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# 2024 ANNUAL PLAN AND BUDGET

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**Radboud University**



Proposed Executive Board decision 14 November 2023  
Meeting with Supervisory Board AC: 22 November 2023  
Meeting with UGV: 4 December 2023  
Meeting with Supervisory Board: 8 December 2023

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MACHINE TRANSLATION

## Reading guide

This document articulates Radboud University's ambition and goals and concretises them into actions and activities, for the year 2024. The plans focus on the developments we intend to pursue and the resources needed to achieve them. The ambitions and objectives are in line with Radboud University's 2019 strategy 'A Significant Impact'.

A uniform format is used for all organisational divisions. This format is based on the OGSM method: objectives, goals, strategies, and measures. This method aims to create focus by being clear, concise and concrete.

# Introduction

This 'Annual Plan and Budget 2024' is the last in the series related to the 'A Significant Impact' strategy. During 2024, the process will start that will result in a revision of the strategic vision for the years from 2025 onwards.

Our strategy still guides, inspires new initiatives and is used to test these new initiatives. In recent years, steps have been taken in many areas to realise the strategy. Since publishing in 2019, our strategic choices have proven to be robust, despite the turbulent (Corona crisis) and dynamic developments (National Education Programme and Administrative Agreement WO) in subsequent years. The steps we take in making it happen are a dynamic interplay of issues, people and situations.

Derived from the strategy by which we jointly contribute to a healthy, free world with equal opportunities for all, the following spearheads are important for 2024:

- Implement the HR strategy 'the best place for you to work' with a focus on effective leadership and finding, developing and retaining talent;

We will invest in the continuity and renewal of existing infrastructure for high-level research.

Implementing the new educational vision

- Invest in existing and new collaborations with external partners (including Growth Fund, Gravity, NeurotechEU, AI For Life Centre and Maastricht University);

Investing in a safe campus: social safety, information security and knowledge security;

Implementation of the Recognition and Rewards programme plan.

Continuing to devote attention to sustainability in education, research and operational management.

- Actions arising from the Administrative Agreement with the Minister of Education, Culture and Science on teacher training.

In the Annual Plan 2024 (chapter 2), we highlight the university objectives and policy choices for 2024 as a derivative of the 'A Significant Impact' strategy. We show what choices we make and how these choices contribute to achieving our mission. Moreover, in this annual plan, we give attention to what unites us on campus. University policy is central, focusing on our joint efforts in top research and academic teaching, our focus on inclusion and diversity as well as our steps towards greater sustainability in teaching, research and operations.

The 'Budget 2024' (chapter 3) outlines the finances of Radboud University in a multi-year perspective. Important in this towards the future are creating financial clarity for the units and securing a sustainable healthy financial position.

After a period in which financial reserves were deliberately deployed to reduce workloads and bring more balance to teaching and research within appointments, the organisation is moving back to a "zero budget". Given the stagnating growth in government funding in the coming years due to the only slight growth in the reference estimate 2023, the excessive inflation of the past period and the uncertainty regarding the development of student numbers and government finances, this will require resilience on the part of the faculties, institutes and Radboud Services in the coming years.

Chapter 4 contains the government's explanations of the target allocations within the framework of the Quality Agreements, the start-up and incentive grants, the sector plan funds and the temporary funds from the National Education Programme. In chapter 5, we elaborate on the risks recognised in relation to the university's strategy and objectives.

We strive to form a close-knit academic community together with Radboudumc, feeling involved with and understanding each other. From this core belief, we face 2024 with confidence.

# 1. Strategy

## 1.1 Mission, vision, strategy and core values

### Our mission

Radboud University contributes to a healthy, free world with equal opportunities for all.

### Our vision

Radboud University is a private university that emerged from the Catholic emancipation movement at the start of the twentieth century. In keeping with this tradition, staff and students feel a commitment to one another, to society and to the world. Our focus is on caring for each other and the world around us. We remain committed to the empowerment of social and cultural minorities. We want to have an impact, and in this we are guided by both academic questions and societal challenges.

### Our strategy

Research and teaching at Radboud University are closely intertwined. Our researchers and students explore and push the frontiers of knowledge and expertise, giving true meaning to their findings. We educate students to become expert, committed, critical and self-confident graduates who help to shape society by taking on positions of responsibility in which they demonstrate their understanding of issues. We are active across a wide range of collaborative disciplines and ask questions about the relationship between academia, society, and a sense of purpose. We also provide space for open discussion on social and ethical issues.

We are committed to providing high-quality research and education that is independent and accessible to all. We encourage an open intellectual climate in which students and staff inspire and challenge one another; a climate in which the talents and abilities of all individuals can flourish. Through rigorous, honest and transparent academic endeavour, we push the boundaries of our knowledge. We have the courage and responsibility to continually subject our findings and ideas to critical review. We reflect on our own actions and offer space for reflection to others.

Our strategy can be condensed into six goals:

1. We conduct high-quality and internationally accredited academic research with a focus on collaboration and pushing the boundaries of our knowledge.
2. We guarantee quality, commitment and personal contact in our education to help students develop into critically-minded scholars capable of taking on responsible positions that make a positive contribution to society.
3. We take a multidisciplinary and interdisciplinary approach to solving issues of social relevance.
4. We are an inclusive university that invests in the continuous development of its students and staff so they can inspire and challenge one another.
5. We have a (digital) campus that is sustainable and conducive to studying, collaboration and interaction.
6. We are committed to maintaining a strong and balanced financial position to ensure the continuity of research, education and support.

### Our core values

The core values of Radboud University underpin our mission, vision and strategy and are at the forefront of everything we do.

| Verbonden                                                                                                                                                                                                                                                                                                                                       | Nieuwsgierig                                                                                                                                               | Reflectief                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>– zijn onze studenten en medewerkers;</li> <li>– zijn ons onderzoek en onderwijs;</li> <li>– zijn onze wetenschapsdisciplines;</li> <li>– zijn we met de wereld om ons heen;</li> <li>– is de universiteit van vandaag met haar traditie, voortgekomen uit de katholieke emancipatiebeweging.</li> </ul> | <ul style="list-style-type: none"> <li>– naar de wereld;</li> <li>– naar de ander;</li> <li>– naar onszelf;</li> <li>– naar kennisontwikkeling.</li> </ul> | <ul style="list-style-type: none"> <li>– op ons denken;</li> <li>– op ons handelen;</li> <li>– op het maatschappelijk debat;</li> <li>– op de betekenis van de kennis die we ontwikkelen.</li> </ul> |

## 1.2 Value creation model

The value creation model illustrates how Radboud University plans to make a meaningful contribution to its students, its staff and the world as a whole. This model shows which resources and activities can help us achieve our strategic goals, in which we strive to make a significant impact that contributes towards a healthy, free world with equal opportunities for all. Our wide array of scientific disciplines reinforce our ambition to contribute to social issues ranging from health, well-being and climate to culture, safety and societal structure.

### WAARDECREATIEMODEL RADBOUD UNIVERSITEIT



The objectives included in the value creation model were derived from the university strategy and are further elaborated on in Chapter 2 of this annual plan with respect to concrete actions and required resources. This chapter also explains how we can measure the success of these implemented actions.

## 2. Objectives

This chapter elaborates on the six strategic objectives described in the section ‘Our strategy’ in terms of actions and activities that can help us achieve our goals. This also indicates how the actions and activities will be made measurable and what is needed to achieve the goals. If additional resources have been earmarked for this in the 2024 budget, this has been named in the column required resources. If nothing is included, funding will come from existing resources.

**Objective: We conduct high-quality and internationally accredited scientific research with a focus on collaboration and pushing the boundaries of our knowledge.**

| Concrete objectives (strategies)           | Measurability (measures)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Actions and activities to achieve objectives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Required resources                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Our research is of high scientific quality | <p>All of our inspected research institutes received a positive assessment</p> <p>We seek more balance between personal/individual grants and the major collaborative projects in Horizon Europe, NWO and NGF.</p> <p>Implement programme plan Recognise &amp; Appreciate:</p> <p>1) Develop the policy framework to provide policy direction for change</p> <p>2) Organise synergy, exchange and peer review on E&amp;W policies and activities.</p> <p>3) Establish synergy and cooperation with adjacent programmes and projects,</p> | <ul style="list-style-type: none"> <li>We improve our annual quality assurance cycle based on the results and recommendations of the inspection reports. We help the institutes before and during the inspections and provide the necessary management information.</li> <li>We are successful in acquiring research grants. Particularly within the fundamentally embedded personal/individual fellowships within ERC and NWO Talent. We are also increasingly focusing on collaborative projects in Horizon Europe, NWO and the NGF. We guide researchers proactively and hands-on throughout the entire process from idea to application. To shape that well, there is increasingly close collaboration between Research &amp; Impact and faculty grant support. Large complex projects within NGF and NWO summit get extra attention.</li> <li>We are part of European networks such as NeurotechEU and have started collaboration with the University of Bonn.</li> <li>As part of the Radboud Excellence Initiative, we host a high level of candidates, both visiting professors and fellows.</li> <li>Within the Radboud-wide programme Recognition and Appreciation, the aim is to achieve a richer and broader understanding of (scientific) quality, both in terms of research and education. <ul style="list-style-type: none"> <li>Working groups will be set up to develop (parts of) the policy framework.</li> <li>A plan of action for synergy, exchange and peer review of E&amp;W activities is being drawn up.</li> <li>Regular consultations are held with policy colleagues to achieve alignment.</li> </ul> </li> <li>In the context of workload, we are creating calm and space for independent research through targeted use of the additional resources from the Administrative Agreement signed between OCW and UNL.</li> </ul> | <p>Additional resources have been earmarked in the budget for the implementation of the Recognition and Appreciation programme plans.</p> <p>To reduce the workload, additional funds are available under the Administrative Agreement with OCW in the form of start-up and incentive grants or sector plan funds.</p> |

|                                                                                                             |                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                         |
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| We invest in the continuity and renewal of existing infrastructure for high-level research                  | HFML Felix is on track for securing structural funding.                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>At the end of 2022, the cooperation agreement with NWO on HFML-Felix, our combined magnet-laser lab for materials research in particular, expired. It is imperative that this unique and world-renowned research facility is preserved and developed further. From NWO, financial bridging has been promised for 2023 and consultations are taking place for sustainable maintenance of this research facility.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                             | <p>In the coming years, investments will be made to maintain our leading position in the Event Horizon Telescope.</p> <p>Realisation of the 14 T MRI research facility scanner requires financial commitment from the university in addition to NWO's contribution. To this end, a business case will be developed.</p> |
|                                                                                                             | The Event Horizon Telescope network is being expanded                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Investments are needed to help us maintain our leading position in the Event Horizon Telescope. This will allow us to continue our research on black holes and the origin of life after the Big Bang.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                         |
|                                                                                                             | Realise 14T MRI research facility.                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>In early 2023, the Roadmap application for the development of the 14 T MRI research facility was honoured. The realisation including the required housing will take several years.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                         |
|                                                                                                             | <p>Large-scale collaborative projects</p> <p>Together with our partners from the region, we develop Living Labs to promote innovation around a particular theme.</p>                                                                                                                 | <ul style="list-style-type: none"> <li>Staff from divisions and faculties put time and energy into supporting researchers on large, high-profile (inter)national applications to strengthen our infrastructure.</li> <li>Several Living Labs have been launched or are in the start-up phase in the region. Examples include the living lab sustainability together with the Radboudumc, and the living lab Smart Industries where a connection was made from the chemical industry with East NL and the business community. Studio Kanaalzone focuses on cooperation between residents, Nijmegen municipality and all Nijmegen housing associations.</li> </ul>                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                         |
| We support a wide range of research projects with and between disciplines                                   | Completed evaluation of interfaculty projects started in 2018-2019.                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>An open call was launched in 2018 and 2019 to facilitate and encourage interfaculty (research) projects and collaborations. This has resulted in 36 projects, with collaborations in artificial intelligence (Radboud AI), cyber security (iHub), Healthy Landscape and Active Living developing rapidly and becoming structurally embedded within and between faculties.</li> <li>A number of interfaculty projects have had the opportunity to expand further: Healthy Landscape, Radboud Consortium for Human Glycosciences, Radboud Ecosystem for Active Living (REAL).</li> </ul>                                                                                                                                                                                                                                                                 | <p>Those projects that have been given the opportunity for expansion will continue to receive financial support through 2024.</p> <p>The Centre for Privacy, Security and Data Governance (iHUB) can count on additional financial support through 2025.</p>                                                            |
|                                                                                                             | <p>Projects such as iHub, Radboud AI, Healthy Landscape and Radboud Ecosystem for Active Living (REAL) are internally and externally successful and demonstrate this by winning research grants in competition. Healthy Society and Healthy Landscape will be further developed.</p> | <ul style="list-style-type: none"> <li>Radboud AI, iHUB and Healthy Brain will be positioned more strongly, both internally and externally. A governance model will be developed for Healthy Society and Healthy Landscape and these projects will be taken forward.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                         |
| Academic freedom, scientific integrity and curiosity are prerequisites for high-quality scientific research | Further increase the percentage of open access scientific publications: up to 90%+ open access.                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>A proposal for an open science programme for Radboud University was approved in September 2023. The programme will start in early 2024. This programme aims to significantly boost open science through better coordination, good communication, and additional support. The programme focuses on the following themes: <ul style="list-style-type: none"> <li>Encourage open access, including You share, we take care, the Radboud University Press, Read&amp;Publish deals;</li> <li>Stimulate FA(IR) data &amp; software (management), including through DMP and registration support &amp; advice, Data repository;</li> <li>Stimulate Citizen science and Open Education, including through expertise building, contact point, possibly infrastructure;</li> <li>Improve research information, communication, networking.</li> </ul> </li> </ul> | In the 2024 budget, a contribution for Open Access and Radboud University Press has been earmarked for 2024 and 2025.                                                                                                                                                                                                   |
|                                                                                                             | <p>An increase in the number of registered and published datasets</p> <p>Launch of open science programme</p>                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                         |

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|  |                                                                                                                                                        | <ul style="list-style-type: none"> <li>Research Data Management: research data must be findable and accessible. RDM researcher support is offered in partnership with faculties. Further development of this support is within the framework of the open science programme. We are working on scenarios around the university-wide rollout of the Radboud Data Repository.</li> <li>In autumn 2023, it was decided to implement an opt-out procedure within the framework of the 'You share, we take care!' project (Article 25fa Aw/Taverne), through an added provision in the employment contract. Allows publications by academic staff to be automatically put open access after 6 months. This procedure will take effect from 1 January 2024.</li> </ul> |                                                                                                                                                                  |
|  | Scientific integrity and academic freedom are integrally embedded in education, training for scientific staff and the research quality assurance cycle | <ul style="list-style-type: none"> <li>Academic freedom and scientific integrity receive constant attention, including in the annual scientific integrity meeting and cooperation with other universities and UNL on dealing with threats and harassment against scientists. We use the results of the National Survey on Research Integrity and the evaluation of the Netherlands Code of Conduct for Research Integrity to implement measures that safeguard academic integrity.</li> <li>The Radboud Young Academy brings together young PhDs to contribute to the academic culture of Radboud University and undertakes annual activities in areas such as interdisciplinarity, science policy and science and society.</li> </ul>                          | For additional funding, Radboud University is likely to be able to claim in part 20 million euros/year of impulse funding from NWO's OPEN SCIENCE NL Regiegroep. |

**Objective: We guarantee quality, commitment and personal contact in our education to help students develop into critically-minded scholars capable of taking on responsible positions that make a positive contribution to society.**

| Concrete objectives (strategies)                    | Measurability (measures)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Actions and activities to achieve objectives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Required resources |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Our academic teaching is high quality and studyable | <ul style="list-style-type: none"> <li>All of our inspected programmes received a positive assessment</li> <li>Students give our programmes a minimum score of 3.5 in the NSS.</li> <li>We implemented the Professional Development learning pathway for lecturers. The range of courses for teacher professionalisation has been expanded and renewed.</li> <li>We are aware of the ideal number of students per programme</li> <li>We have an excellent net intake of Master's students</li> <li>The target remains an average undergraduate yield for the university of 70% or more</li> <li>The target remains an average master's degree yield for the university of 80% or</li> </ul> | <ul style="list-style-type: none"> <li>Further investment is being made in the system of permanent quality assurance in education with the follow-up of the recommendations from the mid-term review of the Institution Quality Assurance (ITK). Depending on the outcome of the political debate, preparations for the introduction of Institutional Accreditation (expected introduction by 2025) will be started.</li> <li>A pilot of the new method for the BKO was launched in 2023. Here, the range of courses has also been further expanded in line with requested development on BKO competences. The initial evaluation is positive. The introduction of this new way of working is expected to be completed in 2024. A pilot was also conducted in 2023 in which a new guidance pathway was deployed for achieving the UKO. Experiences with this are also positive. In the coming year, based on agreements on education career paths, it will be determined whether/which continuation of the guidance path towards UKO is desirable.</li> <li>The Teaching and Learning Centre (TLC) has launched an educational leadership course. It will be reviewed in 2024.</li> <li>The TLC facilitates and encourages meeting, inspiration and cooperation among teachers in order to strengthen the quality of education. The TLC focuses on educational development and innovation, lecturer development, and on researching academic higher education and learning. In this, the TLC works closely with teaching support staff from the faculties and divisions AA, ILS and C&amp;F, among others.</li> <li>With the funds from the quality agreements, the focus is on small(er) and personalised education. Formulating concrete objectives per programme and target group in terms of the number of students per programme in relation to the quality of education.</li> <li>To achieve a positive net inflow into master's programmes, all</li> </ul> |                    |

|                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                  | more                                                                                                                                                                                                                                                                                                          | programmes make a thorough analysis of their intake in terms of internal throughput, switching pathways and external inflow and set out a plan accordingly. Initiatives to create interdisciplinary and interfaculty masters are facilitated and encouraged where possible.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                       |
| <p>Vision for education</p> <ul style="list-style-type: none"> <li>- Translate and implement the educational vision to the organisation (including plan of action, timeline) and communicate it university-wide</li> <li>- Give impetus to Education &amp; Digitisation (O&amp;D) by following up advice from multidisciplinary working group (2023).</li> </ul> | <p>There is a Radboud-wide plan of promulgation for implementing the educational vision, known to all staff for whom it is relevant.</p> <p>A start has been made on the targets prioritised for 2024.</p>                                                                                                    | <ul style="list-style-type: none"> <li>• Choosing scope, approach and organisational structure</li> <li>• Prepare budget and proposal funding (one-off / structural).</li> <li>• Establish programme/project organisation and working groups.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                       |
| Contributing to a learning society                                                                                                                                                                                                                                                                                                                               | <p>Increase in course participants</p> <p>Improved visibility and findability of lifelong development (LLO) offerings</p> <p>Increase demand-driven postgraduate education, customised pathways</p> <p>Increase in post-initial interdisciplinary programmes</p> <p>Obtain grants that contribute to this</p> | <ul style="list-style-type: none"> <li>• Develop joint course with faculty POPs and Radboud Academy to more effectively and efficiently position and develop Radboud University's LLO offerings</li> <li>• New post-initial education programmes are developed in co-creation with external partners, tailored and for a wider target group of professionals</li> <li>• Submission of grant applications for the growth fund LLO catalyst</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Support for the long-term course to be developed including financial coverage for it. |
| Our education is internationally oriented and has regional roots.                                                                                                                                                                                                                                                                                                | <p>Several Virtual Online collaboration agreements are active</p> <p>We are seeing an increase in students with international learning experience</p>                                                                                                                                                         | <ul style="list-style-type: none"> <li>• We are developing new educational initiatives together with our regional partners (including Radboud university medical center and Maastricht University) and our strategic international partners (including the University of Glasgow, Western University and NeurotechEU). From these partnerships, new courses are jointly designed and offered, students are jointly supervised for theses, student exchanges are increasing in this context.</li> <li>• To ensure that all students have the opportunity to gain international learning experience, a dedicated effort is being made to focus on so-called 'internationalisation at home' projects. Specific attention is paid to two educational aspects: (1) Ensuring 'inclusive classroom', (2) Setting up VOS educational projects (Virtual Online Collaboration) partly thanks to use of grant from OCW.</li> <li>• We are strengthening the subject networks of vo- and wo-teachers and expanding programmes to vwo students, focusing on academic and study skills.</li> <li>• We offer students a rich learning experience by having them work on concrete social projects in the region such as the City deal, Every talent counts, the collaboration with the Valkhof museum, the Bastei, the Honourslabs, Music Moves and on behalf of regional partners.</li> </ul> |                                                                                       |

**Objective: We take a multidisciplinary and interdisciplinary approach to solving issues of social relevance.**

| Concrete objectives (strategies)                                                                                                                                                                                                                                                                                                                                                                           | Measurability (measures)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Actions and activities to achieve objectives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Required resources                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Investing in existing and new collaborations with external partners including NeurotechEU</p> <p>Development of Science Park</p> <p>2) Invest in new and existing collaborations.</p> <p>Encourage cooperation with Maastricht University by:</p> <ul style="list-style-type: none"> <li>- commit to a number of targeted themes.</li> <li>- facilitate and encourage bottom-up initiatives.</li> </ul> | <p>Development of NeurotechEU campus infrastructure.</p> <p>1) Increase in the number of spin-off companies on campus.<br/>2) Increase in the number of joint research projects with Science Park tenants.<br/>3) Achieve one campus with our partners in Nijmegen.</p> <p>Build on existing cooperation with an eye for synergy, by setting up new NGF and EU applications from new consortia and landing them operationally and financially well within the organisation.</p> <p>Several concrete cooperation projects have been launched</p>                                                                                 | <ul style="list-style-type: none"> <li>• Phase 2 of the development of NeurotechEU will see the launch of new education and research initiatives within the alliance.</li> <li>• Appoint Science Park project manager, set up soft structure, clean up tenant base, arrive at one campus in Nijmegen</li> <li>• Supervise new NGF and EU applications, strengthen existing collaborations on campus (Radboud AI and Healthy Data).</li> <li>• In consultation with and between the deans, under the direction of the steering committee, initiate collaborative projects.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>Funding will be made available from the EU for NeurotechEU Support and involvement of all university neuroscience departments</p> <p>The 2024 budget provides funding for a five-year period.</p> |
| Sustainability in education, research and operational management                                                                                                                                                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>• Every student encounters sustainability issues in the bachelor. An action plan has been drawn up for each faculty that describes how sustainability can be further integrated into the core curriculum.</li> <li>• The offer is well publicised to (prospective) students.</li> <li>• The network and coordination capacity of the Radboud Centre for Sustainability Challenges has grown.</li> <li>• Offers are available for teachers to be supported.</li> <li>• A new sustainability policy will be drawn up in 2024 for the period 2025-2030 together with Radboudumc.</li> </ul> | <ul style="list-style-type: none"> <li>• Focus on further integrating sustainability into the compulsory curriculum. Teachers are supported through workshops and teaching resources.</li> <li>• Measure and analyse how many courses already pay attention to sustainability and make this visible through various channels.</li> <li>• The Radboud Centre for Sustainability Challenges (RCSC) works to promote interdisciplinary cooperation around sustainability issues through seminars, networking and co-writing research proposals.</li> <li>• The capacity of the sustainability programme and RCSC will be expanded, enabling additional support to be provided to units within Radboud University to achieve sustainability goals while developing knowledge and skills among colleagues to do so independently (through internal workshops and on-the-job coaching)</li> <li>• A new materiality analysis and stakeholder consultation will be conducted for the new sustainability policy. In that light, a matching annual report will also be reviewed.</li> <li>• A faculty sustainability plan is being developed within some faculties along the lines of FSW.</li> <li>• Monitoring of sustainability performance is being further developed. In business operations, further measurements and analysis are carried out on the organisation's impact in areas such as carbon emissions, circularity and health. Management information on sustainability performance will be further integrated in the management information portal and the annual report.</li> </ul> |                                                                                                                                                                                                      |
| Increase visibility, recognisability and attractiveness of Radboud University for our main target groups                                                                                                                                                                                                                                                                                                   | <p>Good impactful mentions Radboud in media.</p> <p>Increase in number of followers on social media channels</p> <p>Increase in online views on job vacancies, training, fundraising projects, among others</p>                                                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• In 2024, we will develop the 'partners' target group team, in which we will work with faculties and the 'research and impact' department of the AA division to structurally shape communication about our impact and for our partners (grantmakers, collaboration partners).</li> <li>• The delayed sustainability campaign 'You are needed' is planned for 2024.</li> <li>• Via (online) services and findability, activities and events, (science) communication, campaigns, media relations and the</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                      |

|  |  |                                                                                                                                                                                                                                                                                        |  |
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|  |  | <p>university's own channels, strengthen the visibility, recognisability and attractiveness of the university and its components.</p> <p>Embed components such as Reflects, Recharge, institutes into the corporate communication in terms of visual identity and customer routes.</p> |  |
|--|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

**Objective: We are an inclusive university that invests in the continuous development of its students and staff so they can inspire and challenge one another.**

| Concrete objectives (strategies)                                                                                                                                                                                                                               | Measurability (measures)                                                                                                                                                                                                                                                                                                                                                                                                                                | Actions and activities to achieve objectives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Required resources                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| We are an inclusive university that aims to ensure a safe, inclusive and equitable campus in which diversity and social justice are embraced and embodied by all. We are committed to making a positive change in line with the sustainable development goals. | <ul style="list-style-type: none"> <li>Established policies and procedures in the field of diversity, equality and inclusion.</li> <li>DEI gap analysis: DEI indicators used to measure the difference between the current and the desired situation;</li> <li>An increase to 36% in the number of female professors in 2025;</li> <li>By 2024, we will realise more participation jobs.</li> </ul>                                                     | <ul style="list-style-type: none"> <li>Embedding diversity, equality and inclusion (DEI) within the university by drawing up policies and procedures and by demonstrating exemplary behaviour that brings about a cultural and structural change.</li> <li>Monitoring progress on diversity, equality and inclusion by using a Right- Based Approach RBA monitoring framework.</li> <li>Positioning Radboud University as a global catalyst and hub for diversity, equality and inclusion.</li> <li>All faculties, based on an analysis of professorial formation trends, will draw up a plan indicating how they will bring the formation of female professors to the target level by 2025.</li> </ul>                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                |
| We focus on the well-being and workload of students and staff.                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Improving the student-staff ratio</li> <li>Student support is rated at least 3.5 in the survey NSE</li> <li><b>Sickness absenteeism under 3.5%.</b></li> </ul>                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>With the Student Guidance programme, Radboud University is taking further steps towards good quality student guidance, a learning line of personal and professional development, good student communication and an integrated approach to student welfare.</li> <li>Using resources from the National Programme for Education, various initiatives were developed to mitigate the negative effects of the coronavirus pandemic and increase student well-being, such as peer-to-peer support for all first-year students. Researchers on temporary contracts are also enabled to complete their research from these funds.</li> <li>The focus is on prevention of absenteeism. Employee workload plays a major role within most of the units. A number of joint focal points regarding workload reduction have been chosen, on which each faculty is making plans. Discussing task load is important in this. The reduction of workload has been invested in the line through the directors of operations.</li> </ul> | <p>The temporary NPO funds for education and research can continue to be spent on the aforementioned purposes even in 2024.</p> <p>To reduce staff workload, additional funds are available under the Administrative Agreement with OCW in the form of start-up and incentive grants or sector plan funds.</p> |
| We invest in the continuous development of our employees                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Satisfaction with the use of gROW (the university's online learning environment where employees can work on their (career) development, they find courses, workshops, e-learning, articles and videos) and the development offerings have grown compared to previous years.</li> <li>We are committed to strengthening personal leadership in an inclusive, sustainable and stimulating work climate.</li> </ul> | <ul style="list-style-type: none"> <li>We formulate policies with regard to strategic personnel planning, including a better translation of strategy into desired competences.</li> <li>We are committed to talent development and offer our employees the opportunity to take courses offered through gROW or an external partner.</li> <li>We are committed to strengthening personal leadership in an inclusive, sustainable and stimulating work climate by scaling up our leadership programmes. This is done with the 'get a grip on your work' campaign and with various leadership programmes; thus, there is a leadership programme for every manager that matches his/her role and responsibility in the university.</li> </ul>                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                |

|                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <p>A safe environment where collegiality, equality, openness and consideration for each other are important</p>                                       | <ul style="list-style-type: none"> <li>• Employees are equipped to recognise, name and discuss undesirable behaviour, and contribute to an inclusive, open and safe organisational culture.</li> <li>• Employees feel safe on campus through approachable, easy-to-find and targeted support and action on signals and reports of undesirable behaviour.</li> <li>• Social safety is an integral part of policy, conditions of employment, selection and promotion and the development offer for teams and individuals, so that in addition to curation, prevention of transgressive behaviour is embedded.</li> </ul> | <p>In 2024, the implementation of an integrated action plan will start, with a focus on prevention (what are we going to do throughout the organisation to promote social safety in terms of manners, organisational culture and leadership), care (what can teams and departments do when socially unsafe situations occur, how do we have the right conversation and how do we give each other good feedback) and cure (what measures must be taken in individual cases of transgressive behaviour, how do we arrange this clearly and transparently, how do we follow this up, and how do we learn from it)</p> <ul style="list-style-type: none"> <li>• The elaboration will include: Implement recommendations office Governance &amp; Integrity (and UGV) regarding code of conduct, help structure, grievance mechanism &amp; grievance committee and monitoring/reporting system;</li> <li>• Further strengthen skills HR professionals and managers contribute to Social Safety;</li> <li>• Organise consultation and coordination on social safety for professionals from the auxiliary structure and (partly separately and partly jointly) for managers. Development skills SV for employees;</li> <li>• Further rollout of Active Bystander Training;</li> <li>• Investigate deployment of theatre performance Mindlab. Embed social safety in Recognise &amp; Appreciate and in leadership profiles;</li> <li>• In the recruitment, selection and development of managers, responsibility for the well-being and functioning of their team members/direct reports is given a central place; In the Onboarding of new employees, attention is paid to the code of conduct, integrity and social safety.</li> </ul> |  |
| <p>Managers create a socially safe and inclusive working environment where teamwork, talent development and (scientific) integrity are paramount.</p> | <ul style="list-style-type: none"> <li>• Board continuity is ensured by presence of succession planning.</li> <li>• Employees feel free to give feedback to their managers.</li> <li>• Managers ask for feedback and learn from it.</li> <li>• Managers are well-equipped to perform their role.</li> <li>• Employees are generally satisfied with their manager.</li> <li>• Personal leadership of teams increased.</li> </ul>                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• Develop process succession plans, update profiles of managerial positions and map managerial ambitions of employees.</li> <li>• Introduction and implementation of 360-degree feedback for managers and directors as part of annual appraisals.</li> <li>• Improve leadership knowledge and skills by development offer for daily management organisation component/team and business operations processes.</li> <li>• Establish an environment/community for executives to further support and encourage the development of their leadership role.</li> <li>• Develop and pilot 'Powerful teams'</li> <li>• Training teams to have 'the right conversation' among themselves and with managers and thus act proactively on themes such as vitality, recognition and appreciation and social safety.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  |
| <p>Talent is recognised, valued, deployed and encouraged. So that everyone can and wants to contribute to a future-proof and agile organisation.</p>  | <ul style="list-style-type: none"> <li>• Retaining talent by further shaping onboarding.</li> <li>• Promote internal flow with focus on talent development, and talent in the right place.</li> <li>• Preventing unwanted employee outflow.</li> <li>• Careful guidance external forced mobility in case of review of current organisation.</li> </ul>                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• Promote internal flow with focus on talent development, and talent in the right place. Preventing unwanted employee outflow.</li> <li>• In case of revision of current organisation and redundancy through a well-aligned process, carefully guide redeployment candidates. This involves career guidance and redeployment, in line with 'recognise and value'.</li> <li>• Retaining talent by further shaping onboarding so that employees quickly feel at home in the team and at the university and are supported in completing the work associated with the position to which they are appointed.</li> <li>• Revise/modernise interview system to encourage development-oriented conversation between employee(s) and manager.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  |

**Objective: We have a (digital) campus that is sustainable and conducive to studying, collaboration and interaction.**

| Concrete objectives (strategies)                                                                                                               | Measurability (measures)                                                                                                                                                                                                 | Actions and activities to achieve objectives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Required resources |
|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| We are investing in the (digital) campus and taking the 'lessons learned' from the corona crisis regarding hybrid working into further design. | <ul style="list-style-type: none"> <li>The campus plan is being implemented as scheduled.</li> <li>Implementation of InWork concept including pilots in the working environment at faculties are on schedule.</li> </ul> | <ul style="list-style-type: none"> <li>Implementation of campus plan including housing FdL/FFTR,</li> <li>Attention to a dynamic campus through, among other things, the development of student housing at the Tournament Field.</li> <li>Development of a future vision for Heijendaal East (Mercator Science Park).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                     |                    |
| We are investing in a safe digital campus                                                                                                      | Information security maturity demonstrable (external audit) at the nationally agreed level (SURF and UNL)                                                                                                                | <ul style="list-style-type: none"> <li>The Information Security Steering Group prioritises key information security projects.</li> <li>The Information Security Programme includes: <ul style="list-style-type: none"> <li>projects that interfere with the technical infrastructure (technical task force);</li> <li>projects related to organisation and processes (new: NBA3 task force).</li> </ul> </li> <li>It is working towards the information security maturity level as nationally agreed.</li> <li>The (virtual) information security organisation is being extended to faculties and divisions. In addition, central functions are created for risk and compliance management and awareness.</li> </ul> |                    |

**Objective: We are committed to maintaining a strong and balanced financial position to ensure the continuity of research, education and support.**

| Concrete objectives (strategies)                                                    | Measurability (measures)                                                                                                                                                                                      | Actions and activities to achieve objectives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Required resources |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Efficient spending of funds, where negative budgeting can also be done responsibly. | <ul style="list-style-type: none"> <li>Solvency of at least 0.33</li> <li>The liquidity position is at least 35 million euros</li> <li>In a multi-year perspective, we arrive at a balanced budget</li> </ul> | <ul style="list-style-type: none"> <li>Periodically, a liquidity overview is prepared including a liquidity forecast and shared with the portfolio holder for operations.</li> <li>In the four- and eight-month reports, the financial result up to that point and the forecast towards the end of the year are reported, enabling timely adjustments if necessary.</li> <li>Large investments and expenditures are explicitly assessed for efficient use of resources and in a multi-year perspective, the impact on the financial position is assessed and weighed.</li> </ul> |                    |

### 3. Budget

#### Sustainable sound financial position

After a period in which financial reserves were deliberately deployed to reduce workloads and bring more balance to teaching and research within appointments, the organisation will return to a balanced budget in 2026. A key objective in a multi-year perspective is to secure a sustainably sound financial position and create stability for the units.

In the present multi-annual budget - due to the results 2023 to 2028 (together €51 million negative) - equity falls to €177 million at the end of 2028.

To finance investments from the Campus Plan, the loan increases from 2025 to a stand of around €151 million in 2028.

The solvency ratio ((equity + provisions)/total assets) decreases correspondingly over this period from 0.5 to 0.3 in 2028, which is the lower limit used by the Ministry of Education, Culture and Science.

We will have to be alert to what the uncertainties regarding the development of student numbers and the coalition agreement resulting after the national elections will mean for our university's financial position in the later years of the perspective period. Strengthening financial resilience is therefore one of the goals to be focused on in the coming period. In consultation with the units, we are tackling this.

#### 3.1 Multi-year estimate

##### 3.1.1 Overview of multi-year operating costs

| Bedragen x € 1000,-                      | Realisatie<br>2022 | Begroting<br>2023 | Prognose<br>2023 | Begroting<br>2024 | Raming<br>2025 | Raming<br>2026 | Raming<br>2027 | Raming<br>2028 |
|------------------------------------------|--------------------|-------------------|------------------|-------------------|----------------|----------------|----------------|----------------|
| <b>Baten</b>                             |                    |                   |                  |                   |                |                |                |                |
| Rijksbijdragen (excl. werkplaatsfunctie) | 402.124            | 401.381           | 416.298          | 431.740           | 435.302        | 442.560        | 447.349        | 446.791        |
| College-, cursus-, les- en examengelden  | 35.660             | 51.095            | 51.095           | 54.534            | 60.995         | 60.995         | 60.995         | 60.995         |
| Baten werk i.o.v. derden                 | 228.343            | 249.490           | 242.583          | 266.175           | 268.320        | 268.393        | 268.703        | 267.662        |
| Overige baten derden                     | 48.735             | 50.214            | 49.299           | 46.541            | 45.183         | 44.583         | 44.057         | 43.996         |
| <b>Totaal baten</b>                      | <b>714.863</b>     | <b>752.180</b>    | <b>759.275</b>   | <b>798.989</b>    | <b>809.801</b> | <b>816.531</b> | <b>821.103</b> | <b>819.443</b> |
| <b>Lasten</b>                            |                    |                   |                  |                   |                |                |                |                |
| Personele lasten                         | 526.112            | 556.231           | 569.860          | 607.682           | 608.740        | 603.566        | 600.317        | 600.692        |
| Afschrijvingen                           | 32.694             | 34.904            | 35.235           | 36.179            | 36.464         | 37.164         | 38.448         | 41.705         |
| Huisvestingslasten                       | 28.595             | 28.870            | 28.990           | 40.712            | 41.017         | 39.875         | 39.746         | 40.478         |
| Overige lasten                           | 143.610            | 151.987           | 152.214          | 141.514           | 137.054        | 132.913        | 133.904        | 134.307        |
| <b>Totaal lasten</b>                     | <b>731.012</b>     | <b>771.992</b>    | <b>786.300</b>   | <b>826.087</b>    | <b>823.274</b> | <b>813.518</b> | <b>812.415</b> | <b>817.182</b> |
| <b>Saldo baten en lasten</b>             | <b>-16.149</b>     | <b>-19.812</b>    | <b>-27.025</b>   | <b>-27.098</b>    | <b>-13.474</b> | <b>3.013</b>   | <b>8.688</b>   | <b>2.261</b>   |
| Financiële baten en lasten               | 2.338              | -10               | 3.489            | 2.390             | 1.345          | -22            | -1.602         | -3.157         |
| Resultaat deelnemingen                   | -6                 | 0                 | -101             | 0                 | 0              | 0              | 0              | 0              |
| <b>Exploitatieresultaat</b>              | <b>-13.817</b>     | <b>-19.822</b>    | <b>-23.637</b>   | <b>-24.708</b>    | <b>-12.129</b> | <b>2.991</b>   | <b>7.086</b>   | <b>-896</b>    |

Table 1 - Overview of multi-year operating costs

### 3.1.2 Explanation of the multi-year estimate

The university is investing in recruiting additional staff with the main goals of reducing the workload, restoring the balance between teaching and research and thereby improving the quality of teaching and research. In the 2022 policy letter, the university anticipated the then known reference estimates<sup>1</sup> with a then expected resource increase in the period 2022-2026. From this, additional structural funds were allocated to the units at the time (€13.7 million). In addition, it was decided in 2022 to fully fund the premasters (additional allocation to faculties of around €1.8 million in 2024, to be updated annually). This resulted in multi-annual negative operating results in the 2022 and 2023 budgets, to be absorbed from equity, with the expectation at the time of a return to balanced operations in 2026.

Meanwhile, new reference estimates have been issued by the Ministry of Education, Culture and Science, which have been revised significantly negatively compared to those included in the 2023 budget. The reason for the adjustment is lower student growth expected by the Ministry of Education, Culture and Science, resulting in negative financial consequences for universities.

At the same time, partly due to political decisions and geopolitical events, the external environment is no longer as stable as many years before (see also section 3.5 Budget Uncertainties). This is partly to blame for the fact that, in the 2024 budget, we face a further increase in the previously projected and accepted multi-year structural deficits, which, with unchanged policies, threaten to continue beyond the current perspective period. Without measures, this is going to put a disproportionate strain on the capital position, affecting the plans adopted and in preparation to sustainably maintain Radboud University. To counter this, reversals are needed. All Radboud University units have been asked to take measures to move towards a balanced budget in 2027 at unit level. This gave units an extra year to achieve this (the 2023 budget targeted a balanced budget at unit level in forecast year 2026).

Besides the updated reference estimate and (geo)political events, national market share developments and wage and price offsets also have a negative impact on the budget figures. The present budget shows the impact of the above developments and retrenchment measures for fiscal year 2024 and forecast years 2025 to 2028. In the following paragraphs, developments in benefits and costs are explained in more detail.

The table below details the effects of the resource framework developments. The table shows that Radboud University allocates more resources to the units in 2023 and 2024 than it receives. On the one hand, this is due to the aforementioned investments in reducing the workload and restoring the balance between teaching and research and the associated allocation of additional structural funds to the units. In a situation where more funds are allocated than come in, the Executive Board has no room for manoeuvre to absorb unexpected setbacks or respond to current developments, which is undesirable. With effect from 2025, this is restored somewhat in the present budget.

|                                      | 2023      | 2024      | 2025    | 2026    | 2027    | 2028    |
|--------------------------------------|-----------|-----------|---------|---------|---------|---------|
| <i>(bedragen x 1.000 euro)</i>       | Begroting | Begroting | Raming  | Raming  | Raming  | Raming  |
| <b>MIDDELEN</b>                      |           |           |         |         |         |         |
| Totaal collegegelden + rijksbijdrage | 452.476   | 486.274   | 496.297 | 503.555 | 508.344 | 507.786 |
| <b>INZET MIDDELEN</b>                |           |           |         |         |         |         |
| Totaal inzet middelen                | 471.831   | 492.386   | 494.665 | 498.536 | 504.142 | 508.101 |
| <b>SALDO ONVERDEELDE MIDDELEN</b>    | -19.355   | -6.112    | 1.632   | 5.019   | 4.202   | -315    |

Table 2 - changes in<sup>1st</sup> money flow compared to budget 2023

<sup>1</sup> Series through 2021

### 3.1.3 Asset development in multi-year estimate

#### Government funding

The 2024 government contribution (approx. 432 million) is based on the first 2024 government contribution letter. Deducted from this government contribution are the extra allocations for the new sector plans and the start-up and incentive grants<sup>2</sup> insofar as they have not yet been used in the year of allocation. This is because OCW has designated these new allocations as non-normative state contributions to avoid undesirable result effects.<sup>3</sup> The aforementioned additional allocations have thus been processed in the 2024 budget and multi-year estimates in a result-neutral manner: the expenditure 2024-2028 budgeted by the faculties has been processed for the same amounts in the state contributions 2024-2028. In the years 2025-2028, the central government contribution increases mainly due to more spending from sector plans and start-up and incentive grants in the years after 2024.

#### Tuition fees

Tuition fees increase by over €3 million in 2024 compared to the 2023 budget due to an increase in the number of students and the indexation of the tuition fee.

#### Third-party income

The 'income from work commissioned by third parties' refers to contract research and education. It mainly concerns contract education and research projects funded by the NWO, the EU, national governments, charity funds and companies (indirect government funding and contract funding). The increase in benefits from 2024 onwards occurs particularly in FNWI and FSW.

The 'other third-party income' is not directly related to research and education and concerns, among other things, income generated through patient care (dentistry/medicine), catering, sports cards, rentals, secondment, parking fees and external services.

### 3.1.4 Income development in multi-year estimate

#### Staff expenses

Personnel costs will increase from 2023:

| Bedragen x € 100 | Realisatie<br>2022 | Begroting<br>2023 | Prognose<br>2023 | Begroting<br>2024 | Raming<br>2025 | Raming<br>2026 | Raming<br>2027 | Raming<br>2028 |
|------------------|--------------------|-------------------|------------------|-------------------|----------------|----------------|----------------|----------------|
| Personele lasten | 526.112            | 556.231           | 569.860          | 607.682           | 608.740        | 603.566        | 600.317        | 600.692        |
| Mutaties         |                    | 30.119            | 13.629           | 37.822            | 1.058          | -5.174         | -3.249         | 376            |

Table 3 - Development of staff expenses

The main cause of the increase in staff costs from 2023, is the collective bargaining agreement increase of 9% with effect from August 2023 and a one-off payment in September 2023. This is offset by a 1.77% reduction in the employer's contribution burden, as a result of the cancellation of the VPL contribution and an increase in the regular ABP contribution. From 2024, wage level 2023 has been retained. Whereas in 2023 the CLA hike had a 5-month effect, with effect from 2024 it will work throughout the year. The wage compensation received from the Ministry of Education, Culture and Science is insufficient to cover the actual wage cost increase.

FTE development is as follows:

<sup>2</sup> Faculties/RDA will be reimbursed for the costs declared for this purpose.

<sup>3</sup> In addition, as usual, funds for gravity projects have been deducted. These funds are transferred separately to the relevant units.  
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| <b>RU totaal</b>  |                    |                   |                  |                   |                |                |                |                |
|-------------------|--------------------|-------------------|------------------|-------------------|----------------|----------------|----------------|----------------|
| fte's (gemiddeld) |                    |                   |                  |                   |                |                |                |                |
|                   | 2022<br>realisatie | 2023<br>begroting | 2023<br>prognose | 2024<br>begroting | 2025<br>raming | 2026<br>raming | 2027<br>raming | 2028<br>raming |
| 1e g.s.           | 3.619              | 3.949             | 3.890            | 4.004             | 3.964          | 3.879          | 3.835          | 3.803          |
| 2e g.s.           | 568                | 614               | 612              | 656               | 678            | 677            | 675            | 671            |
| 3e g.s.           | 1.707              | 1.811             | 1.814            | 1.843             | 1.861          | 1.886          | 1.900          | 1.893          |
| Totaal            | 5.894              | 6.373             | 6.316            | 6.503             | 6.504          | 6.442          | 6.411          | 6.367          |
| jaarlijkse groei  |                    |                   | 7,1%             | 3,0%              | 0,0%           | -0,9%          | -0,5%          | -0,7%          |
|                   |                    |                   | 421              | 188               | 0              | -62            | -31            | -43            |

Table 4 - FTE development

The budgeted average number of FTEs increases by about 188 FTEs in 2024 compared to the 2023 forecast. The growth in the 2<sup>nd</sup> and 3<sup>rd</sup> money streams is related to the success of Radboud scientists in raising project funds from the National Growth Fund (NGF), among others. After 2025, the number of FTEs falls. This is due to the retrenchments made by the units to have a balanced budget from 2027. The first effects of this can already be seen in the FTE numbers in the 1<sup>st</sup> money stream in 2025. In the 2<sup>nd</sup> flow of funds, the number of FTEs remains fairly constant from 2025 onwards, and in the third flow of funds there is a slight increase.

### Depreciations and housing expenses

Depreciation increases over the plan period, following planned investments in buildings and equipment/inventory. The larger increase in 2028 is largely related to the investments from the multi-year investment forecast (MIP), with the expected large investment in the FdL/FFTR accommodation having a particular impact. Decision-making on individual investments in the MIP takes place on a project-by-project basis in each case.

Housing costs increase over the plan period due to higher user charges (including cleaning (collective bargaining agreement increase) and energy (inflation)). To this end, the GEM rates will be increased by 8.5% in 2024 and by 4% per year in subsequent years. On top of the increased energy costs included in the GEM tariffs, additional energy costs are expected, which in 2024 and 2025 are budgeted at Property for €2.4 million and €1.1 million respectively. In addition, FNWI budgeted for more energy costs at HFML due to higher energy tariffs and a higher number of running hours.

### Other expenses

From 2024, there is a decrease in other charges. This occurs in particular at the AUA due to the decrease in central incentive funds (various projects) and at Radboud Services (working towards a balanced budget from 2027 onwards). In addition, from 2024, the material charges on the temporary NPO funds will continue to decrease and disappear entirely from 2025.

## 3.2 Budgeted 2024

### 3.2.1 Operating review 2023

The table below shows the change in results from realisation 2022 to forecast 2023 and budget 2024.

| (x 1.000 euro)                           | Realisatie<br>2022 | Begroting<br>2023 | Prognose<br>2023 | Begroting<br>2024 | Vershil<br>prog. 2023 -<br>begr. 2023 | Vershil<br>begr. 2024 -<br>prognose<br>2023 |
|------------------------------------------|--------------------|-------------------|------------------|-------------------|---------------------------------------|---------------------------------------------|
| <b>Baten</b>                             |                    |                   |                  |                   |                                       |                                             |
| Rijksbijdragen (excl. werkplaatsfunctie) | 402.124            | 401.381           | 416.298          | 431.740           | 14.917                                | 15.442                                      |
| College-, cursus-, les- en examengelden  | 35.660             | 51.095            | 51.095           | 54.534            | 0                                     | 3.439                                       |
| Baten werk i.o.v. derden                 | 228.343            | 249.490           | 242.583          | 266.175           | -6.907                                | 23.591                                      |
| Overige baten derden                     | 48.735             | 50.214            | 49.299           | 46.541            | -915                                  | -2.758                                      |
| <i>Totaal baten</i>                      | <i>714.863</i>     | <i>752.180</i>    | <i>759.275</i>   | <i>798.989</i>    | <i>7.095</i>                          | <i>39.714</i>                               |
| <b>Lasten</b>                            |                    |                   |                  |                   |                                       |                                             |
| Personele lasten                         | 526.112            | 556.231           | 569.860          | 607.682           | 13.629                                | 37.822                                      |
| Afschrijvingen                           | 32.694             | 34.904            | 35.235           | 36.179            | 332                                   | 944                                         |
| Huisvestingslasten                       | 28.595             | 28.870            | 28.990           | 40.712            | 120                                   | 11.722                                      |
| Overige lasten                           | 143.610            | 151.987           | 152.214          | 141.514           | 227                                   | -10.700                                     |
| <i>Totaal lasten</i>                     | <i>731.012</i>     | <i>771.992</i>    | <i>786.300</i>   | <i>826.087</i>    | <i>14.308</i>                         | <i>39.787</i>                               |
| <b>Saldo baten en lasten</b>             | <b>-16.149</b>     | <b>-19.812</b>    | <b>-27.025</b>   | <b>-27.098</b>    | <b>-7.213</b>                         | <b>-73</b>                                  |
| Financiële baten en lasten               | 2.338              | -10               | 3.489            | 2.390             | 3.499                                 | -1.099                                      |
| Resultaat deelnemingen                   | -6                 | 0                 | -101             | 0                 | -101                                  | 101                                         |
| <b>Exploitatieresultaat</b>              | <b>-13.817</b>     | <b>-19.822</b>    | <b>-23.637</b>   | <b>-24.708</b>    | <b>-3.815</b>                         | <b>-1.071</b>                               |

Table 5 - operational development 2020-2022

### 3.2.2 Notes to the results development 2023-2024

#### Budgeted 2023 -/- projected 2023

In 2023 there was a negative budget result of -11.6 million euros. The 2023 forecast comes out €23.6 million negative or €3.8 million lower.

The item State contribution is higher than budgeted, in which wage compensation (plus) and the adjusted reference estimate (minus) have the biggest impact. The higher central government contribution is offset by lower-than-budgeted income from third-party work.

Projected expenses are higher than budgeted. This mainly concerns personnel costs. The main developments in this are the CLA increase (one-off contribution and structural increase) minus lower pension contribution. In addition, the central adjustment item for personnel costs within Concern is cancelled and more costs than budgeted were incurred for external hiring. A different classification at AUA causes a shift from material costs to personnel costs.

Material costs are lower than budgeted, mainly due to additions to the provision for project losses of 4.6 million euros and higher costs at Radboud Services of 6.1 million euros due to NPO research (2.0 million), third-party IT / Cybersecurity services (2.2 million) and higher energy costs (0.5 million). This is offset by lower expenses due to reclassification at AUA of EUR 4.3 million (shift to personnel costs).

An unbudgeted windfall occurs in the financial result of €3.5 million, being interest income on cash held.

#### Forecast 2023 - Budget 2024

A more negative result is budgeted for 2024 than projected for 2023. Underlying this, both higher income and higher expenses are budgeted for 2024.

The unspent part of non-normative contributions for sector plans and start-up and incentive grants has been deducted from the central government contribution. This deduction is much lower in 2024 than in 2023 due to overspending, resulting in a higher State contribution item of €10 million.

Loss of market share in funded enrolments, degrees and promotions results in a lower State contribution of EUR 2 million.

An advance of EUR 4.4 million is included in 2024 for expected wage compensation in 2024. An advance of EUR 4 million has been budgeted for price compensation, which has not yet been distributed to the units.

In 2023, the Ministry of Education, Culture and Science issued a new reference estimate, which outlines a lower growth in student numbers and a ditto variable part of the state contribution compared to previous reference estimates. The old reference estimate series is still working and shows a net plus of €4 million in 2024. The new reference estimate has a negative impact of over €7 million in 2024. On balance, the old and new reference estimate series have a negative impact of €3 million in 2024.

Universities were compensated for the halving of tuition fees. Radboud University received too much compensation. For 2024, the state contribution for this will be reduced by €1.5 million.

The funds that Radboud University receives for quality agreements have a multi-year run-up. In 2024, this increases the central government contribution by €1.7 million. From 2024, these funds for quality agreements will not increase further.

Tuition fees have been increased for the 2023-2024 academic year. Together with a small growth in student numbers, this has a positive impact of €3.4 million for 2024.

As faculties - especially FNWI and FSW - are successful in acquiring contract research (2<sup>nd</sup> and 3<sup>rd</sup> flow of funds), the income from work commissioned by third parties increases further in 2024.

The increasing expenses mainly concern personnel expenses and in housing expenses, while other expenses are decreasing. In staff expenses, the collective labour agreement increase from 1 August 2023 is the largest cause of the increased costs. In 2024, the CLA increase works for a whole year, where in 2023 it only had an effect for 5 months. In addition, the number of FTEs increases further in 2024. Cost increases are occurring in all cash flows. The wage compensation in the state contribution is insufficient to cover the increased wage costs. Housing costs continue to rise due to higher user charges (see also explanation in section 3.1.4). The decrease in other expenses occurs in particular at AUA due to the decrease in central stimulus funds (various projects) and at Radboud Services (working towards a balanced budget from 2027 onwards). In addition, from 2024 onwards, the material charges related to the temporary NPO funds decrease further.

Financial income and expenses are expected to be €1 million lower due to lower interest income on cash. A small decrease in cash and cash equivalents is expected and a lower interest rate has been calculated from 2023 for the sake of prudence.

### **3.3 Students**

The estimated trend in student numbers is as follows:

|                                | 2022<br>realisatie | 2023<br>realisatie | 2024<br>begroting | 2025<br>raming | 2026<br>raming | 2027<br>raming | 2028<br>raming |
|--------------------------------|--------------------|--------------------|-------------------|----------------|----------------|----------------|----------------|
| Aantal studenten               | 24.633             | 24.402             | 25.196            | 25.462         | 25.715         | 25.886         | 25.973         |
| mutatie t.o.v. voorgaande jaar |                    | -231               | 794               | 266            | 253            | 171            | 87             |
|                                |                    | -0,9%              | 3,3%              | 1,1%           | 1,0%           | 0,7%           | 0,3%           |
| Aantal fte-wp totaal           | 3.262              | 3.435              | 3.542             | 3.544          | 3.491          | 3.467          | 3.448          |
| Student-stafratio              | 7,6                | 7,1                | 7,1               | 7,2            | 7,4            | 7,5            | 7,5            |

Table 6 Students

The estimate of student number development is in line with the reference estimate of the Ministry of Education, Culture and Science.

### 3.3.1 Explanation of and reflection on (long-term) student development

The faculties estimate a growth in the number of students from 24,402 in 2023 to almost 26 thousand in 2028. On the contrary, from 2022 to 2023, there was a decrease in the number of students (also at Radboud University). In its reference estimate, the Ministry of Education, Culture and Science assumes little growth in the number of students in the coming years.

Student numbers<sup>4</sup> are important for the university's market share. This market share determines the variable education component of the government funding Radboud University is entitled to. Because there is t-2 funding, the market share decreases further in 2024 (student numbers on 1 October 2022 are base) as other universities grow more than Radboud University on balance. This will lead to a 2.6 million euro decrease in government-funded registrations, degrees and dissertations compared to 2023.

|                                                             | 2019  | 2020  | 2021  | 2022  | 2023  | 2024  |
|-------------------------------------------------------------|-------|-------|-------|-------|-------|-------|
| Aandeel in totale rijksbijdrage                             | 7,86% | 7,41% | 7,39% | 7,20% | 7,15% | 7,10% |
| Aandeel in variabele bekostiging*                           | 7,56% | 7,52% | 7,51% | 7,37% | 7,20% | 7,10% |
| Verlies marktaandeel in variabele bekostiging (in € x mln.) |       | -0,9  | -0,2  | -3,4  | -4,6  | -2,6  |

\* bekostigde inschrijvingen/graden en promoties

Table 7 - Market share development

## 3.4 Balance and cash flow

### 3.4.1 Balance

Below, the development in the university balance sheet for the period 2022 - 2028 is depicted including the key figures and the Inspectorate of Education's signalling values.

<sup>4</sup> In particular, the number of funded enrolments and degrees...  
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|                                                | realisatie<br>2022 | prognose<br>2023 | begroting<br>2024 | raming<br>2025 | raming<br>2026 | raming<br>2027 | raming<br>2028 |
|------------------------------------------------|--------------------|------------------|-------------------|----------------|----------------|----------------|----------------|
| <i>bedragen in € x 1.000</i>                   |                    |                  |                   |                |                |                |                |
| <b>ACTIVA</b>                                  |                    |                  |                   |                |                |                |                |
| <b>Vaste activa</b>                            |                    |                  |                   |                |                |                |                |
| - Materiële vaste activa                       |                    |                  |                   |                |                |                |                |
| - gebouwen en terreinen                        | 330.708            | 327.157          | 348.480           | 379.725        | 441.254        | 492.031        | 539.702        |
| - inventaris en apparatuur                     | 28.690             | 34.406           | 39.783            | 40.354         | 40.942         | 41.697         | 42.602         |
| - informatiesystemen                           | -                  | -                | -                 | -              | -              | -              | -              |
| - Materiële vaste activa                       | 359.398            | 361.563          | 388.263           | 420.080        | 482.196        | 533.728        | 582.304        |
| - Financiële vaste activa                      | -                  | -                | -                 | -              | -              | -              | -              |
|                                                | 359.398            | 361.563          | 388.263           | 420.080        | 482.196        | 533.728        | 582.304        |
| <b>Vlottende activa</b>                        |                    |                  |                   |                |                |                |                |
| - Voorraden                                    | 237                | 250              | 250               | 250            | 250            | 250            | 250            |
| - Vorderingen                                  | 25.857             | 26.000           | 26.000            | 26.000         | 26.000         | 26.000         | 26.000         |
| - Liquide middelen                             | 118.170            | 100.000          | 62.215            | 35.000         | 35.000         | 35.000         | 35.000         |
|                                                | 144.264            | 126.250          | 88.465            | 61.250         | 61.250         | 61.250         | 61.250         |
| <b>Totaal activa</b>                           | <b>503.662</b>     | <b>487.813</b>   | <b>476.728</b>    | <b>481.330</b> | <b>543.446</b> | <b>594.979</b> | <b>643.553</b> |
| <b>PASSIVA</b>                                 |                    |                  |                   |                |                |                |                |
| Eigen vermogen                                 | 228.156            | 204.519          | 179.811           | 167.682        | 170.673        | 177.759        | 176.863        |
| Voorzieningen                                  | 24.396             | 22.337           | 20.844            | 20.302         | 20.352         | 19.318         | 18.430         |
| Langlopende schulden                           | 7.448              | 7.114            | 6.780             | 6.446          | 6.112          | 5.778          | 5.444          |
| Lening o/g                                     |                    |                  |                   | 6.212          | 58.228         | 100.648        | 151.341        |
| Kortlopende schulden: algemeen                 | 243.662            | 244.943          | 245.000           | 245.000        | 245.000        | 245.000        | 245.000        |
| Kortlopende schulden: beurzen en sectorplannen |                    | 8.900            | 24.294            | 35.688         | 43.082         | 46.476         | 46.476         |
|                                                | 275.506            | 283.294          | 296.918           | 313.648        | 372.774        | 417.220        | 466.691        |
| <b>Totaal passiva</b>                          | <b>503.662</b>     | <b>487.813</b>   | <b>476.729</b>    | <b>481.330</b> | <b>543.447</b> | <b>594.979</b> | <b>643.554</b> |

Table 8 - Balance sheet

#### Key figures and signalling values Education Inspectorate

For monitoring and controlling financial performance and continuity, Radboud University has set a number of key figures. OCW uses three corresponding key figures (i.e. solvency, liquidity and minimum absolute liquid assets) as the assessment framework for financial continuity. For OCW, exceeding an alert value is only a signal where explanations are requested.

As Radboud University considers it undesirable to fall outside the signalling values and possible future investments or other developments may involve uncertainty, Radboud University has also set internal standards. These internal targets are set equal or slightly more stringent than the external standards.

|                                                      | realisatie<br>2022 | prognose<br>2023 | begroting<br>2024 | raming<br>2025 | raming<br>2026 | raming<br>2027 | raming<br>2028 | signalerings-<br>waarde OCW | interne<br>signalerings<br>waarde RU |
|------------------------------------------------------|--------------------|------------------|-------------------|----------------|----------------|----------------|----------------|-----------------------------|--------------------------------------|
| Liquiditeit (current ratio) *                        | 0,59               | 0,50             | 0,33              | 0,22           | 0,21           | 0,21           | 0,21           | > 0,5                       | geen interne eis                     |
| Liquiditeitsbuffer (in mln)                          | 118                | 100              | 62                | 35             | 35             | 35             | 35             | > 2 mln                     | > 25 mln                             |
| Solvabiliteit**                                      | 0,50               | 0,47             | 0,42              | 0,39           | 0,35           | 0,33           | 0,30           | > 0,3                       | > 0,33                               |
| Rentabiliteit***                                     | -0,02              | -0,03            | -0,03             | -0,01          | 0,00           | 0,01           | -0,00          | nvt                         | > 0,00                               |
| * vlottende activa / kortlopende schulden            |                    |                  |                   |                |                |                |                |                             |                                      |
| ** (eigen vermogen + voorzieningen) / totaal passiva |                    |                  |                   |                |                |                |                |                             |                                      |
| *** exploitatieresultaat / totale baten              |                    |                  |                   |                |                |                |                |                             |                                      |

Table 9 - Signalling values RU and education inspectorate

The *liquidity ratio* is well below the signalling value of 0.50 used by OCW. This is mainly caused by the high short-term debt resulting from pre-financing on research projects and the increasing short-term debt regarding funds to be used for sector plans and grants.

Because of the above specific situation, Radboud University controls the development of the liquidity ratio to a lesser extent. Instead, a *minimum liquidity position* of €25 million for public activities (incl. 10 million liquidity from private activities results in a minimum liquidity position of €35 million). If this lower limit is reached, there is still the possibility of using a current account credit.

Currently, Radboud University funds all investments from its own resources. Based on the current investment programme, Radboud University will have to switch to debt financing from 2025 onwards. The above balance sheet (item 'loan o/g') includes the expected accrual of financing to be raised.

*Solvency* decreases over the plan period and falls below the internal standard of 0.33 in the budgeted balance sheet 2028, but still meets the signalling value, as set by OCW (0.3). The decrease is caused by estimated negative results and the raising of loan capital to finance the investment programme.

Regarding *profitability*, the university does not meet the standard for the next two years. Radboud University accepts only temporary deficits on the result; in the longer term, the operation should be at least balanced. The university therefore closely monitors the (multi-year) result development.

#### *Notes to the balance sheet*

#### **Real estate/tangible fixed assets**

The development of property, plant and equipment is based on the multi-year investment forecast (MIP) as at October 2023. It incorporates some adjustments, mainly related to temporisation and indexation.

The campus plan adopted and approved in 2022 detailing the vision for the campus for the next 10 years has been partially incorporated into this budget and multi-year estimate. Of the 332 million euro investment/maintenance expenditure for the 2024-2028 period, approximately 76 million euros has been decided. Concrete decisions have yet to be made for the remaining 256 million euros. With the express reservation of deciding on these capital and maintenance expenditures, it is foreseen that from 2025 onwards, the liquidity position will have fallen to the extent that debt capital will have to be raised.

In 2024, an investment volume of about €58 million is planned, of which about €43 million concerns buildings and about €15 million equipment and inventory.

#### **Inventories and receivables**

This largely concerns receivables from debtors and accruals.

#### **Liquid assets**

At the end of 2023, the liquidity position is expected to be around €100 million, down from the end of 2022 by around €18 million. This is mainly explained by the fact that the positive cash flow from operating activities of EUR 15 million (including higher working capital due to higher pre-financing)<sup>5</sup> is expected to be lower than the cash flow from capital expenditure of EUR 33 million.

This picture continues in 2024; capital expenditure exceeds operating cash flow by about €37 million (partly due to the budgeted operating deficit of €26.1 million) and cash and cash equivalents at year-end are estimated at about €62 million.

An external financing requirement arises from 2025 onwards as a result of further decline in liquidity. The acquisition of loan capital will help maintain a cash position of at least 35 million euros. Form, design and timing of debt capital raising under review and requires further decision

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<sup>5</sup> Operating result + depreciation + changes to provisions + changes to net working capital  
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## Equity

This includes the university's reserves. The annual change in equity relates to the operating results.

## Provisions

Over the period 2022-2028, provisions decrease by about €6 million. 4.7 million of this decrease concerns the provision for demolition/asbestos removal and the other (also housing-related) provisions.

(x 1.000 euro)

|                                       | Saldi<br>ultimo<br>2022 | Dotatie<br>2023 | Ottrek-<br>king<br>2023 | Vrijval<br>2023 | Contante<br>Waarde<br>effect<br>2023 | Saldi<br>ultimo<br>2023 | Dotatie<br>2024 | Ottrek-<br>king<br>2024 | Vrijval<br>2024 | Contante<br>Waarde<br>effect<br>2024 | Saldi<br>ultimo<br>2024 | Saldi<br>ultimo<br>2025 | Saldi<br>ultimo<br>2026 | Saldi<br>ultimo<br>2027 | Saldi<br>ultimo<br>2028 |
|---------------------------------------|-------------------------|-----------------|-------------------------|-----------------|--------------------------------------|-------------------------|-----------------|-------------------------|-----------------|--------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b>Personele voorzieningen</b>        |                         |                 |                         |                 |                                      |                         |                 |                         |                 |                                      |                         |                         |                         |                         |                         |
| WNU                                   | 5.474                   | 2.265           | -2.265                  | -               | -                                    | 5.474                   | 2.265           | -2.265                  | -               | -                                    | 5.474                   | 5.474                   | 5.474                   | 5.474                   | 5.474                   |
| langdurig ziekten                     | 3.631                   | 1.500           | -1.500                  | -               | -                                    | 3.631                   | 1.500           | -1.500                  | -               | -                                    | 3.631                   | 3.631                   | 3.631                   | 3.631                   | 3.631                   |
| reorganisatiekosten/herstruct.        | 553                     | -               | -423                    | -               | -                                    | 130                     | -               | -130                    | -               | -                                    | -                       | -                       | -                       | -                       | -                       |
| sabbatical leave                      | 2.113                   | 225             | -225                    | -               | -                                    | 2.113                   | 225             | -225                    | -               | -                                    | 2.113                   | 2.113                   | 2.113                   | 2.113                   | 2.113                   |
| transitievergoeding decentraal        | 91                      | 150             | -150                    | -               | -                                    | 91                      | 159             | -150                    | -               | -                                    | 100                     | 100                     | 100                     | 100                     | 100                     |
| transitievergoeding                   | 1.717                   | 1.300           | -1.300                  | -               | -                                    | 1.717                   | 1.300           | -1.300                  | -               | -                                    | 1.717                   | 1.717                   | 1.717                   | 1.717                   | 1.717                   |
| jubilaea                              | 3.749                   | 300             | -300                    | -               | -                                    | 3.749                   | 300             | -300                    | -               | -                                    | 3.749                   | 3.749                   | 3.749                   | 3.749                   | 3.749                   |
| seniorenregeling                      | 940                     | 300             | -250                    | -510            | -                                    | 480                     | 300             | -250                    | -300            | -                                    | 230                     | 100                     | 150                     | 200                     | 250                     |
| <b>Totaal personele voorzieningen</b> | <b>18.268</b>           | <b>6.040</b>    | <b>-6.413</b>           | <b>-510</b>     | <b>-</b>                             | <b>17.385</b>           | <b>6.049</b>    | <b>-6.122</b>           | <b>-300</b>     | <b>-</b>                             | <b>17.014</b>           | <b>16.884</b>           | <b>16.934</b>           | <b>16.984</b>           | <b>17.034</b>           |
| <b>Overige voorzieningen</b>          |                         |                 |                         |                 |                                      |                         |                 |                         |                 |                                      |                         |                         |                         |                         |                         |
| sloop/asbestverwijdering              | 4.952                   | 112             | -112                    | -               | -                                    | 4.952                   | -               | -1.122                  | -               | -                                    | 3.830                   | 3.418                   | 3.418                   | 2.334                   | 1.396                   |
| overige voorzieningen                 | 1.177                   | -               | -577                    | -600            | -                                    | -                       | -               | -                       | -               | -                                    | -                       | -                       | -                       | -                       | -                       |
| <b>Totaal overige voorzieningen</b>   | <b>6.129</b>            | <b>112</b>      | <b>-689</b>             | <b>-600</b>     | <b>-</b>                             | <b>4.952</b>            | <b>-</b>        | <b>-1.122</b>           | <b>-</b>        | <b>-</b>                             | <b>3.830</b>            | <b>3.418</b>            | <b>3.418</b>            | <b>2.334</b>            | <b>1.396</b>            |
| <b>Totaal voorzieningen</b>           | <b>24.397</b>           | <b>6.152</b>    | <b>-7.102</b>           | <b>-1.110</b>   | <b>-</b>                             | <b>22.337</b>           | <b>6.049</b>    | <b>-7.242</b>           | <b>-300</b>     | <b>-</b>                             | <b>20.844</b>           | <b>20.302</b>           | <b>20.352</b>           | <b>19.318</b>           | <b>18.430</b>           |

Table 10 - Provisions

## Current liabilities

In addition to the regular liabilities, the short-term liabilities also largely concern pre-financing on research projects (on balance, more subsidy received than spent on projects) and government contributions received in advance (still to be used for sector plans and start-up/incentive grants).

### 3.4.2 Cash flow

The cash flow estimate is based on the following principles and assumptions:

- the cash flow is in line with the multi-year budget (excluding the cash flow of the Faculty of Medical Sciences);
- the investments are explained in section 3.4.1.
- Attracting debt capital (loan), keeping the cash balance at a minimum of €35 million.

Due to the net negative cash flow from operating and investing activities in the years 2024 and beyond, liquidity will decrease in the coming years. Debt financing is then expected to increase from 2025 to around €151 million by the end of 2028.

| <i>bedragen in € x 1.000</i>                          | realisatie     | prognose       | begroting      | raming         | raming         | raming         | raming         |
|-------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                                                       | 2022           | 2023           | 2024           | 2025           | 2026           | 2027           | 2028           |
| <b>A. Kasstroom uit operationele activiteiten</b>     |                |                |                |                |                |                |                |
| - Resultaat                                           | -13.817        | -23.637        | -24.708        | -12.129        | 2.991          | 7.086          | -896           |
| - Afschrijvingen gebouwen                             | 20.345         | 21.451         | 21.877         | 22.355         | 23.071         | 24.523         | 27.930         |
| inventaris en apparatuur (excl. UMC)                  | 7.850          | 9.284          | 9.623          | 9.429          | 9.412          | 9.245          | 9.095          |
| - Cash flow (resultaat + afschrijvingen)              | 14.378         | 7.098          | 6.791          | 19.655         | 35.475         | 40.854         | 36.128         |
| - Mutatie voorzieningen                               | -1.144         | -2.059         | -1.493         | -542           | 50             | -1.034         | -888           |
| - Mutatie netto werkkapitaal (nwk)                    | 55.493         | 1.125          | 57             | 0              | 0              | 0              | 0              |
| - Mutatie nwk (beurzen/SP)                            |                | 8.900          | 15.394         | 11.394         | 7.394          | 3.394          | 0              |
|                                                       | <b>68.727</b>  | <b>15.064</b>  | <b>20.749</b>  | <b>30.507</b>  | <b>42.919</b>  | <b>43.214</b>  | <b>35.240</b>  |
| <b>B. Kasstroom uit (des)investeringsactiviteiten</b> |                |                |                |                |                |                |                |
| <i>Materiële vaste activa</i>                         |                |                |                |                |                |                |                |
| - Terreinen & gebouwen vastgoed                       | -17.930        | -17.900        | -43.200        | -53.600        | -84.600        | -75.300        | -75.600        |
| - Apparatuur, inventaris, informatiesystemen          | -7.923         | -15.000        | -15.000        | -10.000        | -10.000        | -10.000        | -10.000        |
| <i>Financiële vaste activa</i>                        |                |                |                |                |                |                |                |
| - Deelnemingen/langlopend deel aflossingen            | 229            | 0              |                |                |                |                |                |
|                                                       | <b>-25.624</b> | <b>-32.900</b> | <b>-58.200</b> | <b>-63.600</b> | <b>-94.600</b> | <b>-85.300</b> | <b>-85.600</b> |
| <b>C. Kasstroom uit financieringsactiviteiten</b>     |                |                |                |                |                |                |                |
| Mutatatie leningen u/g                                | -525           | -334           | -334           | -334           | -334           | -334           | -334           |
| Mutatatie leningen o/g                                |                |                |                | 6.212          | 52.016         | 42.420         | 50.693         |
|                                                       |                | <b>-334</b>    | <b>-334</b>    | <b>5.878</b>   | <b>51.682</b>  | <b>42.086</b>  | <b>50.359</b>  |
| <b>Mutatatie liquide middelen (A+B+C)</b>             | <b>42.578</b>  | <b>-18.170</b> | <b>-37.785</b> | <b>-27.215</b> | <b>1</b>       | <b>0</b>       | <b>-1</b>      |
| - Stand begin jaar                                    | 75.592         | 118.170        | 100.000        | 62.215         | 35.000         | 35.000         | 35.000         |
| - Mutatie                                             | 42.578         | -18.170        | -37.785        | -27.215        | 1              | 0              | -1             |
| <b>Prognose stand liquide middelen einde jaar</b>     | <b>118.170</b> | <b>100.000</b> | <b>62.215</b>  | <b>35.000</b>  | <b>35.000</b>  | <b>35.000</b>  | <b>35.000</b>  |

Table 11 - Cash flow overview

### 3.5 Uncertainties

A number of assumptions were made in the preparation of the budget and the multi-year forecast, which involve a degree of uncertainty. These uncertainties are listed below and divided into three categories: (1) uncertainties with a negative financial impact; (2) uncertainties with a positive financial impact; (3) uncertainties with a financial impact that can be either positive or negative.

#### (1) Uncertainties with a negative financial impact

- Wage and price compensation. These compensations are only known in the course of the financial year. This creates a degree of uncertainty about the amount. About €20.9 million has been budgeted for wage compensation. This is based on the compensation we will receive from OCW for 2023 (€16.4 million) and an advance on half of the wage compensation estimated for 2024 (€4.5 million), as the current collective agreement continues until 1 July 2024. This compensation is insufficient to absorb the 9% CLA increase from 1 July 2023. The deficit for the 1<sup>st</sup> money stream is about €3 million. No compensation has been budgeted for the yet-to-be concluded collective labour agreement 2024 and changes in premiums (pension and social security charges), and no expense increase has been budgeted either, as the extent is not yet known. In particular, the uncertainty is whether OCW's wage compensation for the first tier of funding will be sufficient. An estimate of 4 million euros has been made for the 2024 compensation.<sup>6</sup>
- The salary indexation for NWO-funded projects (2<sup>nd</sup> flow of funds) lags well behind the actual CLA increase. As a result, the projects are loss-making.

<sup>6</sup> Wage and price increases with regard to direct government funding should also be covered to some extent by the indexation of tuition fees and the compensation from the Ministry of Education, Culture and Science.

- Increasing digitisation has led to an increase in the required IT and information security resources. This puts an increasing strain on resources.
- The Campus Plan including the Multi-Year Investment Forecast (MIP) was prepared in 2022 and finalised after approval by the Supervisory Board and positive advice from the GV. The current budget includes a number of updates to this MIP. Especially from 2024, the impact of the investments from the Campus Plan will be felt. Implementation will also lead to higher depreciation costs, incidental demolition costs and other housing costs, in addition to higher capital expenditure. Each individual investment from the Campus Plan goes through an assessment process (stress test) and decision-making process, including involvement of co-determination and Supervisory Board.
- The overall investment programme will lead to a financing requirement, which in the multi-annual estimate gradually increases from 2025 to a level of €151 million at the end of 2028. The multi-year estimate includes interest expenses. Monitoring the development of solvency, liquidity and other ratios in particular is important here in relation to the standards set for them from a financing perspective.
- Universities sometimes face unexpected cuts in government funding. In August 2023, MinFin published an overview of possible spending cuts on the basis of which a new Government could decide on cuts for universities. Among the austerity options (from 2025 with increasing effects) are the accelerated abolition of the recently allocated funds for incentive grants (as early as 2025 instead of 2032), the reduction or complete elimination of the recently allocated funds for sector plans, the abolition of funding for the master's phase (instead, students will pay a higher tuition fee), reduction of promotion funds, reduction of the state contribution per student, abolition of the Horizon Europe subsidy scheme. The implications for universities could be profound.

## **(2) Uncertainties with a positive financial impact**

- The Ministry of Education, Culture and Science asked Strategy& to research the adequacy of funding in higher education. In its report 'Adequacy, efficiency and cost allocation in secondary education, higher education and higher education', Strategy& concludes that, given the ambitions for academic education and research in the Netherlands, the funding of universities is inadequate (about €1.1 billion based on 2018 price level of which about €0.8 billion is structural and €0.3 billion temporary). In 2022, the cabinet announced €0.7 billion for two of which €0.5 billion has already been filled in: 0.2 billion for sector plans and 0.3 billion for start-up and incentive grants. Of the grants, just over half are structurally available and just under half are temporary (until 2031). Of the total €0.7 billion, €0.2 billion remains to be allocated. In the *possible* cuts mentioned above, some or all of the extras will be reversed again.
- The additional funds for sector plans and scholarships that can be used to attract additional staff are being delayed.

## **(3) Uncertainties with a financial impact that can be either positive or negative**

- Reference estimates. The funds universities receive from the reference estimates depend on the development of national student numbers (EEA students). The development from year to year is uncertain. After years of positive estimates, the estimate issued in 2022 (for the period 2022-2027) was slightly negative and the 2023 estimate (for the period (2023-2028) is strongly negative. Because of the negative reference estimate 2023 that will affect the state contribution from 2024 (t+1), the above-mentioned additional structural funds have been cut by €7 million from 2024. Over several years, the negative 2023 reference estimate rises further to about €17 million in 2028. The increase of around €10 million to €17 million is included in this budget in the estimated state contribution (2025-2028), but not cut at the units. In the coming years, developments in the reference estimates will be closely monitored and annual policy letters will assess whether and, if so, what measures need to be taken to maintain sustainable financial health.

- Market share. The development of the Radboud University market share in enrolments/degrees and dissertations is uncertain. The total number of students enrolled as of 1 October 2023 is 24,402, down slightly from 2022 (24,633). In the long term, student intake will remain uncertain and will depend on demographic factors and the ability to attract (foreign) Master's students. A 0.1% drop in market share in funded enrolments and degrees has a negative impact of around €2.2 million for Radboud University.
- Price compensation. The budget assumed a €4 million price compensation for 2024. Based on actual inflation (which is difficult to predict these days), compensation may be higher or lower. Also, it cannot be ruled out that OCW will not allocate 2024 price compensation for 2024 because of the central government's budget problems.
- Most of the investment and maintenance expenses included in the budget are estimates for which a final decision is pending (see explanation in section 2.4.1).
- Following the advice of the Van Rijn Commission (report 'Changing tack'), OCW may be planning to adjust the higher education funding model. A revision of the funding system may lead to a disadvantageous redistribution of government funding for Radboud University. But revision also takes time and will not be an issue in the short term yet

## 4. Specific notes

### 4.1 Quality agreements

( x 1.000 euro )

| A. Exploitatie                          | Realisatie<br>2022 | Begroting<br>2023 | Prognose<br>2023 | Begroting<br>2024 | Raming<br>2025 | Raming<br>2026 | Raming<br>2027 | Raming<br>2028 |
|-----------------------------------------|--------------------|-------------------|------------------|-------------------|----------------|----------------|----------------|----------------|
| <b>Middelen</b>                         |                    |                   |                  |                   |                |                |                |                |
| Rijksbijdrage*                          | 14.200             | 14.587            | 15.420           | 17.297            | 17.297         | 17.297         | 17.297         | 17.297         |
| Additioneel uit eigen middelen          | 2.000              | 3.082             | 2.071            | 1.678             | 1.740          | 1.800          | 1.757          | 1.743          |
| <b>Totaal middelen</b>                  | <b>16.200</b>      | <b>17.669</b>     | <b>17.491</b>    | <b>18.975</b>     | <b>19.037</b>  | <b>19.097</b>  | <b>19.054</b>  | <b>19.040</b>  |
| <b>Bestedingen</b>                      |                    |                   |                  |                   |                |                |                |                |
| Personeel                               | 13.122             | 16.275            | 16.129           | 17.491            | 17.574         | 17.583         | 17.559         | 17.546         |
| Overige lasten                          | 3.078              | 1.395             | 1.362            | 1.484             | 1.463          | 1.514          | 1.494          | 1.494          |
| <b>Totaal bestedingen</b>               | <b>16.200</b>      | <b>17.669</b>     | <b>17.491</b>    | <b>18.975</b>     | <b>19.037</b>  | <b>19.097</b>  | <b>19.054</b>  | <b>19.040</b>  |
| <b>B. Bestedingen per thema</b>         |                    |                   |                  |                   |                |                |                |                |
| Intensiever en kleinschaliger onderwijs | 6.950              | 7.764             | 10.079           | 11.167            | 11.259         | 11.244         | 11.169         | 11.154         |
| Meer en betere begeleiding studenten    | 4.450              | 4.758             | 2.671            | 2.722             | 2.706          | 2.722          | 2.737          | 2.749          |
| Studiesucces                            | 600                | 618               | 652              | 643               | 643            | 643            | 643            | 643            |
| Onderwijsdifferentiatie                 | 800                | 771               | 688              | 791               | 795            | 800            | 803            | 806            |
| Onderwijsfaciliteiten                   | 1.800              | 1.768             | 1.723            | 1.738             | 1.781          | 1.824          | 1.828          | 1.830          |
| Docentkwalificatie                      | 1.600              | 1.990             | 1.678            | 1.914             | 1.853          | 1.864          | 1.873          | 1.858          |
| <b>Totaal</b>                           | <b>16.200</b>      | <b>17.669</b>     | <b>17.491</b>    | <b>18.975</b>     | <b>19.037</b>  | <b>19.097</b>  | <b>19.054</b>  | <b>19.040</b>  |

\* 2024-2028 conform 1e rijksbijdragebrief 2024

Table 12 - Quality agreements

In the context of the introduction of the study financing resources act (Wet Studievoorschot), the Ministry of Education, Culture and Science decided to make study financing resources available as of 2018 to further improve the quality of education. In 2024, it amounts to 17.3 million euros for Radboud University. From 2025, the amount will remain frozen at the 2024 level, eliminating the previously envisaged ramp-up of funds after 2024.

In late 2022, NVAO reported on the interim assessment of the quality agreements based on the justification in the 2021 university annual reports. About Radboud University, the following message was received from the NVAO: "With this message, I am pleased to inform you that your 2021 annual report provides good insight into the progress of the intentions under the Quality Agreements. Thus, your institution meets both criteria from the protocol. NVAO will therefore advise the Minister of OC&W **positively** on this matter." The final evaluation will follow in 2024; from 2025, funds will become a structural part of the state contribution and the university will no longer have to account for them separately.

In 2019, the use of these funds will be the subject of a university plan with quality agreements. Given that most of the budget is used by the faculties, they drafted their own spending plans. These are included in the annex to the 2024 annual plan.

### 4.2 Start-up and incentive grants

#### 4.2.1 Deployment of start-up and incentive grants

The table below shows the maximum number of grants faculties can apply for per year (75) as well as the number of grants applied for (and granted) up to October 2023.

| Eenheid                                                                                                                      | Max aantal beurzen<br>per jaar | Aangevraagd     |                     | 2023**          |                     |
|------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------|---------------------|-----------------|---------------------|
|                                                                                                                              |                                | 2022*           |                     |                 |                     |
|                                                                                                                              |                                | startersbeurzen | stimuleringsbeurzen | startersbeurzen | stimuleringsbeurzen |
| FFTR                                                                                                                         | 3                              |                 |                     |                 |                     |
| FDL                                                                                                                          | 7                              |                 |                     |                 |                     |
| FDR                                                                                                                          | 10                             |                 |                     | 10              | 2                   |
| FSW (incl. 4 AI)                                                                                                             | 20                             | 5               |                     | 4               | 6                   |
| FDM                                                                                                                          | 15                             |                 | 4                   |                 | 8                   |
| FNWI                                                                                                                         | 10                             |                 |                     | 9               | 2                   |
| FMW                                                                                                                          | 10                             |                 |                     | 5               | 5                   |
| RDA                                                                                                                          |                                |                 |                     | 1               |                     |
| <b>Totaal</b>                                                                                                                | <b>75</b>                      | <b>5</b>        | <b>4</b>            | <b>29</b>       | <b>23</b>           |
| * Voor 2022 zijn 25 beurzen (in dit jaar heeft OCW 1/3 van de middelen beschikbaar gesteld), vanaf 2023 75 beurzen per jaar. |                                |                 |                     |                 |                     |
| ** t/m okt 2023                                                                                                              |                                |                 |                     |                 |                     |

Table 12 - Start-up and incentive grants

#### 4.2.2 Explanation

OCW has made funds available for start-up and incentive grants. Nationwide, this amounts to €300 million from 2023, of which €156 million is for start-up grants and €144 million for incentive grants (€100 million has been made available for 2022). Radboud University's share of the national funds is €22.5 million (approx. 7.5%). In particular, the distribution among universities is based on the number of enrolled EEA students as of 1 October 2021. The funds for the start-up grants are structural, the funds for the incentive grants temporary (until 2031). After deducting 20% to cover indirect costs, an amount of €240,000 is available per grant.

The start-up scholarships are for UD graduates who, from 2022 onwards, will get a permanent position. The incentive grants are for other WP graduates. The funds have been earmarked centrally. For both start-up and incentive grants, faculties may submit a request to the Executive Board upon submission of a spending plan and a brief substantive explanation. A maximum of 75 start-up and incentive grants can be awarded annually, whereby incentive grants can also be used as start-up grants, but the reverse is not possible.

Based on the same distribution key used by OCW, the available scholarships were allocated to faculties.

## 4.3 Sector plans

### 4.3.1 Resources and commitment sector plans

#### Sectorplannen

( x 1.000 euro )

|                              | Realisatie   | Begroting     | Prognose      | Begroting     |
|------------------------------|--------------|---------------|---------------|---------------|
|                              | 2022         | 2023          | 2023          | 2024          |
| Toewijzing cvb               | 4.091        | 10.950        | 14.756        | 14.756        |
| <i>Totaal Baten</i>          | <i>4.091</i> | <i>10.950</i> | <i>14.756</i> | <i>14.756</i> |
| Pesonele lasten              | 2.129        | 7.792         | 8.838         | 12.600        |
| Overige lasten               | 518          | 1.351         | 1.630         | 2.685         |
| <i>Totaal lasten</i>         | <i>2.647</i> | <i>9.143</i>  | <i>10.468</i> | <i>15.285</i> |
| <i>Onder-/overbesteding*</i> | <i>1.444</i> | <i>1.807</i>  | <i>4.288</i>  | <i>-529</i>   |

\* Het niet-bestede deel mag later alsnog besteed worden  
(niet-normatieve rijksbijdrage)

Table 13 - Resources and deployment of sector plans

### 4.3.2 Explanation

For (new) sector plans, OCW has made 200 million euros available from 2023 (and 60 million euros in 2022). Radboud University's share was over 4 million euros in 2022 and will be over 14 million from 2023.

## 4.4 Temporary funds from the National Programme for Education

### 4.4.1 Allocation of NPO education funds

| Bestedingsdoelen x € 1.000                                     | realisatie<br>2021 | realisatie<br>2022 | prognose<br>2023 | begroting<br>2024* | totaal<br>raming | totaal<br>plan | verschil     |
|----------------------------------------------------------------|--------------------|--------------------|------------------|--------------------|------------------|----------------|--------------|
| <b>A. Soepele in- en doorstroom</b>                            | <b>519</b>         | <b>1.618</b>       | <b>1.363</b>     | <b>356</b>         | <b>3.856</b>     | <b>2.806</b>   | <b>1.050</b> |
| 1. Centrale tijdelijke flexpool studieadviseurs                | -                  | 127                | 134              | -                  | 261              | 600            | -339         |
| 2. Studenttutoren / buddy's voor alle eerstejaars studenten    | 452                | 1.253              | 928              | 296                | 2.929            | 1.502          | 1.427        |
| 3. Facultatief pre-universitair programma voor eerstejaars     | 65                 | 97                 | -                | -                  | 162              | 130            | 32           |
| 4. Studentinzet op school                                      | -                  | 13                 | 46               | -                  | 59               | 45             | 14           |
| 5.1. Overig budget voor kleinschalige facultaire initiatieven  | 2                  | 128                | 228              | 60                 | 418              | 450            | -32          |
| 5.2. Overig budget voor gezamenlijke besteding in VSNU-verband | -                  | -                  | 27               | -                  | 27               | 79             | -52          |
| <b>B. Studentenwelzijn en sociale binding</b>                  | <b>135</b>         | <b>582</b>         | <b>529</b>       | <b>951</b>         | <b>2.197</b>     | <b>1.959</b>   | <b>238</b>   |
| 1. Communitybuilding                                           | -                  | 16                 | 46               | -                  | 62               | 330            | -268         |
| 2. Versnelde uitvoering initiatieven SB2023                    | 63                 | 15                 | 95               | 95                 | 268              | 200            | 68           |
| 3. Tijdelijke uitbreiding student support                      | 51                 | 268                | 43               | 485                | 847              | 500            | 347          |
| 4. Studentinitiatieven voor vergroten welzijn                  | 18                 | 158                | 166              | 321                | 663              | 400            | 263          |
| 5.1. Overig budget voor kleinschalige facultaire initiatieven  | 2                  | 125                | 179              | 50                 | 356              | 450            | -94          |
| 5.2. Overig budget voor gezamenlijke besteding in VSNU-verband | 1                  | -                  | -                | -                  | 1                | 79             | -78          |
| <b>C. Coschappen medische opleidingen</b>                      | <b>-</b>           | <b>207</b>         | <b>480</b>       | <b>-</b>           | <b>687</b>       | <b>1.031</b>   | <b>-344</b>  |
| 1. Extramurale stage                                           | -                  | 152                | 360              | -                  | 512              | 430            | 82           |
| 2. Longitudinaal coschap                                       | -                  | 55                 | 120              | -                  | 175              | 601            | -426         |
| <b>D. Stagetekorten lerarenopleidingen</b>                     | <b>65</b>          | <b>346</b>         | <b>300</b>       | <b>234</b>         | <b>945</b>       | <b>938</b>     | <b>7</b>     |
| 1. Uitbreiden capaciteit lerarenopleiders                      | 30                 | 248                | 124              | 30                 | 432              | 250            | 182          |
| 2. Ondersteuning studenten bij vertragingen                    | 9                  | 24                 | 32               | 27                 | 92               | 224            | -132         |
| 3. Uitbreiden capaciteit t.b.v. werkdrukverlaging              | 18                 | 54                 | 116              | 156                | 344              | 418            | -74          |
| 4. Vernieuwing vakken ter vergroting studeerbaarheid           | 8                  | 19                 | 29               | 20                 | 76               | 37             | 39           |
| 5. Evenement toekomstige studenten                             | -                  | 1                  | -                | -                  | 1                | 9              | -8           |
| <b>E. NPO-coördinatie</b>                                      | <b>-</b>           | <b>-</b>           | <b>15</b>        | <b>-</b>           | <b>15</b>        | <b>45</b>      | <b>-30</b>   |
| <b>Totaal</b>                                                  | <b>719</b>         | <b>2.753</b>       | <b>2.688</b>     | <b>1.540</b>       | <b>7.700</b>     | <b>6.779</b>   | <b>921</b>   |
| <b>Toegekend conform plan**</b>                                | <b>3.763</b>       | <b>3.016</b>       | <b>-</b>         | <b>-</b>           | <b>6.779</b>     |                |              |
| <b>Verschil</b>                                                | <b>-3.044</b>      | <b>-263</b>        | <b>2.688</b>     | <b>1.540</b>       | <b>921</b>       |                |              |

\* Uitlooptjaar  
 \*\* De middelen zijn in 2021 en 2022 door OCW toegekend, te besteden t/m 2024.

Table 14 - Allocation of NPO education funds

### 4.4.2 Explanation of NPO education funds spending

The temporary education funds must be spent by universities (no later than 2024) on activities within the following categories:

- A) Smooth intake and advancement;
- B) Student well-being and social connection within the programme;
- C) Support and guidance during medical internships;
- D) Minimising study delays and dropouts caused by a lack of internships.

The Ministry of Education, Culture and Science has drawn up a 'menu' per category with interventions from which the institutes can choose. Universities are free to decide how to allocate their funds across these four categories, depending on their specific situation. The funds will be distributed among the universities based on total student numbers as of 1 October 2020. The funds should be spent as much as possible by the end of 2023, with 2024 as a run-off year. The spending plan was submitted to the co-determination body for

approval as part of the 2022 policy brief. The participational bodies approved the plan. Accountability for the use of these funds will be through a separate section in the 2021, 2022, 2023 and 2024 annual reports.

The educational funds can be used for:

*A. Smooth intake and advancement*

The funds in this category are intended for minimising and preventing study delays. It is crucial that universities provide students with the right support and guidance before and during the study programme in order to maximise academic success. Radboud University has decided to use the available resources in this category to provide students (particularly first-year and second-year students) with guidance and supervision.

*B. Student well-being and social connection within the programme*

Student surveys during the pandemic revealed that the wellbeing of students plummeted this past year. Loneliness, lack of motivation, stress and depression were common symptoms arising from a lack of physical education and contact with fellow students and lecturers. The university is therefore investing heavily in strengthening the social ties with the degree programme and improving the well-being of all students, with special attention to vulnerable groups. The university also joined the ongoing project Student Guidance 2023.

*C. Support and guidance during medical internships*

In 2020, the medical internships in Nijmegen experienced a five-month delay as a result of the pandemic restrictions. Catching up has proved difficult due to the internship structure and the limited internship positions. In order to minimise study delays at the Dentistry and Medicine programmes, the Faculty of Medical Sciences is adding an extramural internship before the start of the medical internships, as well as a longitudinal internship (a longer stay in one healthcare institution).

*D. Teacher training internship shortages*

A specific budget has been reserved for teacher training study programmes to minimise study delays and reduce dropouts because of internship shortages. The Radboud Graduate School of Education (RDA), Pedagogical Sciences Primary Education (PWPO) and the two-year teacher-training master's (EduMA2) want to use the resources to help students minimise study delays and improve student guidance. Contact between teacher/trainer and student is intensified to prevent students from delaying or even dropping out. This should improve the didactic situation and have a positive effect on students' well-being.

*NPO coordination*

Student Affairs is responsible for overseeing the spending of the temporary NPO education funds. details about spending targets are discussed with the faculties. The Student Guidance 2023 project team and the Student Welfare Coordinator will be actively involved in the development and implementation of initiatives. They will also be responsible for explaining how the faculties spent their direct funds in the annual faculty report. The remaining budget will be managed by Academic Affairs, which will also document this in the annual report.

To assess whether the measures taken are effective, some surveys include additional questions or use already existing indicators. For instance, in the student survey, we will ask all first-year and second-year students whether they have been assigned a tutor or buddy, and to what extent this has contributed to good progression or entry into university. We ask in the welcome survey whether students have participated in the pre-university programme 'start your studies with skills' and, if so, in what way the programme

attended has prepared them for university. We ask faculties to reflect in the annual report on the internship issue and the number of students for whom this applies and the number for whom an appropriate solution has already been found. Finally, as always, we will continue to closely monitor students' ratings of the student support offered in the NSE survey.

#### 4.4.3 Allocation of NPO research funds

( x 1.000 euro )

|                                     | Realisatie 2021        |                                 |              | Realisatie 2022        |                                 |              | Prognose 2023          |                                 |              | Begroting 2024         |                                 |              | Totaal       |
|-------------------------------------|------------------------|---------------------------------|--------------|------------------------|---------------------------------|--------------|------------------------|---------------------------------|--------------|------------------------|---------------------------------|--------------|--------------|
|                                     | #<br>verleng-<br>ingen | Gem.<br>Verleng-ing<br>(in mnd) | €            | #<br>verleng-<br>ingen | Gem.<br>Verleng-ing<br>(in mnd) | €            | #<br>verleng-<br>ingen | Gem.<br>Verleng-ing<br>(in mnd) | €            | #<br>verleng-<br>ingen | Gem.<br>Verleng-ing<br>(in mnd) | €            | €            |
| <i>Personele kosten</i>             |                        |                                 |              |                        |                                 |              |                        |                                 |              |                        |                                 |              |              |
| Promovendus                         | 99                     | 4                               | 1.379        | 88                     | 39                              | 2.077        | 133                    | 15                              | 1.782        | 60                     | 20                              | 877          | 6.114        |
| Onderzoeker                         | 43                     | 4                               | 588          | 18                     | 11                              | 451          | 14                     | 16                              | 226          | 13                     | 14                              | 238          | 1.503        |
| Docent (onderzoeksdeel)             | 1                      | 4                               | 15           | 2                      | 2                               | 164          | 6                      | 8                               | 118          | 3                      | 3                               | 51           | 348          |
| Onderwijs-/onderzoeksassistent      | 5                      | 3                               | 41           |                        |                                 |              |                        |                                 |              |                        |                                 |              | 41           |
| Beleidsmedewerker                   |                        | -                               | -            | 1                      | 1                               | 37           |                        |                                 |              |                        |                                 |              |              |
| Technicus                           | 2                      | 3                               | 25           | 3                      | 3                               | 184          |                        |                                 |              |                        |                                 |              | 209          |
| Adm. ondersteuning                  |                        |                                 | -            | 8                      | 6                               | 580          |                        |                                 |              |                        |                                 |              | 580          |
| <b>Totaal</b>                       | <b>150</b>             | <b>4</b>                        | <b>2.048</b> | <b>119</b>             | <b>6</b>                        | <b>3.492</b> | <b>153</b>             | <b>?</b>                        | <b>2.125</b> | <b>76</b>              | <b>?</b>                        | <b>1.167</b> | <b>8.796</b> |
| <i>Beschikbare middelen</i>         |                        |                                 |              |                        |                                 |              |                        |                                 |              |                        |                                 |              |              |
| Herlabeling NOW-middelen            |                        |                                 | 1.105        |                        |                                 |              |                        |                                 |              |                        |                                 |              | 1.105        |
| Resterend 2020 CAO 0,45% afspraak   |                        |                                 | 220          |                        |                                 |              |                        |                                 |              |                        |                                 |              | 220          |
| Eigen reserves Radboud Universiteit |                        |                                 | 724          |                        |                                 |              |                        |                                 |              |                        |                                 |              | 724          |
| NPO-middelen onderzoek              |                        |                                 | 2.342        |                        |                                 | 2.342        |                        |                                 |              |                        |                                 |              | 4.684        |
|                                     |                        |                                 | <b>4.391</b> |                        |                                 | <b>2.342</b> |                        |                                 |              |                        |                                 |              | <b>6.733</b> |

Table 15 - Allocation of NPO research funds

The Faculty of Medical Sciences was not included in the table above, given that Radboud university medical center receives its own NPO research resources, which it includes in its own budget and annual report.

#### 4.4.4 Explanation of allocation of NPO research funds

The universities are required to spend the temporary funds by the end of 2024 on extending temporary research contracts that were delayed by the pandemic. The spending plan was submitted to the participational bodies as part of the policy letter. The participational bodies approved the plan. Accounting for the use of these funds will be done through a separate paragraph in the 2021, 2022, 2023 and 2024 annual report.

We faced a global pandemic in 2020. Researchers experienced delays following the closure of libraries and archives, source materials were no longer available and experiments with test subjects could not be carried out. Working from home and remote teaching also caused delays for researchers. Radboud University took several measures to support researchers with a temporary contract. This included extending temporary research contracts when the pandemic caused delays by means of the NPO research funds, among others. This has already happened in 2020, 2021, 2022 and 2023 and will happen 2024 if there is a need for this.

The table above shows that with the funds available (including those deployed by Radboud University from its own reserves), almost all temporary contracts can be extended through 2024. It should be noted that the table above was based on estimates by the various faculties and institutes based on the information currently available. It is possible that researchers, whose contracts expire in 2024, may be able to (partially) make up for the delay in the coming period, for example by adjusting the order of the research or opting for a different research design. This will affect the required resources. At the same time, the delay may increase if a new lockdown occurs. The university will keep a close eye on these developments.

To assess the effectiveness of this measure, we report in the annual report both the number of researchers who are expected to be eligible for contract extensions due to delays caused by the corona pandemic and the number of researchers whose contracts have already been extended using this scheme.

MACHINE TRANSLATION

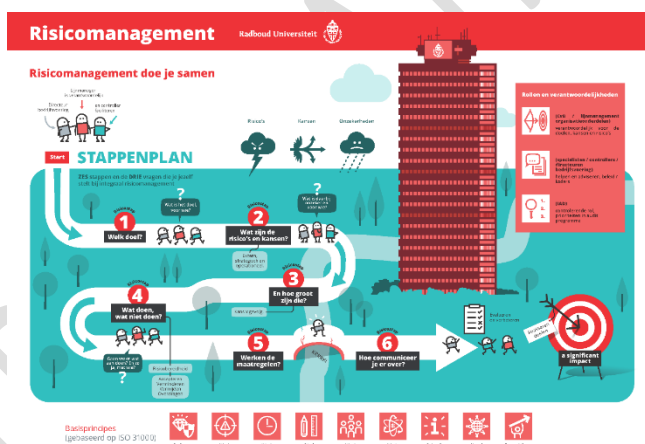
## 5. Risk management

In order to achieve the university's strategy, it is sometimes necessary to take certain risks in a deliberate and controlled manner, with other risks being deliberately avoided or mitigated. Risk management is an integral part of the planning and control cycle. Since 2021, the organisation has taken steps within that framework by:

- Draw up policy on risk management and make it part of the planning & control cycle;
- Raising awareness of risks through work sessions in the organisation;
- Drafting and identifying fraud risks.

The risk management policy is based on the ISO 31000 Risk Management Framework. The approach developed herein is shown schematically in the figure below.

Risk management is an important part of the 'A significant impact' strategy. Together with the faculties and institutes, we are and will continue to be in discussion about the main risks to the realisation of the university strategy and its faculty translation. The 2024 Policy Brief requested that in line with previous years, questions be formulated on key risks, e.g. risks that could threaten the achievement of objectives. In addition, the units were asked to indicate how the dialogue on uncertainties, risks and opportunities will be shaped in their unit. The risks identified by units have been consolidated. Only the biggest risks for the university as a whole are listed below. The risks are related to the objectives from the university strategy (see chapter 1), and described from the main external trends and developments.



### External trends and developments

#### Technological factors

The dependence on ICT was already high and is still increasing. ICT facilities must be available always and everywhere – and safely – regardless of location, time or type of device.

International collaboration between scientists requires a technical infrastructure that facilitates this and is maximally open. At the same time, the threat from cybercrime is increasing. It is therefore a constant search for a balance between openness on the one hand and security on the other, which sometimes puts a brake on that openness. Digital security requires policy (frameworks), awareness of staff and students, a Radboud-wide security organisation (governance), monitoring of all network traffic and the latest technical measures.

More and more services are being provided from the cloud. A major concern in the Cloud transition is the processing of staff and student personal data and academic data by cloud service providers. To limit proliferation of Cloud contracts, it is necessary to develop frameworks for this, create awareness and take technical measures to ensure privacy and security.

Developments in Artificial Intelligence (AI), and specifically in generative AI (GenAI), are moving rapidly. In recent times, more and more applications such as ChatGPT, Bing, Dall-E and Midjourney have become available and their use has skyrocketed worldwide. Since ChatGPT-3.5 was introduced in late 2022, the general public has also placed more importance on the social impact of AI, including its impact on education. The fact that these applications are easy to use, for example, for writing a text, preparing test questions, generating image or video material or improving programming code, makes them logically attractive to users. AI technology offers opportunities for education, such as developing innovative teaching formats, personalising the student learning experience or reducing workloads for both students and teachers. However, the deployment of this technology also raises questions about ethics, privacy, sustainability and the impact on the quality of education, the knowledge and skills students gain and how these can be tested.

International collaboration in science and higher education offers many opportunities. At the same time, it is important that we as knowledge institutions remain alert to possible risks of foreign interference, misuse of knowledge or ethical issues related to the application of research results. The Ministry of Education, Culture and Science has developed a Knowledge Security Service Desk for this purpose. Furthermore, the Joint Dutch Knowledge Field, together with the central government, developed the National Knowledge Safety Guideline. Radboud University will use this guideline to sharpen and deepen our own policy.

| Risk                                                                                                                                                                                                              | Control measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Risk score                                               | Trend                                                                                 | Objective        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|---------------------------------------------------------------------------------------|------------------|
| Technology and cybercrime<br>Risks include: theft or misuse of knowledge and data, insufficient protection of personal data and failure of facilities (threat to continuity of operations and teaching/research). | <p>The university continuously invests in improving the reliability, security and continuity of its automated systems. The results of the SURF Audit 2021 have been translated into a. The Information Security Steering Group prioritises key information security projects. The Information Security Programme includes:</p> <ul style="list-style-type: none"> <li>• projects that interfere with the technical infrastructure (technical task force);</li> <li>• projects related to organisation and processes (new: NBA3 task force)</li> </ul> <p>It is working towards the maturity level for information security as agreed nationally (SURF and UNL).</p> <p>In addition, extra money has been made available for educational innovation with the help of IT, IT investments, awareness, research data management and open science.</p> | <p><b>High</b></p> <p>chance high</p> <p>high impact</p> |    | 1, 2, 3, 4, 5, 6 |
| Inappropriate or inappropriate use of generative AI in teaching and/or research                                                                                                                                   | <p>The university will train students to handle GenAI technology in a conscious and responsible manner by</p> <ol style="list-style-type: none"> <li>ensure that students within their courses develop (sufficient) knowledge and skills in their own field so that they are able to test the output of GenAI models for quality and ask the right (substantive) questions;</li> <li>ensure that students are trained in the use of GenAI models, know how these models work and are familiar with their features and (critical) concerns;</li> <li>promote students' awareness of sustainability aspects of GenAI use and make responsible trade-offs.</li> </ol> <p>The university will actively monitor developments related to GenAI and adapt its education (policy) accordingly.</p>                                                        | <p><b>High</b></p> <p>chance high</p> <p>high impact</p> |  | 1, 2, 3, 4, 5, 6 |

### Labour market developments

To achieve the goals, attracting, developing and retaining employees is essential. Being an attractive employer is a key driver for employees to commit to us. This manifests itself in:

- providing insight into career and development paths, bringing talent development and mobility together in sustainable employability. Being an inclusive and safe organisation where diversity, connection, equality and "belonging" are crucial so that people can be themselves and get the best out of themselves and others;
- a working environment that allows employees to - according to the task and in coordination with the team - carry out work in the office, at home or elsewhere;
- a sustainability agenda based on which employees want to commit to the organisation.

| Risk                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Risk score                                                      | Trend                                                                               | Objective  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------------------------------|------------|
| <b>Shortage of employees, both quantitatively and qualitatively</b><br>Being unable to attract, develop or retain talented staff creates continuity risks in the areas of education, research and healthy business operations. | The university invests in various programmes, such as the Radboud Excellence Initiative, to attract and retain talented academic staff. The university invests in training and development for our staff and (novice) supervisors. The university's positioning as an employer will be strengthened and recruitment campaigns will be developed targeting specific audiences.<br>Supplementary on boarding is shaped so that employees quickly feel at home and can do their jobs well. We also monitor -unwanted- outflow, including by using exit interviews.                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>High</b><br><br><i>Chance high</i><br><br><i>Impact high</i> |  | 4, 1, 2, 3 |
| <b>Workload, well-being and social safety</b><br>The well-being of staff members within the organisation is extremely important for attracting and retaining talented staff.                                                   | To attract, develop and retain staff, the university will invest heavily in sustainable employability and in increasing (academic) staff capacity in the coming years. For instance, the university is investing from its own reserves in recruiting additional staff to reduce workloads and achieve more balance in the ratio of teaching to research.<br><br>Strategic workforce planning is being deployed with the aim of understanding the future of work, investing in sustainable employability and providing insight into career paths within the university. For Recognition and Appreciation, and a plan of action has been developed. In addition to realising university-wide goals, faculties will implement Recognition and Appreciation within the faculties.<br><br>Social Safety is actively monitored. In addition to the implementation of the code of conduct, trainings and workshops will be developed and conducted, we are committed to strengthening self-reliance. |                                                                 |                                                                                     |            |

## Political factors

### International

International geopolitical developments seem to have little impact on higher education and scientific research at present. However, knowledge security and cybersecurity are high on the agenda, with a lot of pressure on the university to take appropriate measures. There are some developments in European politics that are of interest to the university because they may start to feed into EU grant programmes. For the latter, a new strategy for the period 2025-2027 is under development. We see a trend where the EU wants to further intensify and integrate the European Higher Education Area along the lines of European Universities, the digitisation agenda, a pilot for a European Degree and with micro credentials.

### National

Uncertain is what the impact, if any, on OC&W's budget will be in a new coalition that will emerge after the November 2023 elections. The sounds are that a new Cabinet has a tough budget problem to solve and the Finance Ministry's list of options for cuts and retrenchments does not spare universities. OC&W's Higher Education Cost Survey continues through 2024. The findings of this study may become relevant in discussions about the size of the state contribution to universities and its distribution. In the national political debate, there is much discussion about internationalisation in Higher Education. This focuses on the

Englishification of the language of instruction and is already having an effect for new undergraduate courses that can only be offered in Dutch.

The nitrogen problem and, as a result, the stagnation of housing construction has a major impact on throughput in the rooming house market in Nijmegen and the surrounding area. Radboud University is holding talks with the municipality and SSH& on ways to ease the pressure on the region's room market.

### Demographic factors

The projected regional shrinkage is a demographic factor for the university. The reference estimate from OCW (2023) still predicts a small increase in the total number of university students in the coming years. However, in Radboud University's main recruitment areas (Gelderland, North Brabant, Limburg), the number of secondary school pupils - and thus the number of potential students - is declining slightly or sharply. In contrast, the number of international students at Radboud University showed an upward trend, a target group the university has much to gain from for academic-intrinsic reasons. With internationalisation in Higher Education under discussion in the political debate, this seems to be holding back a desired slight growth in international students.

| Risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Control measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Risk score                                                      | Trend                                                                               | Objective        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------|
| <b>Education and research funding</b><br>Changing political priorities and demographic factors (decline in the number of young people in the primary recruitment area) create the risk that direct government funding will decrease. This may put pressure on the financial continuity and quality of education, research and social impact. That risk is increased by the fact that projects financed by funding from indirect government funding and contract funding also rely on direct government funding (matching). | <ul style="list-style-type: none"> <li>The university uses a financial (multi-year) strategy in which expected external developments and developments in direct government funding are incorporated in a timely manner. The internal distribution model is broadly in line with the OCW model and leads to annual adjustments to the internal distribution of resources to the units. In addition, the university contributes to active representation of university interests from UNL. It also asks the study programmes to reflect on the optimal number of students per programme, taking into account a balanced inflow of Bachelor's, Master's and pre-Master's students, from within and outside the region, as well as a balance with regard to prior education.</li> <li>OCW has adjusted the reference estimate, student numbers continue to grow but growth is still very limited in contrast to previous expectations. This has an immediate substantial financial impact on the development of the state contribution, which reduces by EUR 17 million in the coming years</li> <li>Radboud University is already holding talks with the municipality and SSH&amp; to find solutions that could ease the pressure that the Nijmegen region's room market is under.</li> <li>There are signs that the new government has to decide on cuts and austerity because of finances, possibly this will also affect higher education funding</li> </ul> | <b>High</b><br><br><i>Chance high</i><br><br><i>Impact high</i> |  | 1, 2, 3, 4, 5, 6 |

### Integrity and safety

(Academic) integrity is crucial for ensuring high-quality research and education and for maintaining a safe and healthy organisational culture.

| Risk                                                                                                                                                                                                              | Control measures                                                                                                                                                                                                                                                                                                                               | Risk score                                                            | Trend                                                                                 | Objective     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------|
| <b>Unsafe situation for students and/or staff</b><br>Failure to comply with integrity standards regarding behaviour towards staff or students results in an unsafe working environment for students and/or staff. | There is a focus on integrity at all levels of the organisation. / The subject has the board's continuous attention. The new university-wide code of conduct explicitly describes desirable and undesirable behaviour. The team of confidential advisors has been expanded and centrally organised. An Ombuds Officer has also been appointed. | <b>Moderate</b><br><br><i>Chance middle</i><br><br><i>Impact high</i> |  | 1, 2, 3, 4, 6 |

| Risk                                                                                                                                                                                           | Control measures                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Risk score                                                 | Trend                                                                               | Objective  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-------------------------------------------------------------------------------------|------------|
| <b>Reputational damage</b><br>Breaches of (academic) integrity risk damaging the university's reputation and image, making it harder to attract students, researchers and financial resources. | The university's quality assurance system for research and education ensures periodic monitoring of the quality of research and education in line with national inspections. This is yet to be developed for impact. The university implements the Netherlands Code of Conduct for Research Integrity, which is also embedded in various internal agreements and regulations.                                                                                              | <b>Moderate</b><br><i>Chance low</i><br><i>Impact high</i> |  | 1, 2, 3, 4 |
| <b>Fraud</b><br>Failure to act with integrity that leads to deliberate deception with the intention of gaining an undue advantage is considered fraudulent.                                    | The Executive Board is vehemently against fraud. A background check is a standard part of recruiting new employees for top positions in the organisation. Fraud risks are in the formulated risk management policy, fraud risks are high on the agenda and are part of the planning & control cycle. In that context, a start was made with a fraud risk analysis in which the main fraud risks were identified. Additional control measures can be implemented as needed. | <b>Low</b><br><i>Chance low</i><br><i>Impact moderate</i>  |  | 4, 6       |

## Sustainability factors

Caring for the world around us is a unifying element of our strategy and is therefore also high on the agenda. At Radboud University, we are convinced that everyone can contribute to this. Therefore, we prepare our students to play a significant role from their field of study, conduct research on pressing social issues, choose sustainable partners and ensure that all employees contribute to the organisation's sustainability goals from their positions. We give sustainability a prominent place in teaching, research and operations.

| Risk                                                                                                                                                                                                                              | Control measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Risk score                                           | Trend                                                                                 | Objective        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|---------------------------------------------------------------------------------------|------------------|
| <b>Failure to achieve sustainability targets</b><br>The sustainability targets directly affect the university's mission. Failure to achieve them will have a negative effect on the environment in which the university operates. | Sustainability policy for 2021–2025 including: <ul style="list-style-type: none"> <li>- Incorporating sustainability into all study programmes at Radboud University</li> <li>- Research on themes such as climate change, the circular economy, biodiversity -&gt; thus making a positive contribution to the SDGs in general</li> <li>- Sustainable procurement policy</li> <li>- Biodiversity policy with a focus on climate adaptation</li> <li>- Energy Policy Plan</li> <li>- Mobility policy and car-free campus</li> <li>- Sustainable Food &amp; beverage</li> <li>- Sustainable ICT</li> <li>- Introduction of alternatives to disposables</li> <li>- Sustainable real estate (campus plan)</li> </ul> | Middle<br><i>Chance middle</i><br><i>Impact high</i> |  | 1, 2, 3, 4, 5, 6 |

## Economic/competitive factors

The importance of connecting with society is increasing. In education, civil society is playing a growing role in the content of study programmes. In research, the emphasis is increasingly on collaboration in public-private consortia in order to attract indirect government funding and contract funding. The university has been asked to make the social impact of research and innovation more visible.

| Risk                                                                                                                                                                                                             | Control measures                                                                                                                                                                                                                                                                                                                                                      | Risk score                              | Trend                                                                                 | Purpose thesis |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------------------------------------------------------------------------------|----------------|
| <b>Research funding</b><br>As a result of increasing competition (particularly in the SSH domain), there is a risk that indirect government funding and contract funding will decrease. This may put a strain on | In addition to good, broad-based grant support, the university is strengthening its recruitment power by opting for a limited number of interdisciplinary and multidisciplinary strategic themes that tie in with national and international (EU) social priorities. Our researchers are supported in their efforts by research support officers in the faculties and | <b>Moderate</b><br><i>Chance middle</i> |  | 1, 3, 6        |

| Risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Control measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Risk score                                                                | Trend                                                                               | Purpose thesis |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------|
| the quality and quantity of research.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | at the central level.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <i>Impact moderate</i>                                                    |                                                                                     |                |
| <b>Supporting research facilities</b><br>Due to insufficient long-term (> 10 years) research funding, there is a risk that the university will be unable to continue high-quality research facilities such as the HFLM-Felix and the scanning facilities within the Donders Institute, jeopardising the quality of research and preventing the retention of talented staff.                                                                                                                                                                      | <ul style="list-style-type: none"> <li>The university ensures that large grants, such as gravitation, growth fund applications and road map programmes, include long-term funding for large-scale infrastructure. The research institutes also draft a multi-year budget, which includes major investments in equipment. In this context, a large-scale grant application was successfully submitted for the development of a new 14 Tesla MRI facility by and at the DCCN.</li> <li>For the HFML-Felix, a sustainable solution for the continued existence of this unique research facility is being sought in consultation with NWO.</li> </ul>                                                                                                                                                           | <b>Moderate</b><br><br><i>Chance middle</i><br><br><i>Impact moderate</i> |  | 1, 3, 5, 6     |
| <b>Partnerships</b><br>On the one hand, there is the risk that the university will miss opportunities in the area of education and research because of insufficient connection to national and international collaborations. While there are some strong partnerships between universities in the Netherlands, Radboud University collaborates with other universities in different ways. On the other hand, there is the risk that incidents may occur or partners may go bankrupt, causing damage to the university's reputation and finances. | The university participates in various international collaborations, such as through The Guild network, and more specifically with a select number of universities such as the University of Glasgow. Radboud University is also the consortium leader of the European collaboration NeurotechEU. On a national level, the university collaborates with other universities and is active regionally through, among others, The Economic Board, Health Valley and Novio Tech Campus. The university works intensively together with Radboud university medical center. In 2020 and 2021, the university strengthened its cooperation with Maastricht University. The university also adheres to its own internal codes of conduct and regulations to minimise the risk of financial and reputational damage. | <b>Moderate</b><br><br><i>Chance middle</i><br><br><i>Impact moderate</i> |  | 1, 2, 3, 6     |

## Housing

In the coming years, the university will strongly invest in maintenance, renovation, and new construction.

| Risk                                                                                                                                                                                                                                                                                                                                                                 | Control measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Risk score                                                                | Trend                                                                                 | Objective     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------|
| <b>Property development</b><br>The risk is that property projects cost 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 may not be optimally supported, which means that the quality of education, research and societal impact come under pressure. | The university has clear financial frameworks of which real estate planning and realisation are also part.<br>In early 2022, the campus plan was delivered, looking 10 years ahead. External expertise was brought in to test and challenge internal calculations. The campus vision serves as the basis of this plan.<br>Annually, the MIP will be updated and adjusted according to the latest developments. Based on thorough calculations of the stress model, the financial impact of the adjusted plans will be identified and tested against the financial possibilities | <b>Moderate</b><br><br><i>Chance middle</i><br><br><i>Impact moderate</i> |  | 1, 2, 3, 5, 6 |

## Investing in private activities with public funds

A new policy rule has been in force since April 2021. This policy rule replaces Theme 2 of memorandum Clarity on financial legitimacy in secondary and higher education.

The regulations on investing public funds in private activities were drafted on the basis that publicly funded educational institutions should not have an advantage over private providers when competing on the same mission. A second reason is that the government wants to prevent public funds from leaking into private activities.

There has been a delay in accounting for this in recent years, but an initial accounting for these activities is expected by 2023. The existing activities have been mapped and in them has come a list of public-private activities to be accounted for by 2023. More comprehensive reporting will be required before 2024. This issue is not yet widely embedded within Radboud University and there is a risk that new activities are

started within the university that fall under this policy rule, but which do not meet the 7 conditions that apply to be allowed to engage in these activities.

A decision by the BoE follows to implement measures. This process will take some time, with activities being tested against the conditions in policy rule.

The conditions are:

1. The private activity is in line with the funded statutory institution task.
2. The private activity provides demonstrable added value to the funded institution task.
3. Excess capacity for the funded task can only be used temporarily for private activities.
4. The investment is proportionate.
5. The investment must not lead to unfair competition.
6. Results - both positive and negative - from private activities are added to public equity.
7. Accountability is full and transparent through the management report

| Risk                                                                                                                                                                                                                                                                                                                                                      | Control measures                                                                                                                                                                               | Risk score                                                             | Trend                                                                               | Objective  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------|
| <b>Legislation public/private</b><br>This issue is not yet widely embedded within Radboud University and there is a risk that new activities are started within the university that fall under this policy rule, but which do not meet the 7 conditions that apply to be allowed to engage in these activities.<br>Reporting is not accurate or complete. | Announcement of new policy rule within all sections of the university.<br><br>Central assessment of all activities, which may fall under the scheme and approval of new activities by the BoE. | <b>Moderate</b><br><br><i>Chance low</i><br><br><i>Impact moderate</i> |  | 1, 2, 3, 6 |

## List of abbreviations

(alphabetical)

|             |                                                               |
|-------------|---------------------------------------------------------------|
| AC SB       | Audit Committee Supervisory Board                             |
| AI          | Artificial Intelligence                                       |
| UTQ         | University Teaching Qualification                             |
| C&F         | Campus & Facilities                                           |
| CvB         | Executive Board                                               |
| DCCN        | Donders Centre for Cognitive Neuroimaging                     |
| DEI         | Diversity, Equity and Inclusion                               |
| DMP         | Data Management Professional                                  |
| ERC         | European Research Council                                     |
| EU          | European Union                                                |
| E&W         | Recognise and value                                           |
| FA(IR)      | Findable, Accessible, Interoperable, and Reusable             |
| FFTR        | Faculty of Philosophy, Theology and Religious Studies         |
| FNWI        | Faculty of Natural Sciences, Mathematics and Computer Science |
| HFML        | High Field Magnet Laboratory                                  |
| HR          | Human Resources                                               |
| ILS         | Information & Library Services                                |
| ITK         | Institution test quality assurance                            |
| LLO         | Lifelong Development                                          |
| MIP         | Multi-Year Investment Forecast                                |
| MRI         | Magnetic resonance imaging                                    |
| NBA         | Nederlandse Beroepsorganisatie voor Accountants               |
| NeurotechEU | European University of Brain and Technology                   |
| NGF         | National Growth Fund                                          |
| NOLAI       | National Education Lab Artificial Intelligence                |
| NPO         | National Education Programme                                  |
| NWA         | National Science Agenda - NWO                                 |
| NWO         | Netherlands Organisation for Scientific Research              |
| OCW         | Ministry of Education, Science and Culture                    |
| OGSM        | Objectives, Goals, Strategies, Measures                       |
| PWPO        | Pedagogical Sciences Primary Education                        |
| RCSC        | Radboud Center for Sustainability Challenges                  |
| RDA         | Radboud Teachers Academy                                      |
| R&I         | Research & Impact                                             |
| SB          | Supervisory Board                                             |
| TLC         | Teaching and Learning Centre                                  |
| UGV         | University Common Assembly                                    |
| UKO         | Extended qualification education                              |
| UMC         | University Medical Centre                                     |
| UNL         | Universities of the Netherlands                               |
| VOS         | Virtual Online Collaboration                                  |
| WO          | Scientific Education                                          |