CHANGE AGENDA

Strategic Plan 2018-2021, Nijmegen School of Management

Contents

1   How can we reach where we want to be?

The strategic plan lays out the main objectives and more specific objectives that the NSM has set itself for the 2018-2021 period. The NSM has set itself the following four main objectives:

    A.   Increase the research focus
    B.   Focus on profiled, high-quality and viable education
    C.   Reduce workloads
    D.   Improve financial stability

A summary of the specification of these main objectives is enclosed in the appendix. This document describes seven change projects that aim to achieve these objectives. The NSM has opted for a coarse-to-fine approach to further the quality of the plans and the acceptance of the ultimate solutions, in which the Faculty Board will lay down the frameworks for the various projects and project teams will be formed to work out the plans in more detail. The members of the project teams for projects 2 through 7 will be selected on the basis of a diversity of position, age and gender and will all include one member of the NSM's Representative Council. The project teams for the projects referred to under 2.3, 2.6 and 2.7 will include one or more student members appointed by the NSM's Student Council as determined by the size of the work group. Section 3 contains information on the themes of the various projects and the assignments that will be given to the project teams.

The outlines of the change agenda are as follows:

Main objective	Change projects
A: Increase the research focus	
The NSM needs to make explicit investments in its research profile for its viability as an academic institution. The NSM opts for distinguishing, powerful disciplinary profiles that serve as	Projects 1 (profiling) and 2 (management of research) aim to achieve this first main objective.

Main objective	Change projects
the basis for multidisciplinary collaboration pivoting around a narrative that expresses the outlines of the NSM's profile. Both the quality and viability of the research depend on a large increase in income from indirect funding and funding obtained from contract research.	
B: Focus on profiled, viable education	
Increasing the NSM's focus on research is dependent on making time in teacher timetables without impairing the quality of the education. The NSM once again puts quality and substantive profiling at centre stage. This has led to the decision to phase out education that does not contribute to the required profile or is not funded and to promote the distribution of teaching duties on the basis of realistic teaching loads that take account of differences in lecturers' experience and which does not result in the undesirable transfer of workloads to students in the form of additional study loads.	Projects 1 (profiling) and 3 (portfolio and provision of teaching) aim to achieve this second main objective. Project 7 (Bachelor's programme in Management Sciences) relates to an exploration of the viability of a Bachelor's programme based on the NSM's profile that is supported by all disciplines.
C: Reduce workloads	
One of the important objectives for the quality of work at the NSM that determines the feasibility of the required changes is the reduction and gaining control of the workload on academic staff. The nature and importance of staff workloads is such that the achievement of this objective has not been brought under one or more change projects, but has been included as an objective of all change projects as specified along the lines of action identified in the Radboud University *Werkplan Vermindering Werkdruk 2018-2020* (workload reduction plan 2018-2020).	Although project 3 (teaching) serves as the basis for the achievement of this objective, other change projects also play an important role pursuant to the explicit links from project 3 subprojects to projects 5 (Support and management staff organisation) and 6 (ICT).
D: Improve financial stability	
The financial developments that have taken place in the past years and are expected to take place in the coming years have increased the pressure on the departments and the NSM to make use of quantitative and qualitative control information in timely and adequate decision-making. Creating this capacity imposes requirements on the development of a support and management staff organisation that enables the staff to provide the necessary support. This also imposes requirements on the manner in which ICT makes suitable financial and other KPI information available for timely operational and strategic decision-making.	Project 5 (support and management staff) aims to optimise the procedures for the timely and suitable provision of support for operational and strategic decision-making based on financial and other KPI information. Project 6 addresses the ICT needed for the achievement of this objective.

When viewed from a management perspective, the achievement of these ambitious objectives requires the reinforcement of the NSM's departmental structure as the home base for the management of all core tasks (research, teaching and the realisation of societal impact). The substantive, staffing and financial management of the disciplinary and multidisciplinary research carried out in the departments and Hot Spots and of the disciplinary and multidisciplinary teaching will be emphatically assigned to the departments. The departments will then need to receive the information about all KPIs that they require to make resolute, timely and proactive decisions or prepare proposals for assessment

and adoption by the Faculty Board. The departments' administrative power, administrative capacity, administrative obligations and administrative competence will all need to be increased, although without prejudice to the ultimate responsibility of the Dean. The Governing Board, comprised of the Faculty Board and department chairs, will then perform more explicit governing tasks.

This objective has been interpreted in terms of seven change projects:

- Project 1 lays the foundations for the focus of the change operations by respecifying the disciplinary profiles and the multidisciplinary profile of the departments and the NSM;
- Projects 2, 3 and 4, in the light of the profile discussions, work out the intended changes to the NSM's three core tasks (research, education and societal impact) in more detail;
- Project 5 aims to develop a support and management organisation that meets the conditions attached to the revised performance of the core tasks (cf. the outcome from projects 2, 3 and 4);
- Project 6 aims to implement an ICT infrastructure that adequately facilitates the revised performance of the core tasks (cf. the outcome of projects 2, 3, 4 and 5);
- Project 7 aims to give an insight into the desirability and viability of a Bachelor's programme linked to the more sharply defined NSM profile.

2 Change projects

2.1 Sharpening and detailing profile

Organisation:	Project team managed by the Dean
Deliverables:	Detailed narrative that can serve as the basis for linking the disciplinary profiles (and, consequently, the basis for the internal and external communications on the NSM's research, teaching and societal impact)

The decision to enhance the orientation of the profile, mission and vision of the NSM and its departments on teaching, research and the societal impact is an important leitmotiv for the strategic course that the NSM will pursue in the coming years. The focus on this profile will be increased by the further sharpening and detailing of the combined NSM and disciplinary profiles in a manner that will enable the disciplines to make optimum use of their profiles and the resultant multidisciplinarity in making the quality of their teaching and research visible. The IMR is profiled as a research institute that carries out research focused on interventions for a future-proof society: the NSM's research is in line with this profile. This profile does not relate to programming the teaching and education at NSM level but rather to the identification of links in the form of themes (such as inclusivity), theoretical frameworks (such as institution thinking and stakeholder approaches), sectors (such as healthcare) and methodological approaches (such as experiments) that offer options for building bridges and making crosslinks. The intention is to arrive at a dynamic profile with a living document that does not constitute a straitjacket but rather serves as a source of inspiration for the identification of opportunities.

(a) A work group with representatives from the departments will be formed to carry out the assignment to use the separate *Tentatieve beschrijving domein FdM* (tentative description of the NSM domain) narrative document to detail the content of the NSM's 'Interventions for a future-proof society' profile. This detailed profile is intended to offer points of reference for the elaboration of the content of the NSM's multidisciplinary character in teaching and research. The work group shall for this purpose deliver (a) a substantive description of the NSM's profile and (b) an initial impetus for the design of teaching and research (and the associated societal impact) that is in line with this profile.
(b) The disciplines will, in part against the background of the exploratory work carried out by the work group, draw up a more detailed profile of their discipline that also takes account of the

teaching and research activities that they are to offer (and phase out) within their discipline and in cooperation with the other disciplines.

(c) The work group referred to under A will compile the outcome of the profile discussions of the disciplines and use this information to adjust the outcome from the initial discussion and list the substantive themes that are most suitable for substantive collaboration, together with the potential form of the collaboration.

2.2 Management of research

Organisation:	Project team or teams under the management of the Vice Dean of Research
Deliverables:	Subproject (a): an updated IMR structure document;
	Subproject (b): Proposal for an improved research time allocation system and the rules of application for the system
	Subprojects (c) and (d): proposals for the detailing and scheduling

The strong national and international acquisition of research funds and the history and relative positions of the NSM's disciplines in this competitive landscape compel the NSM to combine forces with the objective of improving the balance between the income from the three forms of funding. Unutilised opportunities to raise funds for high-quality research compatible with the IMR's profile are still available, in particular regarding the most prestigious research grants in the Netherlands and Europe. The principle is then that the acquisition and expenditure of funds by researchers and research groups should be brought together as closely as possible. This means that the conditions attached to the preparation of more promising applications need to be improved and that researchers and research groups receive an improved insight into the actual costs of and revenue from research projects.

External assessments not only confirm that the NSM's research is not keeping up with our peer group, in particular with respect to the fulfilment of viability requirements and the associated quality and relevance also requirements, but also that parts of the research organisation need further refining. The NSM is still too far out of line with the methods that comparable research institutions use to control their research activities. Other institutions steer more on quality and research capacity criteria that are based on the revenue from the three forms of funding. The NSM will strive to reach the position of comparable faculties and research institutions by the end of the period of the strategic plan.

During the coming period, efforts will be made to increase steering based on research quality and capacity, for which purpose the administrative power and responsibility of the departments will be enhanced by transferral from management and under the responsibility of the IMR and Faculty Board. The existing decentralised department structures with department responsibilities will be consolidated. The principle whereby the NSM allocates the funds and the departments are responsible for the allocation of tasks and time will be upheld, although the NSM's framework for the allocation of funds in the departments will be strengthened. In line with this, the role of disciplinary research in the IMR's structure will be made more visible. The IMR's basic structure comprises the research in the departments. The Hot Spot structures are positioned in relation to the basic structure: the Hot Spots are auxiliary structures that facilitate multidisciplinary top research that continues from and provides feedback to the disciplinary research. As the success of disciplinary and multidisciplinary research is strongly interwoven, the explicit allocation and monitoring of the responsibilities for the departments' realisation of a productive basis in the disciplinary research for the multidisciplinary research in the Hot Spots is an important element of the research management model. Good collaboration with the Hot Spot coordinators is then essential.

This project is an umbrella project that encompasses a number of subprojects that will, if necessary, be carried out by separate subproject teams:

(a) Redefining the IMR structure: the disciplinary research is defined in the IMR structure as the basic structure that is given substance by both clear disciplinary profiles and by the identification of domains for multidisciplinary research that are, in view of the profiles, considered priority and which can give further content to the profiles; the Hot Spot structures, in continuation and in reinforcement of the disciplinary profile selections, create the conditions for leading multidisciplinary research in and outside the NSM and the University; the research management model in which the Vice Dean of Research, department chairs and Hot Spot coordinators perform the central duties and tasks will be detailed in continuation of the above; the other components of the IMR structure (*IMR Doctoral School, IMR Academy, IMR Research Services*) will be adjusted and detailed as necessary;

(b) Adjustment of research time allocation system: the current NSM policy on the allocation of funds acquired from government funding, indirect funding and funding obtained from contract research and the use of those funds following the allocation or research time needs to be brought more into line with customary practice at comparable research institutions to provide the appropriate incentives for the achievement of quality and capacity objectives; the principle is then, in line with the redefined IMR structure, to provide for the increased administrative power of the departments (in part to further powerful Hot Spots) and the prevention of undesirable transfers of income from government funding between disciplines. The current system on which research time is linked to a target API score will be evaluated during the period of the strategic plan. No changes will be made to this link until the results from this evaluation are available. Any changes that may need to be made following this evaluation shall be communicated to the researchers in good time so that they can make adequate preparations for the introduction of the changed requirements. Any such changes will then take emphatic account of and be synchronised with the projects described in 2.3, 2.5 and 2.6 based on the Radboud University *Werkplan Vermindering Werkdruk 2018-2020* (workload reduction plan 2018-2020), to ensure that any reductions in the teaching workload are not nullified by increases in the research workload or the workload caused by additional administrative duties (such as days' leave, course dossiers and Osiris, etc.). This project group will also work on the organisation of an appeals committee for decisions on the allocation of research time on the basis of API scores;

(c) A number of activities will be carried out with the intention of assisting and supporting the support departments, Hot Spots and researchers in their identification and utilisation of opportunities for funding within the context of IMR structures. These activities include the elaboration and clarification of the NSM's policy on the allocation of funds acquired from government funding, indirect funding and funding obtained from contract research and the use of those funds in the allocation of research time based on substantive and qualitative criteria. This will also extend to an analysis to identify promising applications that are compatible with the IMR's portfolio approach focused on increasing the awareness of alternative funding options as a first step in arriving at a balanced and promising portfolio of each department/chair group. The support provided for grant proposals (individual grants and collaborative grants) will also be further enhanced during the coming period;

(d) The NSM will begin limited and controlled experiments with a research pool structure whereby permanent appointments will, subject to strict conditions, be financed with temporary funds.

(e) The NSM will facilitate these research activities by promoting the maximum use of teaching-free periods for research and the release of lecturers from as many administrative duties and duties relating to teaching during as possible during these periods.

2.3   Portfolio and provision of teaching

Organisation:	Project team or teams under the management of the Vice Dean of Education
Deliverables:	Advice on setting up a system for assessments of the viability of each department's programme portfolio and its management, as well as the exploration of opportunities for the more efficient provision of teaching to further the achievement of viability objectives such as more efficient teaching

The current circumstances of the NSM and University and the future challenges confronting them compel the departments to assess their programmes and the provision of the teaching in terms of their future-proofness and to make any adjustments that may be required in view of the changing requirements and conditions. Although the quality, ties and clarity requirements remain the key requirements, the changed preconditions such as the funding models and the related workload challenges give cause to the need for sharper choices. The NSM has opted for a model in which specific agreements are, in principle annually, reached with the departments on the range of programmes that are available and the options and the need for any adjustments to the range, in part in the light of the manner in which the teaching is provided. Specifications and assessments of the viability of the elements of the programme portfolios required for justifiable policy decision-making will be based on the following KPIs:

- Student appreciation (in-house evaluations, *NSE*, *Elsevier* and the *Keuzegids*)
- Alumni labour market information
- Market share of the programmes
- Revenue from all elements of the programme portfolios on the basis of funding information
- Student:staff ratios
- Qualifications of the academic staff (on the basis of the AACSB system)

The project group will be requested to detail the definitions and the operationalisation of each of these KPIs and to prepare advice for the Faculty Board on the standards that will need to be adopted. The task of the NSM and University support departments is to provide clear, timely and reliable control information. One of the tasks assigned to project 4, 'Support staff and management organisation required in the near future' is to work out the necessary adjustments in situations in which the above is not the case.

Viability not only depends on effectiveness, but also on efficiency. The need to devote specific attention to this is in part due to the high workload that lecturers experience in the current situation. Cleaning up elements of the programme portfolio of each department by scrapping or adjusting elements with an inadequate ratio of revenue to costs can make an important contribution to reductions of workloads.

The work on the achievement of the reduction and gaining control of the workload objectives will, in line with the above, be assigned to separate project 3 subprojects organised along the five lines of action identified in the Radboud University *Werkplan Vermindering Werkdruk 2018-2020* (workload reduction plan 2018-2020). Work on the two lines of action with the highest priority will begin in the autumn of 2018, 'Less bureaucracy in teaching' and 'A simpler teaching organisation'. A number of specific actions are linked to both these lines of action. The reports from these projects are scheduled for publication in the spring of 2019. The project teams will comprise representatives of the various points of view (lecturers, support, participational bodies, students and Board).

An explicit part of the assignment given to the work group of the 'A simpler teaching organisation' line of action subproject is to explore the options for lecturers and programmes to learn from each other about options and good experiences, as well as about ideas that turned out to be less successful in practice. For this reason, this part of the project will be designed as a knowledge-sharing project in

which the members will draw up an inventory of plans and ideas to serve as input for the most appropriate choices for each programme. Within this context, the project group will also submit proposals to the Faculty Board for the determination of bandwidths for the hours assigned to each of the lecturers' tasks (giving lectures, holding tutorials, marking exams and supervising theses, etc.). Specifying bandwidths is without prejudice to the principle that the NSM allocates funds and the departments allocate hours. They are primarily intended to offer the departments points of reference that will assist them in rectifying or avoiding potential differences between actual and nominal teaching workloads. They are also intended to offer lecturers guidelines for the allocation of their available hours to making the preparations for their teaching and to their actual teaching.

Although these subproject teams will be organised within project 3, they will also be given the express assignment to make crosslinks to other change projects when this is opportune. This relates, in particular, to projects 5 (Support and management staff) and 6 (ICT). Express attention needs to be given to situations in which ICT can be implemented to simplify the performance of administrative tasks that are strongly related to the teaching by the academic staff rather than by the support and management staff when the performance of these tasks by the latter would give cause to the need for additional consultations. However, the NSM has adopted the principle that tasks of the support and management staff will not be stealthily transferred to the academic staff when this would increase the workload of the academic staff. However, opportunities for efficiency gains should be utilised (whereby, in view of the nature of the work, preference is given to opportunities for gains in flow efficiency rather than in resource efficiency). This project will scrutinise this transfer of tasks resulting from the use of ICT and make improvements when possible.

2.4 Enhancement of relationships with external stakeholders

Organisation:	Impact team managed by the Dean
Deliverables:	Policy plan for the enhancement of the infrastructure for the development, use and management of relationships with external stakeholders to enhance the societal impact of teaching, research and their links

The 'Creating knowledge for society' motto expresses the importance that the NSM attaches to the societal impact of its research and teaching. National discussions on the role of science in society increasingly advocate that its impact should be increased and made visible. The NSM is striving to improve its fulfilment of the conditions attached to the feasibility and promotion of making a valuable and visible contribution to its social functioning that builds on the tradition that the NSM has already built up in this field. Enhancing the relationships with external stakeholders will then play an important role. Enhancing the relationships between teaching and research in terms of their social relevance and impact is feasible only when explicit attention is given to the group of stakeholders established in the immediate region around Radboud University who recognise themselves in the terms of reference for the NSM's profile. The initiative for an exploration of a Bachelor's programme in which, bearing the liberal arts ideology in mind, a central role is assigned to societal impact linked to the NSM's profile will require particularly strong ties with a specific, distinguishing group of external stakeholders. A core group will be formed to give more shape to the impact policy and will be given the assignment to identify the conditions that can promote:

(a) The recognition of socially relevant challenges, themes and subjects in the light of the values that they represent (such as 'sustainability') and their social context (such as the National Research Agenda, Horizon 2020, Horizon Europe and CityDeal) followed by their selection and interpretation in the light of their significance for the NSM's research and teaching;

(b) The effective and efficient incorporation of these challenges, themes and subjects in the research and teaching activities;

(c)   Society's adequate recognition and assimilation of the output and result of the NSM's research and teaching.

All these processes can be enhanced in co-creation and other forms of collaboration with external stakeholders. Practicable policy should be formulated in collaboration with other parts of the University (in particular, with *Radboud Innovation*) on the selection of and approach to relevant groups of external stakeholders. One of the important aspects of the assignment given to the core group is to review how the internal and external communication policy that is indispensable to the realisation of the broad visibility and, consequently, the effectuation of the societal impact, can serve as a building block for the enhancement of the societal impact of teaching and research.

2.5 Support staff and management organisation required in the near future

Organisation:	Project team managed by the Secretary Director
Deliverables:	Terms of reference laid down in a compact, new personnel memorandum with the main features of the policy to serve as the basis for the specifications for each sub-area

The outlines of the support structure will remain intact, although some parts (such as the secretarial support) will be detailed in the near future. A development programme for the entire support and management staff will be initiated in the longer term. There are a number of reasons for a review of the organisation and headcount of the support and management staff required in the future. A number of parts of the organisation are already being addressed in connection with the relocation (secretarial offices, STIP and Personnel and Finance). A number of other developments also require attention, such as ageing and replacements in key positions, the transition to full bilingualism (in the form of receptive bilingualism), ICT requirements, the necessity of more collaboration within the University and more joint support departments. An outline plan is required that can gradually be given more content and detail. The NSM's support staff and management organisation will, with a view to effectiveness and efficiency gains, be more emphatically regarded as part of the entire University support staff and management staff organisation during the preparations for and implementation of this plan. The objective is to enhance the support provided to teaching, research and management within the NSM by improving the coordination and harmonisation with support and management staff outside the NSM. This will be furthered by giving shape to the NSM's support staff and management organisation in good coordination with the Radboud Services organisation and the support staff and management organisations of other faculties.

2.6 Optimum use of ICT in teaching, research and administration

Organisation:	Coordination of umbrella project under the management of the Secretary Director with subproject teams managed by the Vice Dean of Education, Vice Dean of Research and Secretary Director
Deliverables:	An action plan for each subproject with a specification of the objectives for each subdomain, a description of the methods to be used to achieve these objectives and a phased scheduling of the implementation of the plan.

Specific attention needs to be given to the options that ICT offers for the enhancement of the quality of teaching and research, including their support, as well as for the achievement of efficiency improvements in both domains. Applications of ICT in teaching need to tie in with and enhance didactic teaching principles, with the ultimate goal of furthering the achievement of the teaching objectives. This also encompasses options for experimenting with new ICT applications that can enhance teaching. These endeavours to utilise the potential of ICT also extend to a search for a new organisation of administration and support, as well as to the potential associated risks. Three ICT optimisation subprojects will be taken up during the period of the strategic plan:

(a) Increased utilisation of the options ICT offers in teaching: the teaching facilities in the new building are up to date, but also need to be used and adjusted in line with changes. ICT offers opportunities for both improvements to the quality of teaching and the efficiency in teaching, provided that its use ties in with the didactic choices. Nevertheless, it is also necessary to take express account of the risks that are associated with ICT (potential increases in workloads, pressure on student learning behaviour and active participation and, in conclusion, security risks).

(b) Increased utilisation of the options ICT offers in research: research requires a continually increasing knowledge of and use of ICT (data storage, publications, exchanges and cooperation with international partners and privacy and ethical issues).

(c) The NSM does not currently have the ICT organisation and support required to meet the infrastructure conditions attached to the optimum use of ICT in the primary process, including support. ICT imposes stringent requirements on the current and future staff.

2.7 Exploration of Bachelor's programme in Management Sciences

Organisation:	Project team or teams under the management of the Vice Dean of Education
Deliverables:	Decision on the desirability of working out this new programme in more detail

The combination of the NSM's disciplines would appear to offer good opportunities for an English-language Bachelor's programme in Management Sciences that ties in with the NSM's profile. A Bachelor's programme of this nature builds on the ideology of the liberal arts programmes that form the basis of University Colleges and connects with the NSM's profile: a combined emphasis on thorough academic knowledge in a constellation of cohesive social sciences, a combination of insights into research and intervention methodology and a strong orientation towards social involvement. This Bachelor's programme could be capable of meeting student needs without requiring a substantial expansion of the NSM's range of programmes. The programme could also serve as an advertisement for the NSM's most distinguishing Bachelor's programmes on offer. This Bachelor's programme should be positioned as the distinguishing image of the high-quality education provided by the NSM; the programme is intended to offer extra-motivated and extra-talented students who already know, in essence, what they wish to achieve in and through their programme, the opportunity to follow a programme provided by the interrelated disciplines of the NSM and, when feasible and desirable, by other faculties. However, at least two factors involved in the development of this Bachelor's programme require separate attention: the nature of the curriculum will be such that additional supervision of the students will be required and the entry requirements for any follow-up programmes, where relevant via pre-Master's structures, will impose requirements on the bandwidth for electives. Experiences with the Bachelor Science offered by the Faculty of Science and, in particular, its success, can serve as a source of inspiration for the development of promising arrangements. These arrangements could include an option for freedom from restraint by the development of a limited number of routes in the Bachelor's programme linked to follow-on Master's programmes via specific pre-Master's structures.

Discussions on the development of a Bachelor's programme in Management Sciences still reveal divided opinions on the idea. On the one hand, the NSM's distinguishing profile that serves as the basis for its teaching and research is recognised as being of great academic and social value, in particular in view of the links to major social issues. Introducing a Bachelor's programme with this substantive profile would offer both good opportunities for increasing the external visibility [of the NSM] and potential for further developments in teaching and research. On the other hand, in view of the extra efforts that would be required there is as yet little support within the NSM for the development of the new programme. There is, in view of the perceived workload and the need for investments in other domains (in particular, in research), currently insufficient willingness to develop this new programme. This is quite understandable. For this reason, careful consideration will need to be given to the benefits and drawbacks of developing this programme. An exploration to be carried out to arrive at a carefully-

considered assessment of the programme's promise will take account of the NSM's experiences and the experiences of other faculties in programmes such as the Bachelor's Science and the Liberal Arts and Sciences programmes. This exploration will devote specific attention to the question whether this Bachelor's programme would offer added value in the market on which the NSM is oriented and to the conditions the NSM must offer for the actual inclusion of this programme in its range of programmes.

Appendix: Mission and objectives of the Strategic Plan

The strategic plan specifies the following mission and objectives for the 2018-2021 period:

Mission for 2021:
- The NSM is recognised as a leading European centre of expertise in the 'Interventions for a future-proof society' field, which is nurtured by and based on its powerful disciplinary profiles
- The NSM's quality is close to the top of its peer group
- The recognition of the research is evident from scores of at least 2 for the SEP quality, relevance and viability criteria
- The national recognition of the education is evident from the position of all programmes in the top 25% of the Netherlands
- Alumni quickly find a job in line with their studies at organisations in which they are satisfied with their work (unemployment in the lowest 25% for the discipline; job satisfaction in the highest 25%)
- All departments have a healthy balance of income from government funding and from indirect funding/funding obtained from contract research
- Workloads are at acceptable levels

Research:
- Excellent research, both within the disciplines and in multidisciplinary collaboration
- Improved balance between the income from the three forms of funding
- Demonstrable societal impact of our research
- Growth in the numbers of PhD candidates and PhD graduates

Teaching:
- Stronger focus on profiled, high-quality Bachelor's and Master's programmes of sufficient volume and market share
- Healthy balance of Bachelor's and Master's programmes in all disciplines
- Exploration of the feasibility and added value of the development of a Bachelor's programme in Management Sciences
- Expansion of English-language Bachelor's programmes
- Increase in the intake of students with foreign diplomas in Bachelor's and Master's programmes
- Phase-out of non-viable education (specialisations and courses)
- Improve the utilisation of ICT opportunities in teaching
- Monitor and improve student well-being

Personnel, Organisation, Finances and Amenities:
- Enhance the NSM's governing model by assigning the integral responsibility for the management of research, education and societal impact to the departments
- Reduce and gain control of workloads, in particular of the academic staff
- Improve the diversity balance of the academic staff, in particular with respect to gender, nationality and age
- Increase the number of professors by special appointment
- Provide for the consistent application of performance criteria
- Arrange for the provision of high-quality services by the support and management staff, adjusted to contemporary requirements and options
- Optimise the use of ICT in teaching, research and administration

- Make maximum use of the amenities that the Elinor Ostrom Building offers to new and current students, staff and external parties
- Optimise the use of research facilities and expand the support provided to experimental lines of research
- Conduct a sound financial policy with adequate buffers, gradually increasing income and more stringent internal budget discipline. Increase control with multi-year budgets