

[Dr Chiara Beneduce](#), Center for the History of Philosophy and Science

In antiquity, the sense of touch was regarded as anomalous, as it lacked a specific organ and a proper object: it became the standard model for explaining sensory perception in the 17th century. How did late medieval and Renaissance philosophical and medical sources contribute to this paradigm shift?

Inhibiting chronic inflammation at its foundation

[Dr M.H.J. van den Bosch](#), Radboudumc - Experimental Rheumatology

During osteoarthritis, in addition to cartilage breakdown resulting from inflammatory reactions, excessive repair/compensation processes are observed, which cause further tissue damage and clinical symptoms. The researcher will determine whether S100A8/A9, a crucial protein that lies at the basis of innate immunity, is involved in both these breakdown and excessive repair processes.

Rough curvature in the universe

[Dr Annegret Burtscher](#), Mathematics

Einstein's general relativity theory describes our universe as a geometric object, our universe, combining space and time. The curvature of this space-time determines how light and objects travel. However, the curvature is infinite in black holes. The objective of this project is to use new mathematical techniques to retain control over the curvature.

Preaching as mass communication in Late Medieval Europe

[Dr Pietro Delcorno](#), Historical, Literary and Cultural Studies (HLCS)

This project investigates preaching as a crucial form of mass communication and emphasises its transformative impact on late medieval European society. By focusing on the sermon collections that were widespread bestsellers of the time, the research will shed light on the strategies used by preachers to define and impose religious identity.

Space-time under the microscope

[Dr Antonio Duarte Pereira Junior](#), Institute for Mathematics, Astrophysics and Particle Physics (IMAPP)

Quantum mechanics and general relativity are the two main pillars of theoretical physics. However, it still lacks a consistent theory that allows the quantum structure of space-time to be zoomed in on. This project combines strengths from different approaches to this problem to provide new key insights to quantum gravity.

Drawn in or zoned out? Tracking the wandering mind during reading

[Dr Myrthe Faber](#), Radboudumc - Cognitive Neuroscience

Spontaneous thoughts, such as daydreaming, are an important aspect of our daily lives, but are often perceived as a sign of boredom. Faber will challenge this assumption by studying where these thoughts originate and which positive or negative effects they have on memory and comprehension during reading.

Vlogging for healthier eating behaviour

[Dr Frans Folkvord](#), Communication Science

Nowadays, children consume insufficient fruit and vegetables, which eventually causes multiple chronic diseases. The current project systematically tests a new overarching theoretical model that explains and predicts whether, how, when, and for whom food promotion techniques increase children's fruit and vegetables intake, both over the short- and long-term.

Finding objects in natural scenes

[Dr Surya Gayet](#), Donders Institute for Brain, Cognition and Behaviour

When searching for an object in our surroundings we create a mental picture of that object. However, depending on where we look (e.g. further away), an object will produce a different (i.e. smaller) image on the retina. This project aims to investigate how the brain solves this fundamental problem.

Vision for action: neural representation of real-world scene affordances in the human brain

[Dr Iris Groen](#), Donders Institute for Brain, Cognition and Behaviour

In order to determine which actions we can perform in a space, our brains need to create a mental image of our visual environment. To better understand this process, the researcher combines brain activity measurements with neural network models of visual information processing.

Unravelling mechanisms for recovery in failing kidneys

Dr J. Jansen, Radboudumc - Pathology and Pediatric Nephrology

Acute kidney injury is characterised by high mortality rates and effective therapies are lacking. In a few cases, the kidneys can recover from acute kidney injury but the how and why remain elusive. The researcher will unravel the mechanisms that stimulate recovery and in doing so provide options for new therapeutic methods.

Do algorithms know better? First-person authority in the age of big data

[Dr Fleur Jongepier](#), Faculty of Philosophy, Theology and Religious Studies

Smart algorithms are increasingly knowledgeable about what we want or plan to do. The powerful, liberal idea that individuals themselves know best has therefore come under pressure. This project investigates the tensions between algorithmic authority and first-person authority, and develops a systematic overview of the relevant ethical implications.

No microbe is an island – interaction networks of nitrogen cycling microorganisms

[Dr Hanna Koch](#), Microbiology

Nitrification represents a classic example of a beneficial interaction between two different functional groups and a key step in wastewater treatment. However, nitrifiers also interact with other members of the microbial population. This project aims to identify novel interaction partners for nitrogen-cycle bacteria and to better understand their metabolic interaction networks.

"Credible" or "capricious"? The reputational cost of party policy change

[Dr Maurits Meijers](#), Political Science

Political parties change their policy positions regularly, but how do such changes affect parties' reputations in the eyes of the voters? Using experiments and large-scale analyses of voter preferences and party positions, this project examines when voters accept policy change as "credible" and when they reject it as "capricious".

Autism, an imbalance in the brain?

[Dr Jilly Naaijen](#), Radboudumc, Donders Institute for Brain, Cognition and Behaviour

An important hypothesis regarding autism states an imbalance between glutamate and GABA, the two most important neurotransmitters in our brains. However, this hypothesis has never been properly tested. This project will investigate the balance between these neurotransmitters and brain function to better understand the basis of symptoms in autism.

The secret lives of parasites in the liver during a malaria infection

[Dr Annie Yang](#), Radboudumc - Medical Parasitology

Malaria remains a common infectious disease in tropical countries. This parasitic disease begins with infection of the liver for which there is limited knowledge. Yang will study how parasites find and manipulate suitable liver cells for their development. The knowledge generated may be used for novel therapeutic strategies.

A total of 166 Veni applications were awarded by the Netherlands Organisation for Scientific Research (NWO) in this round.

9 Vidi Grants

Eleven Nijmegen researchers, seven at Radboud University and four at Radboud university medical center, will each receive up to €800,000 to develop an innovative research line and create 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. By doing this, NWO encourages curiosity-driven, innovative research.

The researchers and their research are mentioned below.

Radboud University (7)

Chemical reactions to make complex sugars

[Thomas Boltje](#), Institute for Molecules and Materials

Complex sugars are very important molecules in the human body and are interesting for drug development. The researchers will develop new chemical reactions to make complex sugar molecules. These reactions will give access to long chain sugars that can activate the immune system.

Spinning logic at the speed of light

Rostislav Mikhaylovskiy, Institute for Molecules and Materials

Spins (elementary magnets) in antiferromagnetic materials precess within one trillionth of a second. The researchers aim to develop methods to utilise these to develop the fastest and most energy efficient “spintronics”.

From wastewater to rocket fuel

[Laura van Niftrik](#), Institute for Water and Wetland Research

Anammox bacteria are the only microbes that produce the rocket fuel hydrazine during their metabolism. They do this via a unique enzyme called hydrazine synthase. The researchers will use this remarkable anammox enzyme to convert wastewater nitrogen compounds into commercially valuable hydrazine.

Hidden talents in harsh environments

[Willem Frankenhuys](#), Behavioural Science Institute

It is well-known that growing up in adverse conditions can undermine development, learning, and health. However, people may also develop special talents in a stressful environment. Little is known about these “hidden talents”. This research examines whether two mental abilities are possibly enhanced among youth in an adverse living environment.

Making a martyr in medieval Spain

[Kati Ihnat](#), Institute for Historical, Literary and Cultural Studies

What makes a martyr? A new wave of martyrs was “created” in the ninth-century in Spain. This project explores how and why martyrdom was constructed and how it affected inter-religious relations in a multicultural context.

Democratic innovation: Panacea for populism?

[Kristof Jacobs](#), Institute for Management Research

Populism is everywhere nowadays and populist citizens are angry. They get the sense that they are not being heard. In this project, research is being conducted into the extent to which democratic innovation, e.g. in the form of referendums and citizen summits, can provide a solution.

Bones of contention

Tâm Ngô, Research Institute for Philosophy, Theology and Religious Studies

To identify the war dead is a crucial element of the process of post-war reconciliation. This study investigates the use of spiritual and DNA forensics in postwar Vietnam. The research will shed light on the relations between technologies of identification and technologies of remembering, and between spiritualism and science.

Radboud university medical center (4)

The malaria parasite's fight against our immune system

Matthijs Jore, Medical Microbiology

Malaria is caused by unicellular parasites that are transmitted by mosquitoes. This research project studies at a molecular level how malaria parasites can evade the human immune system. The obtained insight will be used to develop novel drugs and vaccines against malaria.

How intelligent is the immune system?

[Johannes Textor](#), Tumor Immunology

Like our brain, our immune system can learn. The researchers will build computer models of the immune system and train these to recognise text and images. It will show how our immune system learns, forgets, and gets confused. These insights will help to design vaccines and other therapies.

Breast CT to improve clinical care for women with (suspected) breast cancer

[Ritse Mann](#), Radiology and Nuclear Medicine

Contrast-enhanced breast CT is a novel and promising high-resolution and fully 3D imaging method to document abnormalities within the breast which will allow for a better treatment. Mann will establish and evaluate its value for women presenting with calcifications or breast cancer.

Restoring the immune system to prevent cancer from spreading

[Daniele Tauriello](#), Cell Biology

White blood cells can kill spreading cancer cells but are frequently sidelined by the growing tumour. The researchers will unravel this process of immune evasion in cultured mini-tumours to then block it in colon cancer in mice. With this treatment option, they may be able to prevent or cure metastasis.

10 Vici Grants

Seven scientists, four from Radboud University and three from Radboud university medical center will each receive a 1.5 million euro Vici research grant from the Netherlands Organisation for Scientific Research (NWO).

The recipients will use the money to conduct research over the next five years and build up their own research group. The Vici grant is one of the largest personal scientific grants of the Netherlands. This year, the NWO awarded 32 Vici grants in total.

Here is a list of the approved projects:

Novel big-data techniques to better understand cognition

[Christian Beckmann](#) (Radboud university medical center) is professor of Statistical Imaging Neuroscience at Radboud University, and an expert in method development for neuroimaging. Sophisticated modelling and analysis approaches are required to interpret brain function measurements. Beckmann will integrate these techniques with other measurements, such as genetic information and questionnaires. The researcher will develop techniques that will allow researchers to use “comparative curves” to characterise the brain function of individual people. These techniques will be tested in a large Dutch sample of Parkinson’s Disease patients to better understand the underlying neurobiology of the disorder and with the aim of detecting the disease at an early stage.

How curiosity drives child development

[Sabine Hunnius](#) is professor of Developmental Cognitive Neuroscience at Radboud University, director of the Baby and Child Research Center and head of the BabyBRAIN group of the Donders Institute. Young children develop at a breathtaking rate. With her Vici grant, Sabine Hunnius will examine the role of curiosity - the drive to learn new things - for development. She will examine the underlying (brain) mechanisms of curiosity as well as whether children differ in their degree of curiosity, and how we can foster curiosity.

Regeneration of infected bone by biomaterials built from nanoparticles

[Sander Leeuwenburgh](#) (Radboud university medical center) is professor of Regenerative Biomaterials at Radboud University. His research includes the development of injectable and self-healing biomaterials which stimulate the regenerative capacity of the human body to heal damaged or lost tissue. Currently available biomaterials are not able to heal defects in diseased bone effectively. In this project novel porous and self-healing biomaterials will be assembled from nanoparticles to release antibacterial and anticancer drugs directly into cells. These new properties will accelerate bone regeneration and combat bone diseases effectively.

Taming chemical reactions

[Bas van de Meerakker](#) is professor and head of the Spectroscopy of Cold Molecules department at Radboud University's Institute for Molecules and Materials (IMM). His research focuses on studying the interactions between individual molecules. For this, he causes the molecules to collide at extremely low temperatures and with unprecedented precision.

When molecules meet, they can react with each other forming new molecules. This process is ubiquitous and important in nature, but poorly understood. Van de Meerakker and his team will unravel chemical reactions by colliding molecules very precisely with each other, while making detailed images of the reaction products.

Peptide self-assembly: one non-covalent interaction at a time

[Anouk Rijs](#) is associate professor at the FELIX Laboratory of Radboud University. For her research, she combines infrared and terahertz spectroscopy with advanced mass spectrometry to elucidate protein folding and aggregation interactions with unprecedented structural detail.

The creation of ordered nanostructures through the agglomeration of protein pieces plays a vital role in the development of incurable neurodegenerative diseases such as Alzheimer's and Parkinson's. To understand and control this ordered aggregation of proteins, the researchers will develop a new experimental methodology that will track this process step by step.

Selecting the optimal catalyst

[Jana Roithová](#) is professor of Spectroscopy and Catalysis at Radboud University. With new spectroscopic techniques, she investigates highly reactive ions in the gas phase; in particular metal-organic compounds that play an important role in homogeneous catalysis.

Enzymes can accelerate important reactions such as carbon dioxide fixation. With biomimetic catalysts we can reconstruct the chemistry that nature has developed over millions of evolutionary steps. Using cutting-edge mass-spectroscopic methods she will examine which chemical modifications are required to construct an optimal catalyst.

Towards treatment of Intellectual Disability and Autism disorders

[Annette Schenck](#) (Radboudumc) is principal investigator at the Donders Centre for Brain, Cognition and Behaviour at Radboud University. Her research focuses on dissecting molecular networks and mechanisms underlying human brain function and disease. In order to be able to investigate the large number of genes, she uses the fruit fly (*Drosophila melanogaster*) as the model organism.

Intellectual disability and autism are frequent and currently untreatable disorders. Effective strategies for the development of medicine are lacking. The researchers will study an ancient, highly conserved form of learning in the fruit fly and make findings from this animal model translatable to medicine for the treatment of patients.

11 Other Grants

11.1 *NWO Crossover grant for lifestyle research*

The Crossover programme is new within NWO and this lifestyle research is one of the first five that were awarded this round. It is part of the NWO contribution to the Knowledge and Innovation Contract 2018-2019. With this contract, government, industry and knowledge institutions subscribe to the research ambitions for the top sectors with the aim of strengthening the Dutch knowledge and innovation system.

Lifestyle research among the elderly

Esther Aarts, neuroscientist at the Donders Institute received a Crossover grant from NWO for lifestyle research among the elderly, the MOCIA project. MOCIA stands for Maintaining Optimal Cognitive function In Ageing: a personalised lifestyle prevention approach. The research is focused on being able to identify people with an increased risk of cognitive decline, and to improve prevention by developing a personalised lifestyle intervention.

Radboud AI

An NWO Crossover grant was also awarded to INTENSE, a project of the NeuroTech-NL consortium. INTENSE is short for 'Innovative NeuroTEchNology for SociEty', and revolves around developing brain implants to improve the lives of people who are blind, deaf or paralysed, or are epileptic. The project is being led by Pieter Roelfsema from the Netherlands Institute for Neuroscience. At Radboud University, Marcel van Gerven and Yagmur Güçlütürk will be involved with the AI-aspects of the research, while Richard van Wezel and Karin Roelofs will be leading the work programme psychology.

The research combines the greatly increased knowledge about our brains with new possibilities, with the purpose of finding new solutions and activities. INTENSE will receive a grant of €14.3 million in total.

11.2 *The National Research Agenda*

Five interdisciplinary teams led by Radboud researchers received a grant from the National Research Agenda (NWA) programme. Researchers from Radboud University and Radboud university medical center also participate in five other projects that were awarded grants.

Historical famines as source of mutual understanding (Award: €1,594,064)

Project manager: Marguérite Corporaal, Professor of Irish Literary Studies in Transnational Contexts;
Fellow applicants: Lotte Jensen (Radboud University) and Ingrid de Zwarte (NIOD).

An interdisciplinary blueprint for improvement of neuropsychiatric care for patients with rare genetic syndromes (Award: €1,593,669)

Project manager: Sharon Kolk, principal investigator Molecular Neurobiology, Donders Institute for Brain, Cognition and behaviour;

Fellow applicants: Tjitske Kleefstra (Radboud university medical center), Wouter Staal (Karakter), Jos Egger (Radboud University), Hanna Swaab (Leiden University), Gijs Santen (Leiden University Medical Center), Frank Jacobs (University of Amsterdam).

How do we maintain an active lifestyle during important life transitions? (Award: € 1,743,006)

Project manager: Bert Steenbergen, Professor of Perception and Action Problems;

Fellow applicants: Radboud University Gerbert Kraaykamp, Remco Hoekman, Debby Beckers, Hidde Beckhuis, Femke van Abswoude, Jan Middelkamp. Hogeschool Arnhem Nijmegen (HAN): Sebastiaan Platvoet, Joris Hermans.

Research and prevention of moral injury in military and police personnel (Award: € 1,230,337)

Project manager: Willemijn Verkoren, Associate Professor at the Centre for International Conflict - Analysis & Management (CICAM). Fellow applicant: Tine Molendijk (Radboud University).

Forecasting maintenance for capital assets using big-data algorithms (Award: €4,399,757)

Project manager: Mariëlle Stoelinga (University of Twente), also Professor of Risk Management in High-Tech Systems at Radboud University Fellow applicants: Tom Heskes and Nils Jansen (both at Radboud University).

Additionally, Radboud University and Radboud university medical center are also participants in five other projects.

INTERSECT: An Internet of Secure Things (Award: €8,227,427)

The project is led by the Eindhoven University of Technology. Participants from Radboud University are: Bart Jacobs, Erik Poll, Veelasha Moonsamy, Frederik Zuiderveen Borgesius, Jaap-Henk Hoepman.

CORTEX: the Center for Optimal, Real-Time Machine Studies of the Explosive Universe (Award: € 4,499,493)

The project is led by ASTRON - Netherlands Institute for Radio Astronomy. Tom Heskes is involved on behalf of Radboud University.

Preparing for vector-borne virus outbreaks in a changing world: a One Health Approach (Award: € 8,994,720)

The project is led by Erasmus University Rotterdam. Heiman Wertheim and Ronald van Rij are involved on behalf of Radboud university medical center.

New, rational therapy decisions for developmental brain disorders: Integrating quantitative patient assessment, cellular assays and nanotechnology (NewTDec) (Award: € 1,798,340)

The project is led by Utrecht University. Participants from Radboud university medical center are: Bas Stunnenberg, Gert-Jan van de Wilt and Hans Groenewoud.

Preventing and tackling the opioid epidemic (Award: €1,751,493)

The project is led by Utrecht University. Kees Kramers and Arnt Schellekens are involved on behalf of Radboud university medical center.

12 Appointments

12.1 KNAW

The Royal Netherlands Academy of Arts and Sciences (KNAW) has several honourable positions. KNAW members are selected on the basis of high-quality academic performance. Membership lasts for one's entire life. In the Netherlands, membership of the KNAW is a great accolade for an academic career.

- Professor Klaas Landsman, professor of Mathematical Physics was selected as a new member of the KNAW in 2019.

An overview of Radboud professors (and emeritus professors) who are members of KNAW can be found on the [Radboud website](#).

12.2 De Jonge Akademie

De Jonge Akademie is a dynamic and innovative platform of young top scientists with a vision on science and science policy. De Jonge Akademie organises inspiring activities for different target audiences in the area of interdisciplinarity, scientific policy, and science and society.

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:

- Prof. Marieke van den Brink, Professor of Gender Diversity
- Prof. Floris de Lange, Professor of Sensorimotor Neuroscience
- Dr Arne Smeets, Assistant Professor of Mathematics
- Dr Lotte Krabbenborg, Assistant Professor of Philosophy and science studies
- Prof. Tom de Greef, Professor of Synthetic Biology

12.3 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 2019:

- Prof. Hans van Bokhoven, Professor of Molecular Neurogenetics
- Prof. Beatrice van der Heijden, Professor of Business Administration
- Prof. Olivier Hekster, Professor of Ancient History
- Prof. Nicoline Hoogerbrugge, Professor of Hereditary Cancer
- Prof. Hans de Kroon, Professor of Experimental Plant Ecology
- Prof. Asli Özyürek, Professor of Gesture Language and Cognition
- Prof. Carla Sieburgh, Professor of Civil Law by special appointment
- Prof. Michiel Vermeulen, Professor of Proteomics and Chromatin Biology

12.4 Netherlands Academy of Technology and Innovation

The Netherlands Academy of Technology and Innovation (AcTI) is a unique and independent association of people selected in a personal capacity from the business community, universities, and research institutions. AcTI members are people with authority who are involved with social, economic, and cultural challenges around technology and innovation, and have a proven track record in technology and applied sciences and/or innovation based on science and technology. The following Radboud researchers are members:

- Prof. Lutgarde Buydens, Professor of Analytical Chemistry
- Prof. Peter Desain, Professor of Artificial Intelligence / Cognitive Science
- Prof. Maroeska Rovers, Professor of Evidence-Based Surgery
- Prof. Nico Verdonchot, Professor of Biomechanical Diagnostics and Evaluation Methods in Orthopedics

13 Royal Distinctions

Prof. Sophie van Bijsterveld	Knight in the Order of the Netherlands Lion (Ridder in de Orde van de Nederlandse Leeuw) (Senate request)
Em. Prof. Sible de Blaauw	Officer in the Order of Orange-Nassau (Officier in de Orde van Oranje-Nassau) (PhD Candidate request)
Prof. Barbara Franke	Knight of the Order of the Netherlands Lion (Ridder in de Orde van de Nederlandse Leeuw)
Prof. Titti Mariani	Officer in the Order of Orange-Nassau (Officier in de Orde van Oranje-Nassau)
Prof. Heleen Murre-van den Berg	Knight of the Order of the Netherlands Lion (Ridder in de Orde van de Nederlandse Leeuw)
Prof. Merel Ritskes	Officer in the Order of Orange-Nassau (Officier in de Orde van Oranje-Nassau)
Prof. Robert Sauerwein	Knight of the Order of the Netherlands Lion (Ridder in de Orde van de Nederlandse Leeuw)
Prof. Joop Schaminée	Knight of the Order of the Netherlands Lion (Ridder in de Orde van de Nederlandse Leeuw)
Prof. Peter de Smet	Knight of the Order of the Netherlands Lion (Ridder in de Orde van de Nederlandse Leeuw)
Dr. Tineke Strik	Knight in the Order of the Netherlands Lion (Ridder in de Orde van de Nederlandse Leeuw) (Senate request)
Em. prof. Harry Suryapranata	Knight of the Order of the Netherlands Lion (Ridder in de Orde van de Nederlandse Leeuw)
Prof. André Grotenhuis	Knight of the Order of the Netherlands Lion (Ridder in de Orde van de Nederlandse Leeuw)

14 Radboud Honours

14.1 Christine Mohrmann Stipend

Since 1990, the Executive Board of Radboud University has awarded the Christine Mohrmann Stipend (until 2015: Frye Stipend) to female PhD candidates. The purpose of the stipend is to encourage PhD candidates to keep pursuing their scientific careers following the completion of their PhD theses. The Christine Mohrmann Stipend will allow them to spend time at a different university, preferably abroad. The stipend amounts to €5,000 per person. The following PhD candidates received a Christine Mohrmann Stipend in 2019:

- Marloes van den Akker (Faculty of Science)
- Esmée Bakker (Faculty of Medical Sciences)
- Daniëlle Bleize (Faculty of Social Sciences)
- Lisa Doeland (Faculty of Philosophy, Theology and Religious Studies)
- Elisa Fiore (Faculty of Arts)
- Stephanie Hötte (Faculty of Law)
- Sara Issaoun (Faculty of Science)
- Hanna Murray-Carlsson (Nijmegen School of Management)
- Sari Nijssen (Faculty of Social Sciences)
- Yonne Peters (Faculty of Medical Sciences)

14.2 University Study Award

Each year, the University Study Prize is presented to students who wrote a final thesis of exceptional quality. The theses are written in the previous academic year.

- Femke Bangma (Faculty of Science)
Exotic phases due to strongly correlated electrons
- Cas Coopmans (Faculty of Social Sciences)
An electrophysiological perspective on the resolution of anaphoric dependencies: evidence from event-related potentials and neural oscillations
- Mark van Goor (Faculty of Medical Sciences)
High-resolution structure of the renal calcium channel TRPV5 revealed with cryo-EM
- Michelle van Haren (Faculty of Law)
Directors' liability in criminal law and civil law
- Lisa Jacobs (Faculty of Philosophy, Theology and Religious Studies)
The paradox of fiction/The paradox of life
- Lidewij Nissen (Faculty of Arts)
A Matter of Life and Death. Seventeenth-Century Funerary Culture and the Construction of a Nassau-Dietz Identity
- Raymond van Teeffelen (Nijmegen School of Management)
Towards an African Spring? Exploring the Relationship between Social Media and Political Trust in Sub-Saharan Africa

14.3 Radboud Student Award

The Student Award is an annual prize, which is presented during the Dies Natalis to students who, in addition to an intensive study programme, actively participate in the academic community. The Student Award consists of a certificate, and a sum of 500 euros.

- Rachel Mijdam, Master's student of Medical Biology

14.4 *Radboud University Bronze Medal*

The Radboud University Bronze Medal is awarded annually to staff members, usually during the Dies Natalis, for their exceptional personal commitment and involvement with the university.

- [Henk Link](#), Receptionist Erasmus Building
- [Marcel Becker](#), Associate Professor of Ethics

14.5 *Hermesdorf Award*

The Hermesdorf Awards are presented annually to a junior and a senior researcher at Radboud University and/or Radboud university medical center whose research has had a major social impact. In the tradition of its namesake, the researchers selected have shown some form of courage, have exerted an uncommon level of effort, or have not shied away from resistance.

In 2019, the award was presented to Heleen de Coninck, climate scientist and associate professor of Innovation Studies and Sustainability at the Environmental Sciences department, for her contributions to the debate about climate change. PhD student and neurologist in training Bas Stunnenberg received the Hermesdorf Talent Award (previously the Hermesdorf Award junior) for his contributions to the social discussion about overly expensive medicines.

14.6 *The University Education Award*

To emphasise the importance of quality of education, the Executive Board has awarded the University Education Award since 1996. Until 2003, the award was presented every two years. Since then, it has been an annual award. Initially, only lecturer teams were eligible for the award. In 2004, the award was presented to an individual lecturer for the first time. Since 2009, an awarded is also presented to the best young lecturer.

The 2019 winners are:

- [Prof. Joost Hoenderop](#), professor of Molecular Kidney Physiology
- [Dr Coen van Galen](#), lecturer of History
- Imke Lintsen, lecturer at the Faculty of Law

15 Energy and Water Consumption

15.1 Energy

The university has taken various measures to conserve energy. These are stated in the 2019 Annual Energy Report.

In the graphic below, the developments in gas and electric consumption² on campus³ is shown for the buildings and grounds.



Heat-cold storage

The bottom line indicates that gas use on campus⁴ over the past few years has declined by a record 24% (correction based on the degree day method). This decrease is mainly due to the realisation of the hybrid energy grid.

15.2 Electricity

The electricity consumption has increased slightly in 2019 due to construction activities and (partially) vacant buildings. An analysis is provided in the 2019 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.

²The consumption is determined based on readings from 00.00 on 1-1-2019 until 00.00 on 1-1-2020. The meter readings are automatically entered and stored in the Energy Consumption System of the university.

³The 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 for student housing on campus are not included as these are administered by SSH&.

⁴Forum and Huize Heyendaal draw heat from the heating network of Radboud university medical center. This consumption is converted to natural gas equivalents and constitutes 5% of total gas consumption.

15.3 Energy consumption

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 consumption⁵.

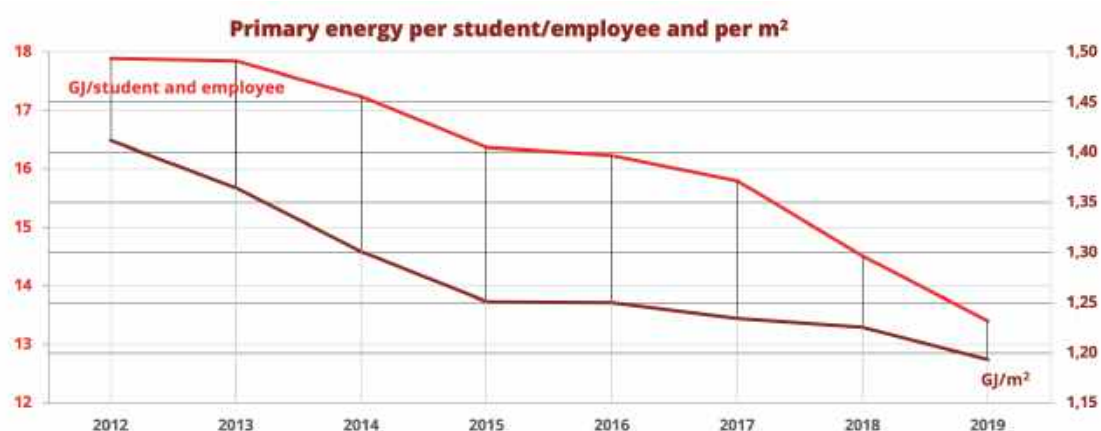
Energy consumption at Radboud University		2012	2013	2014	2015	2016	2017	2018	2019
Natural gas	m ³ /year	3,421,341	3,147,191	2,383,073	2,513,058	2,596,518	2,476,212	2,378,335	1,633,138
Natural gas with correction	m ³ /year	3,280,838	2,870,433	2,713,650	2,619,411	2,587,179	2,582,361	2,495,496	1,735,007
Electricity	kWh/year	34,990,087	35,598,429	35,500,992	35,847,605	35,910,194	36,236,105	35,703,312	35,909,592
Electricity with correction	kWh/year	35,884,075	35,489,732	36,322,351	35,724,506	35,823,514	36,335,341	34,791,325	35,387,216
Diesel	kg/year	230	5,989	3,115	6,129	4,000	3,657	4,913	8,125
Primary energy	GJ/year	423,206	420,250	395,066	402,428	405,542	404,653	396,814	375,222
Primary energy with correction	GJ/year	426,805	410,513	412,921	404,687	404,467	408,906	392,314	373,745
CO ₂ emissions electricity	kg/kWh	0.47	0.48	0.50	0.53	0.49	0.45	0.40	0.34
CO ₂ emissions	tonnes/year	22,553	22,724	22,014	23,504	22,243	20,738	18,542	15,150
Water consumption	m ³	172,423	147,555	137,292	125,595	116,787	112,346	112,232	101,307
Building area	m ²	302,385	300,977	317,350	323,474	323,474	331,371	320,145	313,180
Students and staff members	Number	23,861	23,011	23,941	24,734	24,925	25,888	27,033	27,908

Primary consumption has decreased by 4.4%, this is the largest saving in 12 years. The intensification of energy conservation at the university is visible. This is further analysed in the 2019 Annual Energy Report.

15.4 Energy intensity

Once again, 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.

⁵ Diesel power is used for the emergency generators. CO₂-emissions: gas = 1.785 kg/m³; electricity according to CBS; diesel = 74.3 kg/GJ.

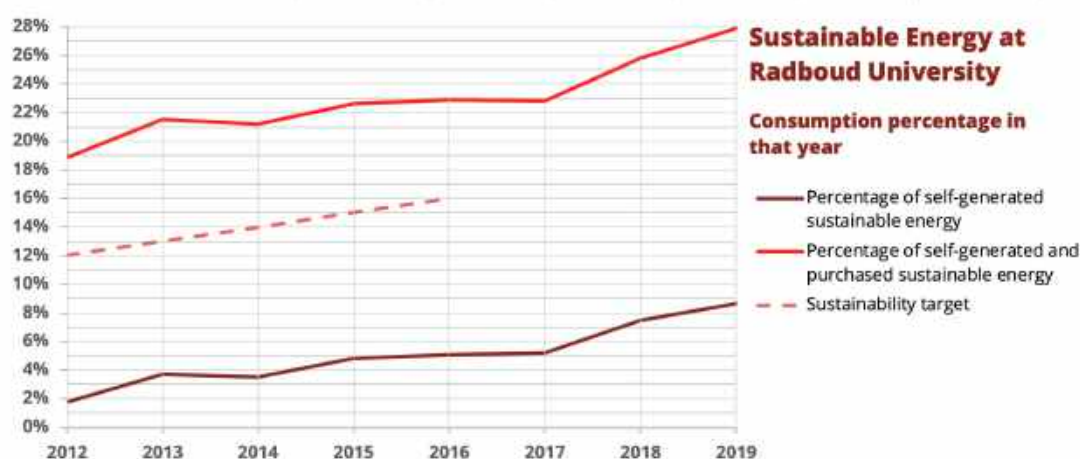


The figure below shows the developments regarding the use of sustainable energy.

1.1 Sustainable energy

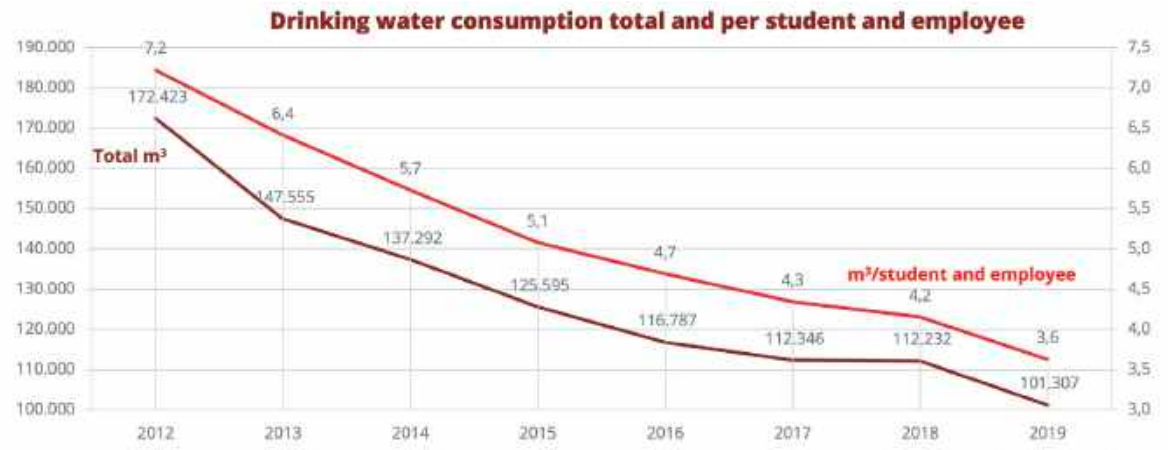
2019 was once again a record year for self-generated sustainable energy at Radboud University. 30,220 GJ of energy were produced from the thermal storage system and 222,554 kWh of solar power was generated from our own installations. 8 million kWh of green power were purchased as well.

Sustainable energy Radboud University		2012	2013	2014	2015	2016	2017	2018	2019
Net sustainable energy from thermal storage	GJ/year	7,531	15,267	13,942	18,784	19,933	20,623	27,694	30,220
Self-generated solar power	kWh/year	6,700	6,700	64,700	81,700	80,000	81,000	187,656	222,554
Total of self-generated sustainable energy	GJ/year	7,591	15,327	14,524	19,519	20,653	21,352	29,383	32,223
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	8,000,000
Total sustainable energy	GJ/year	80,491	88,227	87,424	91,519	92,653	93,352	101,383	104,223



15.5 Drinking water consumption

In 2019, drinking water consumption at Radboud University declined even further to 101,307 cubic metres, particularly as a result of measures in laboratories.



Water consumption per staff member and student declined as well.

16 Stakeholder Overview

16.1 *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

16.2 *Externally*

Other universities, education institutions, and research institutes

Formal and informal discussions

VSNU

The Guild

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

17 Joint Assembly

Period: 1 September 2018 - 1 September 2019

Works Council

- Nico ten Brink (FNV)
- Peter van der Heiden
- Ezra Delahaije
- Sylvia Hollander
- Anna Guinet
- Carla Klaassen (AUB)
- Jan Schoone
- Arnoud Lagendijk (VAWO)
- Arushi Garg
- Gerry van der Kamp-Alons
- Sven Meeder (AUB)
- Nanne Migchels
- Mieke van der Zwaag
- Nick Mulder
- Lau Schulpen (FNV)
- Bernadette Smelik (AUB) – chair
- Martijn Stevens (secretary)
- Marja Heijmans
- Inge Bleijenbergh
- Amarins Thiecke
- Dr Mathijs van de Sande

Members on behalf of the UMC council

- Eddy Adang
- Roos de Jong
- Michiel Schokking
- Peter Merkus

USR

- Thom Teulings
- Annemarijn Blom
- Hans Kunstman
- Auke van Wersch
- Bart Zonneveld
- Marina Bool
- Ties van der Stappen
- Fabian Engelsman
- Lotte Dirchs
- Sinne Alkema
- Eline Zwiers
- Marijn Koops
- Luke Velderman
- Hieke Zoon

18 The Executive Board

18.1 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
- ICT Service Centre (until May 2019)
- Information management (until May 2019)

Internal administration

- Board of Stichting Katholieke Universiteit
- Radboud University Holding B.V.
- Radboud University Participations B.V.
- Administrative Cooperation Board (Radboud university medical center)
- Joint Assembly

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

- 2019 - Chamberlain of His Majesty the King for the Province of Gelderland (unpaid)
- 2019 - Board member of the Gelderland Valoriseert foundation (unpaid)
- 2017 - Member of the Economic Board Arnhem-Nijmegen (unpaid)
- 2019 - Board member of the OnePlanet foundation (unpaid)

18.2 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, he was professor of Tumor Pathology and from 2004, 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), and chief editor of the *Journal of Hemapathology* (2007-2017). He is currently chief editor of the *Encyclopedia of Pathology* and the *Leerboek Oncologie*. 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:
 - Diversity
 - Art and culture
 - LifeLong Learning
 - Education
 - Research
 - Student affairs
 - Language policy

- Radboud Teaching and Learning Centre
 - Academic integrity
- Human Resources:
 - Diversity
 - Human Resources: academic affairs (including academic staff)
- Academic affairs
- Animal Research Facility (licence holder)

External administration

- KNAW
- NWO
- Rectorcollege
- Association of Universities in the Netherlands (VSNU), Education, Research, and Valorisation steering committee
- Region/municipalities/province(s): Ieder Talent Telt, Regiodeal, city deals

Internal administration

- Assessors meeting
- Aula (Registrar's Office)
- Christine Mohrmann
- Doctoral Examination Board/Council of Deans
- Committee for Education and Research Quality (Foundation Board)
- Dies
- Donders Institute
- Max Planck Instituut
- Directors of Education council
- Research Directors council
- Opening of the Academic Year
- Radboud Teachers Academy
- Radboud Excellence Initiative
- Radboud Honours Academy
- Board of Stichting Reinier Post
- Student Council
- Weekend School

Secondary positions

- 2019 - Member of the Advisory Board of BAB Academy (unpaid)
- 2019 - President of the Niels Stensen Fellowship Committee (unpaid)
- 2018 - President of the European Magnetic Field Laboratory (unpaid)
- 2017 - Supervisory Board of Antoni van Leeuwenhoek (paid)
- 2014 - Editor of *Encyclopedia of Pathology* (unpaid)
- 1998 - Editor of *American Journal of Surgical Pathology* (unpaid)
- 2019 - Moderator of webinars PDL-1 Agilent (unpaid)
- 2017 - *Scientific Board member of Hartwig Medical Foundation* (unpaid)
- 2018 - Editor in chief of *Leerboek Oncologie* (unpaid)
- 2019 - Board of Josephine Nefkensprijs (unpaid)

18.3 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
- Radboud Sports Centre
- Sustainability
- Identity
- Governance
- ICT Service Centre (from May 2019)
- Information Management (from May 2019)

Internal administration

- Radboud Services
- Works Council/Local Council
- B.V. Campus
- Campus Detaching B.V.

External administration

- Association of Universities in the Netherlands (VSNU), Operational Management and Finance steering committee
- 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)

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