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2020: A Year of Connection
Monday 2 March: the first COVID-19 crisis meeting

And then, suddenly, the crisis hit the Radboud University campus as well. On Monday 2 March, the seven members of the Crisis Management Team (CMT) rushed to a meeting room in the Berchmanianum administration building. Unlike at ‘normal’ crisis meetings, the head of the International Office was also present because the virus simply does not respect borders.

Daniël Wigboldus will not soon forget that first meeting. “It was extremely urgent. At the end of that week, 1,100 secondary school students were expected to come to campus to take the admission test for the decentralised selection for the Medicine programme; many of them were coming from Brabant, a hot spot at the time.” Wigboldus remembers that events were snowballing in that first month, during which the CMT met no less than 17 times. Their last meeting was held on 2 April, not because COVID-19 had disappeared, but because “you just can’t operate in crisis mode all the time”. From April onwards, deliberations were held ‘in the line’, read: in existing consultations in existing bodies, with the university’s administration monitoring the situation in weekly briefings.

‘In 2020, the whole was much more than the sum of its parts’

Still, according to Wigboldus, 2020 also revealed something beautiful: universities stood side by side without any rivalry, and the Ministry was quick to act, going beyond the normal procedures and haggling over money. “I’m proud of the resilience shown, for example, by employees who had to continue working at home with young children. I had it relatively easy, although the walls were coming down on me too, and I would love to see everyone again. But some colleagues and students had to – and did – dig deep. Hats off, also for helping each other whenever possible. It was a year in which the whole was much more than the sum of its parts.”

Daniël Wigboldus (1969) has been president of the Radboud University Executive Board since 2017. In 2020, his term of office was extended to 1 May 2025.

Monday 9 March: the off-campus university

Bewildering. That was Han van Krieken’s response to an email from the building administrators about lecture hall capacity during the pandemic. He had hoped that the impact of COVID-19 would be somewhat limited in terms of in-person education. After all, that is a top priority at Radboud University. What did the email reveal? Grotius – at 482 seats, the largest lecture hall on campus – could welcome exactly 48 students. 48! It was a rude awakening from the dream of in-person education for large groups, something so important for first-year students in, say, law or psychology, with enrolment figures well over 500. “I couldn’t believe those numbers, and I immediately phoned to verify that they were correct. Unfortunately, they were. That same evening, the thought occurred to me to call Eva Middelhoff.”
Van Krieken sees two bright spots in these difficult times: first, everyone has experienced the importance of fundamental research. “It’s not like COVID-19 broke out and we suddenly started working. The success of the vaccines and medication is based on years of fundamental research.” The second bright spot: “With the development of hybrid education, we have made a lasting impact this year.” With an emphasis on hybrid: a combination of online and in-person interaction. “Many people thought that fully online education would be our future. Fortunately, I no longer hear that anywhere.”

Han van Krieken (1956) has been Rector Magnificus of Radboud University since 2016. In 2019, his term on the board was extended by four years.

Thursday 18 June: a phone call about social insecurity

Wilma de Koning was Zoom-ing at home when a phone call startled her: there had been reports of intimidating behaviour at one of the faculties. She was shaken. “That’s the last thing you want to happen. It’s terrible when someone doesn’t experience the campus as a safe environment.”

To underscore the importance of social safety across the university, the university's administration already had developed measures in 2020. The team of confidential advisors were put in a stronger position and the undesirable behaviour regulation was modified. After an external investigation into the reports, a process of cultural change was begun. That process will result in a new code of conduct for the entire university. “Then, hopefully, something good can still come out of this situation.”

Wilma de Koning (1962) has been Vice President of the Radboud University Executive Board since 2013. On 1 July 2021, she will take up a new position as general director of the Royal Netherlands Academy of Arts and Sciences (KNAW).
2020 in Facts and Figures

Number of students
- 24,104 (2019: 22,976)

Number of staff members (FTE)
- 5,603 (2019: 5,211)

Number of academic staff (FTE)
- 3,152 (2019: 2,886)

Student-staff ratio
- 20.1 (2019: 20.6)

Quality of education
- Student satisfaction with the content of the degree programme (NOS): 82.5% (2019: 81.4%)

Student satisfaction
- Students’ satisfaction with the degree programme in general (NOS): 84.5% (2019: 84.1%)

First-generation students
- 1% first-year students have two parents without a university education (Welcome Survey): 56.9% (2019: 59.8%)

Rating: RU as an employer
- 7.5 (2018: 7.4)

Number of diplomas
- Bachelor’s: 2,829 (2019: 2,669)
- Master’s: 3,146 (2019: 3,109)

Number of publications
- 8,396 (2019: 8,977)

Open-access publications
- 73.5% (2019: 66.9%)

Result (x €1,000)
- -1,222 (2019: 11,035)

THE Impact Ranking
- 201-300

THE Ranking
- 128 (2019: 123)

QS Ranking
- 217 (2019: 204)

ARWU/Shanghai Ranking
- 105 (2019: 104)
Our Vision, Mission, Strategy and Core Values

Our Mission

Radboud University contributes to a healthy, free world with equal opportunities for all. We choose our path based on current scientific questions and societal challenges. Staff and students care about their environment and each other.

Our Vision

Radboud University is a unique university that emerged from the Catholic emancipation movement at the start of the twentieth century. In accordance with this tradition, staff members and students feel connected to each other, to society, and to the world; it is not just about the individual, but about caring for each other and the world around us. We do that because we want to leave the world better than we found it. We want to make a difference.

Our Strategy

Our 2019 strategy, ‘A significant impact’, describes how we put our mission and vision into practice.

Research and teaching are closely interlinked at Radboud University. Our researchers and students explore and expand the boundaries of knowledge and skills and give meaning to them. We stimulate the development of students into knowledgeable, committed, critical and self-confident graduates who go on to take up responsible positions in society. We are active across many fields of academic endeavour, and we ask questions about the relationship between science, society and meaning.

In addition, we offer space for open discussion on social and ethical issues.

We stand for the freedom of education and research; independent and accessible. We encourage an open intellectual climate in which we 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.

The strategy can be summarised in six goals:

1. Our research is of high academic and internationally recognised quality, based on cooperation and pushing the boundaries of our knowledge.
2. Quality, commitment and personal contact in our education ensure that students develop into critically-minded graduates who go on to take up responsible positions in society.
3. We take a multidisciplinary and interdisciplinary approach that allows us to contribute to solving diverse social issues.
4. We are an inclusive university where staff and students inspire and challenge each other, and we invest in the continuous development of staff and students.
5. Our (digital) campus is a sustainable place that is conducive to studying, working (together) and meeting each other.
6. We are committed to maintaining a strong and balanced financial position to ensure the continuity of education and research, including support.
Our Core Values

Radboud University's core values underpin our mission, vision and strategy. These core values guide everything we do.

Connected

- our students and employees are connected to each other and the world around them;
- our research and education;
- our fields of academic endeavour;
- our modern university is connected with our tradition.

Curious

- about the world;
- about others;
- about ourselves.

Reflective

- about our thinking;
- about our actions;
- about public debate and the world around us.
How Radboud University is Significant
Radboud University wants to be significant to its students, staff and the world around it. In our annual report, we explain how we achieve this goal. We clarify this in Section 1 with a value creation model, which shows the resources and activities we use to work towards our strategic goals.

Our broad array of scientific disciplines lends strength to our ambition to contribute to social issues ranging from health, well-being and climate to culture, safety and design of the community. In Section 2, we will focus on our contribution to the Sustainable Development Goals (SDGs).

We express our enduring commitment to society, in the Netherlands and beyond, through various networks. We realise our ambition to be meaningful for and with the people and organisations with whom we are connected: our stakeholders. These are first and foremost our 24,104 students and 5,603 staff (FTE), and secondly our network of external partners, which is discussed in Section 3.

1. Value Creation Model

The value creation model clarifies how we want to be significant. It consists of several elements that are explained below.

Activities

At the heart of the value creation model are our activities. Our current strategy, ‘A significant impact’, underlines our commitment to be meaningful. We do this through education, research and impact. We support our activities through good governance, risk management and a robust organisation with a clear vision, mission and strategy.
Input

Value creation begins and ends with our intellectual capital: the knowledge, methods and other insights we use for good teaching and research. In addition, we need a superbly equipped (digital) campus with good lecture halls, high-quality research facilities, and equipment and software that makes (online) teaching and assessment possible. We also have staff members and students who use their talents and qualities in education and research. In our networks with relationships and collaboration partners, we can develop, share and apply knowledge in the world around us. These networks and relationships are also important inputs for education, research and impact activities. Finally, funds are needed to finance the activities: a healthy financial situation makes our organisation future-proof and robust.

Results

The education, research and impact activities convert inputs into various outputs. These lead to results based on goals derived from our strategy. In this way, we contribute to a healthy, free world with equal opportunities for everyone. Because of this direct link to our mission, the result goals form the basis for the annual report. The outputs are related to the result goals and appear later in the form of key figures, referred to in this report as key performance indicators (KPIs). The most notable KPIs can also be found in 'Radboud University at a glance'.

2. Contributing to a Sustainable World

Our education and research are significant, both globally and in our immediate environment. In this way, we contribute to the Sustainable Development Goals (SDGs) of the United Nations. We illustrate how this is achieved in various places in this annual report.

Contributing to the SDGs

In 2020, we became a partner of SDG Nederland. Joining this network strengthens our cooperation with organisations from different sectors that share the same ambition. This is also interesting from the perspective of knowledge sharing. Radboud university medical center became a partner at the same time, a logical consequence of the joint sustainability policy that we established in 2020 based on the SDGs.

Our contributions to the SDGs in 2020 were evident in many areas. For example, students in the new Bachelor's course Sustainable Development Goals and the new interdisciplinary course Climate Crisis can gain broad knowledge about and contribute to the SDGs. The SDGs are already represented in many programmes. This will increase in the coming years thanks to the decision in 2020 to integrate sustainability into all curricula. In terms of research, we can point to the launch of the Radboud Global PhD Programme on Sustainability Challenges and a wide range of sustainability-related research results. An example is the publication in Nature about the effects of electrification of cars and heating of homes on CO₂ emissions.

Our contributions to the SDGs in 2020 were evident in many areas.
Furthermore, the Radboud Centre for Sustainability Challenges organised several SDG-related seminars for interdisciplinary research on sustainability issues. Marc Davidson was appointed Professor of Philosophical Ethics and Political Philosophy, with the task, among others, of helping to develop sustainability education across the university. Moreover, Radboud Reflects made knowledge sharing about the SDGs visible in, for example, the current affairs lectures in Nieuwspoort in The Hague. At the end of 2020, we highlighted our commitment to urgent sustainability issues with a campaign in national newspapers. Finally, we also apply the insights relating to sustainability to our own campus and in our own business operations.

**Contributing to the SDGs with Publications**

On the initiative of the Association of Universities in the Netherlands (VSNU), all Dutch universities have mapped out how their publications relate to the SDGs. The aim is to gain a better understanding of the scientific and social contribution of universities to these development goals. This was also made clear for Radboud University.

The image above shows Radboud University’s contribution to the SDGs in the form of scientific publications (from 2010–2019). The bigger the block, the more we have published about this topic. Three SDGs stand out: climate action; peace, justice and strong institutions; and zero hunger. At this link you can find the search terms that have been used to assign a publication to an SDG.
The chart below shows – per SDG – the percentage of publications from Radboud University that were in the top 10% most cited of all scientific articles published about that SDG (period from 2010–2019; data for 2020 are not yet available). Radboud University’s data are compared to the average of all Dutch universities. For seven SDGs, more than a quarter of Radboud University’s publications are among the top 10% most cited. Outliers are SDG 15, *life on land* (33%), SDG 13, *climate action* (32%), and SDG 8, *decent work and economic growth* (31%).

**Percentage of publications about SDGs belonging to the 10% most cited publications**

The total number of publications from Radboud University per SDG is shown in brackets.

![Graph showing percentage of publications per SDG](image)

The graph below shows per SDG the percentage of publications (2010–2019) that are open access. Radboud University’s data are compared to the average of all Dutch universities. For 11 of the 17 SDGs, the percentage of open access publications at Radboud University is at least 50%; for industry, innovation and infrastructure, it is almost 75%. For 16 SDGs, the percentage of open access publications from Radboud University is also higher than the national average.
3. Together with our stakeholders

As an educational institution with a social mission, we are at the heart of society. Our network of stakeholders stretches across the full breadth of society, from far across the border to within the municipality of Nijmegen. These stakeholders – funders of our research, governments, scientific institutes and the business community – expect us to make our values visible. Based on impactful themes, we regularly explore who might be valuable partners for us.

Academic freedom, commitment, readiness for dialogue and expertise are important considerations here. We strive to share issues, find allies for initiatives, build trust and create added-value solutions for the short and long term. All university departments contribute to this in dialogue with external parties such as suppliers, knowledge institutions, regulators and civil society organisations. The figure to the left gives an overview of our most important stakeholders.
Although contacts within our networks have been strongly influenced by COVID-19, we emphasised our ambition to meaningfully engage with partners in 2020. See the project City Deal Kennis Maken, in which we work with HAN University of Applied Sciences and ROC Nijmegen to contribute to issues in neighbourhoods, this year an education project in the village of Lent. Or see our affiliation with the European Universities Initiative or the new Master's programme on slavery, a collaboration with the University of Glasgow. We maintained our contacts as well as possible, often by offering online alternatives when physical presence was not possible, for example at the opening of the academic year and Founder’s Day.

**Relevant Social Topics**

In 2020, we asked various stakeholders what they saw as relevant social themes for Radboud University. Those stakeholders included students, staff members, the national government, the municipality, the business community/financial sector and the VSNU.

Some of these stakeholder discussions took place as part of a ‘materiality analysis’ for our sustainability programme. Based on a survey of internal management and our internal and external stakeholders, priorities were identified for the new joint sustainability policy (2021–2025) with Radboud university medical center. This survey was followed by a dialogue to better understand the stakeholders’ expectations and needs.

The stakeholders attach the greatest importance to sustainability in education and research, healthy and vital employees, diversity and inclusiveness, and the sustainable campus. Students also want to know what happens to their tuition fees. The table below shows where these topics are described in this annual report.

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<th>Material topics</th>
<th>Reference within the report</th>
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<td>Sustainability in research</td>
<td>Research for a sustainable world</td>
</tr>
<tr>
<td>Sustainability in education</td>
<td>Sustainability in education [part of ‘innovations in education’]</td>
</tr>
<tr>
<td>Healthy and vital staff members</td>
<td>A safe and healthy campus</td>
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<td>Diversity and inclusion</td>
<td>Diversity on campus</td>
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<td>Sustainable campus</td>
<td>The sustainable campus</td>
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<tr>
<td>Expenditure of tuition fees</td>
<td>How education is financed</td>
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Expanding the Frontiers of Knowledge with Research

We work on research of high scientific and internationally recognised quality. Collaboration is at the heart of this effort.
To reinforce its responsibility to create a healthy free world with equal opportunities, the university wants to be a research leader, especially in its contribution to the Sustainable Development Goals (SDGs) of the United Nations. The wide range of scientific disciplines and the opportunities for interdisciplinary research (Section 1) offer excellent opportunities for this. Our responsibility to society (Section 2) was further fulfilled in 2020 by research that contributes to a healthy living environment and to people’s health (Section 3), with a strong focus on research related to COVID-19.

**A strong focus on research related to COVID-19**

The international repercussions of our research in 2020 were underscored by a new milestone: 62% of the publications by Radboud researchers were the result of international collaboration, more than ever before. National and international collaboration took shape with a series of new initiatives (Section 4). Finally, we will illustrate the leading (international) position of our research with an overview of awarded grants and some notable publications (Section 5).

62% of publications by Radboud researchers involved international collaboration
1. Developments in Research Policy

Recognition & Rewards

In November 2019, VSNU, NFU, KNAW, NWO and ZonMw published the position paper ‘Room for everyone’s talent: towards a new balance in the recognition and rewards of academics’. Whereas previously the emphasis was on numbers of publications and the impact factor of journals, now more weight is given to measures such as quality, image, collaboration, open science and academic leadership. There is also a greater focus on the connection with education and the added value for society. Wessel Meijer, division director for Academic Affairs: “Moreover, the university endorses the greater appreciation of ‘team science’; successful science is often more than the sum of individual achievements.”

The Recognition & Rewards committee started work in the spring, led by Professor of Language Acquisition and Phonology Paula Fikkert. The aim is to give the new rewards system a firm foundation. Fikkert calls the current system unbalanced because of the excessively high status of research compared to teaching and social impact. “This leads to perverse incentives and a hyper-competitive system that overburdens people. This makes the university attractive to only a small group of researchers. More and more people no longer feel at home here. As a result, we are losing talent, especially women. I also saw this in the Netherlands Organisation for Scientific Research (NWO) talent committees of which I was a member. We are our own worst enemy.”

‘The system is unbalanced: the status of research is too high compared to that of teaching and social impact’
- Paula Fikkert

The committee has now drafted a discussion paper that will serve as the basis for a broad dialogue in 2021. Fikkert: “Ultimately, it’s all about the question of what Radboud University considers to be important. In the long run, a different way of assessing will hopefully lead to a change in culture. To a place that is centred on people and where talented people can develop without being overburdened and have more fun and peace in their work.”

Open Science

Research that is financed with public funds should be accessible to all. Based on this premise, work was done in 2020 to encourage open access publishing and research data management. In addition, increasing attention is being paid to citizen science: citizen participation in the performance of scientific research.

In terms of open access, steps have been taken with ‘You share, we take care’. This project aims to make open access publications available in the Radboud Repository (RR). This will be extended in 2021. The Executive Board has decided to establish the Radboud University Press for open access publications by Radboud scholars. The press will be launched in 2021.

The percentage of open access publications as part of the total number of publications in the RR increased. An additional boost is planned for 2021. Almost 59,000 publications from the university are publicly accessible in their entirety in the RR.

Percentage of open access publications: 73.5
There are now 15 publisher agreements on open access, almost all with medium-sized and large publishers. Part of the deals is that journals must eventually switch to full open access. In addition, the university still co-funds additional initiatives in the field of open access (open science), such as SCOAP3, Open Library of Humanities and arXiv.

**59,000 publications in the Radboud Repository**

With regard to citizen science, work is being done with, among others, University College London and the Library of Southern Denmark on a Citizen Science counter (including at Radboud University), with associated services for scientists and interested parties who wish to participate in research on a voluntary basis. The award of a grant in 2020 for a living lab in the Ooijpolder, led by Radboud professor Hans de Kroon, is an example of social participation in research.

In the field of research data management (RDM), efforts were made to improve the findability and accessibility of research data. For example, there has been a steady increase in registered and deposited datasets. Furthermore, an RDM project for students has been started, aimed at developing and offering a facility for storing data related to Bachelor’s and Master’s theses. Several research institutes have also started using the Radboud Data Repository to register and archive research data. More institutes will follow in 2021. With regard to the Digital Research Environment (a collaboration between Radboud university medical center, Erasmus MC and UMC Utrecht), steps have been taken in system development and towards setting up a joint help desk for user support.

**Quality Assurance**

With a revised version of the Radboud Handbook for Research Evaluations, the university has prepared itself for the arrival of a new evaluation method. The Strategy Evaluation Protocol (SEP), which will be in place from January 2021, prescribes how research units will be evaluated every six years and which themes should be addressed. In addition, work has begun on improving management information about research to better support self-evaluations and research visits.

Three external reviews from 2019 were completed in 2020: those of the Donders Institute for Brain, Cognition and Behaviour, the Institute for Philosophy, Theology and Religious Studies (PTR), and the Institute for Management Research (IMR). Two external reviews will be completed in 2021: Sociology and Anthropology and Development Studies (CAOS) and the Radboud Business Law Institute (OOR).

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

The assessment of this institute was very positive: both the whole and the four themes were rated as ‘very good’ to ‘excellent’. The five research themes of Radboud university medical center – which organisationally fall under the Donders Institute – were assessed as ‘good’ to ‘excellent’. Of particular value for improvement are the recommendations about the reorganisation of the research themes, as well as the development of a social impact strategy.
Institute for Management Research

This institute, too, received a very positive assessment overall. The recommendations provide a good foundation for further improvement of the quality of research, especially the differentiation in research time, the strengthening of funding from government agencies and contract funding, and a more strategic and consistent management of the research agenda. Partly on the basis of the evaluation, the university's administration has agreed to the development of the desired establishment of a research Master’s programme.

Institute for Philosophy, Theology and Religious Studies

This institute also received a very good assessment. The quality of its publications is high and its social relevance is excellent, partly thanks to the strong valorisation strategy and the Radboud Reflects programme. However, the committee made several recommendations: place more emphasis on first-class journals, based on a clear publication strategy; strengthen the organisational structure; improve the cooperation between the institute centres; and formulate a future vision on the research agenda, as good preparation for external developments.

2. Research for a Sustainable World

In 2020, many projects were started or advanced in the field of climate, circularity and other sustainability topics (see the overview on the Radboud Sustainable website). For example, the Centre Connecting Humans and Nature at the Institute for Science and Society (Faculty of Science) started the Horizon2020 project EnviroCitizen: Citizen Science for Environmental Citizenship. And Jeroen Smits, Professor of Comparative Economic and Human Development, is making a dataset available that will map international progress on the SDGs.

The Environmental Science department (FNWI) made its mark with several publications in Nature about energy and biodiversity. The Faculty of Law appointed Professor Seraina Grünewald, who will focus on green finance, among other things. Green IT, a collaboration within the FNWI, scored with two publications in Science: one about energy-efficient data storage and another about the use of software to make IT and other processes more energy efficient. Methodologist Vincent de Gooyert (Nijmegen School of Management) contributed with a publication on the use of gas as a 'transition fuel' between fossil fuel and renewable energy. At the same faculty, Jan Schmitz published about economic instruments to encourage citizens and consumers to save energy.

Finally, the research group led by Hans van Kranenburg (Nijmegen School of Management) – in collaboration with Alliander and the Netherlands Organisation for Applied Scientific Research (TNO) – has started developing the Ganzenbord van de Nederlandse Energietransitie (Dutch energy transition) game. The game is aimed at both schoolchildren and the business community. “Everyone can see that an energy transition is required,” says Van Kranenburg. “But the question is: how should companies tackle it? The transition must be feasible, not only environmentally, but also socially and economically. Using the game, we seek to help companies develop new business models.”
3. Research for Our Health

Research on COVID-19 (Radboud university medical center)

The COVID-19 research team at Radboud university medical center was awarded the Hermesdorf Prize in 2020, Radboud University’s honour for relevant research with a major social impact. In total, about 100 COVID-19-related studies were launched this year, including: the predictive value of blood counts for the course of the disease, immature blood cells as an indication of a severe course, the recovery of the lungs after COVID-19 treatment, the effects of coronavirus measures on migrant workers, the treatment of severe oxygen deficiency and the discovery of a new mechanism in the course of the disease, which gave rise to a new vision for treatment.

In total, around 100 COVID-19-related studies were launched.

Sport Before and After COVID-19

The research project ‘Inequality in sport and exercise amidst COVID-19’ – led by sports sociologist Remco Hoekman from Radboud University and the Mulier Institute – received half a million euros from ZonMw. Over the next two years, the researchers will study changes in sport and exercise behaviour amongst the Dutch population before and after the COVID-19 crisis, to see whether social inequality in sport increases or decreases. They will also study the role of sport and exercise in the living environment of specific target groups and the effectiveness of policies to encourage physical activity.
Health Research

Health research in 2020 led to a wide range of results with implications for common diseases. Several studies received grants. An overview:

- Evan Spruijt (Faculty of Science) developed simple model droplets to detect protein accumulation in cells and to discover drugs that prevent protein aggregation. These could be important for diseases such as Alzheimer’s and Parkinson’s.
- Research by Anna Lichtwarck-Aschoff (Faculty of Social Sciences) offers healthcare professionals a tool to make interventions that are tailored to the individual and used at the right time. She investigates why and when clients suddenly get better, and whether there are optimal times when treatments are most effective.
- Francesco Ciompi (Radboud university medical center) wants to use artificial intelligence to predict which lung cancer patients are suitable for immunotherapy, an expensive and burdensome treatment that does not work for everyone.
- In a new study, physiologist Laurien Buffart (Radboud university medical center) unravels whether and how training can enhance chemotherapy for patients with metastatic colon cancer.
- Radboud University and the company Logoclicks have developed the therapy app SimpTell, a platform on which people with aphasia – especially those suffering from Broca aphasia – can still express themselves. Broca aphasia is a non-congenital brain injury in which the expression of spoken and written language is impaired.
- Sander Leeuwenburgh (Radboud university medical center) will use a Vici grant to investigate the recovery of diseased bones, for example, by designing injectable and self-healing biomaterials. To date, biomaterials have not been capable of self-repairing damaged or lost tissues.
4. Collaboration is the Foundation

Neurotech\textsuperscript{EU}

Donders Institute for Brain, Cognition and Behaviour was a founder of the European University of Brain and Technology (Neurotech\textsuperscript{EU}) in 2020. Neurotech\textsuperscript{EU} is a collaboration between eight European universities to promote research, education and social impact at the cutting edge of neuroscience and engineering. The collaboration was formed within the framework of the European Universities Initiative, a European Commission initiative for exchanges in education, research and employment.

For the first three years, the alliance will focus on neuroscience. Under the leadership of Radboud University, the European University of Brain and Technology was established for this purpose. This prestigious group of universities is spending €5 million to build a European network of outstanding research and education in neuroscience and engineering. More than 250 European research institutes and organisations are involved in this initiative. Brain scientists from the Donders Institute were at the forefront of the collaboration.

In Europe alone, brain-related diseases such as dementia, vision loss and depression account for almost a quarter of all health problems. Due to the fast-increasing number of elderly people, this share is expected to increase further.

The impact of collaboration ultimately goes beyond education and research, says project manager Tansu Celikel, who is affiliated with the Donders Institute and is Professor of Neurophysiology at Radboud University. “The European Universities Initiative will actively promote diversity and foster a common European identity amongst students and researchers with multicultural, multilingual, international and intersectoral experiences across the European continent.”

‘This initiative is committed to the promotion of a single European identity’
- Tansu Celikel
ICAI-labs

In September, the third Innovation Center for Artificial Intelligence (ICAI) lab opened in Nijmegen: Ai for Neurotech. In the ICAI labs, the business community works together with academic institutions. The new lab will focus, among other things, on restoring damaged or lost cognitive functions. “It would be fantastic if we could join forces with the business community to set up similar labs in other areas, such as smart systems, neurotechnology, education and sustainability,” says Marcel van Gerven, Scientific Director of the ICAI lab. Partners of Ai for Neurotech include: Advanced Bionics, Abbott, Phosphoenix, the OnePlanet Research Center and several scientific institutes.

Other ICAI labs were already established in Nijmegen: the Thira Lab and Radboud AI for Health. In the Thira Lab, Radboud university medical center works with the companies Thirona and Delft Imaging Systems to improve medical image analysis of CT scans of the lungs, chest X-rays and retinal scans. Radboud AI for Health aims to make healthcare better and more efficient, for example with projects about AI-based diagnosis of genetic diseases or predictive models in intensive care.

Radboud Excellence Initiative

The Radboud Excellence Initiative, funded by Stichting Reinier Post, invites exceptional international postdocs to work and conduct research in Nijmegen for two years. In addition, leading senior researchers from abroad are given a professorship on the Nijmegen campus for six months. In 2019, it was decided to extend the funding, and in 2020 two new researchers were welcomed: astrophysicist Cole Miller (University of Maryland) and geneticist Paul Lasko (University of Montreal).

Horizon 2020

Between 2014 and 2020, Radboud University and Radboud university medical center received more than €200 million from the European Commission. This has funded 264 research and innovation projects, making Radboud one of the top three Dutch organisations with the highest contribution from Horizon 2020. The effort extends to a variety of areas: health, climate action, emerging technologies, ICT, food safety, biotechnology, transport, energy, space and security, inclusive society, nanotechnology, high-performance materials and research infrastructure.

The highlight of the Horizon 2020 programme is the awarding of two ERC Synergy Grants. Also noteworthy is a grant of €2.2 million secured by researcher Frans Harren (Faculty of Science) along with several partners. Their programme – Fast Track to Innovation – aims to reduce food loss between harvest and sale. Another programme within Horizon 2020 is PRIME (Prevention and Remediation of Insulin Multimorbidity in Europe). It focuses on unravelling brain abnormalities, tracing them through insulin signalling and determining their connection to type 2 diabetes and obesity.

With €200 million from the European Commission, 264 projects have been funded, making Radboud one of the top three Dutch organisations with the highest contribution from Horizon 2020.
Another success in Horizon 2020 is SignON, a three-year project to support communication between hearing, deaf and hard of hearing people, which received funding of €5.6 million. That consortium aims to provide automated translation between sign languages and spoken (and written) languages with a smartphone app. The Centre for Language and Speech Technology (Faculty of Arts) is responsible for the system's automatic speech recognition.

The Guild Research Network

In autumn 2020, the university presidents of The Guild set out a vision for European universities for the next ten years. The Guild is a network of 21 European universities, including Radboud University. It lobbies in Brussels on behalf of scientific research, education and research valorisation, and it wants to have a say in European research policy.

The intention is to strengthen research within and between institutions, including fundamental, groundbreaking research. At the same time, the presidents emphasise the need for educational change in a digital age. They call for increasing the autonomy of universities and strengthening the public understanding of science and its role in public policy and debate.

Green IT

With a grant from the European Research Council, Radboud researchers – under the banner of Green IT – are working on a promising, inexpensive method of storing data on long synthetic wires. In the autumn, researchers from Nijmegen and Groningen published in Nature about a new technology with which information can be written on a chain of molecules.

Researchers from Nijmegen and Groningen published about a new technology with which information can be written on a chain of molecules.

The global need for data storage capacity is growing rapidly. “If we continue at this rate, we will need about 2,000 billion hard drives by 2040. We will never have enough silicon to build that many hard drives,” says Roeland Nolte, Professor of Molecular Nanotechnology. New ways of storing data in an energy-efficient and efficient way are therefore urgently needed. “Technologies that we develop now can only be applied in ten or twenty years’ time, so we have to work on them now,” says fellow researcher Hans Elemans.

5. Of (Internationally) Recognised Quality

A Collection of Interesting Publications

Mathematician Walter van Suijlekom made a significant breakthrough in 2020 with a publication in which he undermined a principle that had been valid for decades: the 1992 proof that showed it is impossible to deduce the shape of a drum from its sound. Together with his French colleague Alain Connes, he is the first mathematician who can hear what something looks like, wrote the NRC newspaper.
Other notable publications in 2020:

- **Physical Review Letters**: Explaining gravity without string theory  

- **European Management Review**: Gender equality in appointments of board members  
  Gender diversity of the management board and corporate governance (ru.nl)

- **Nature Materials**: New shortcut enables faster creation of spin pattern in magnet  
  Observation of fluctuation-mediated picosecond nucleation of a topological phase | Nature Materials

- **Intellectual History Review**: A Theologian Teaching Descartes at the Academy of Nijmegen (1655-1679): Class Notes on Christoph Wittich's Course on the Meditations on First Philosophy  
  Full article: A theologian teaching Descartes at the Academy of Nijmegen (1655–1679): class notes on Christoph Wittich's course on the Meditations on First Philosophy (tandfonline.com)

- **Psychological Bulletin**: Social abilities in the brain for understanding other people  
  Toward a hierarchical model of social cognition: A neuroimaging meta-analysis and integrative review of empathy and theory of mind. (apa.org)

- **Nature Communications**: A step closer to storing data on an atomic scale  
  Molecular motor-functionalized porphyrin macrocycles | Nature Communications

- **Nature Communications**: Anammox bacteria allow wastewater to be used for generating electricity  
  Extracellular electron transfer-dependent anaerobic oxidation of ammonium by anammox bacteria | Nature Communications

- PhD research: Cultural history of the naming of mushrooms  
  Zeven eeuwen Nederlandse namen voor paddenstoelen - Radboud Universiteit (ru.nl)

- **Proceedings of the National Academy of Sciences of the United States of America**: The diversity-innovation paradox in science  
  The Diversity–Innovation Paradox in Science | PNAS

- **European Journal of International Law**: A New League of Extraordinary Gentlemen? The Professionalization of International Law Scholarship in the Netherlands, 1919-1940  

- **Proceedings of the Royal Society**: New evolutionary ‘rules’ found to govern animals’ diving behaviour  
  Nieuwe evolutionaire ‘regels’ gevonden die duikgedrag van dieren bepalen - Radboud Universiteit (ru.nl)

- Journal of Bioethical Inquiry: **COVID-19 and Contact Tracing Apps: Ethical Challenges for a Social Experiment on a Global Scale**

- **The Lancet**: Gendered effects of school closures during the COVID-19 pandemic  
  COVID-19: the gendered impacts of the outbreak - The Lancet

- **Biology Letters**: Bats can learn to change their tune  
  Vocal production learning in the pale spear-nosed bat, Phyllostomus discolor :: MPG.PuRe

- **Neuroscience and Biobehavioral Reviews**: A review of behavioral studies, the effect of psychostimulants and neural underpinnings  
  Creativity and ADHD: A review of behavioral studies, the effect of psychostimulants and neural underpinnings - ScienceDirect
Two Honorary Doctorates

Two honorary doctorates were awarded at the opening of the academic year. The first went to Souha Kanj (1963), a professor and physician of internal medicine and head of the Infectious Diseases Department at the American University of Beirut Medical Center in Lebanon. She specialises in infection prevention, fungal infections and antimicrobial resistance. The honorary doctorate was awarded to her by Heiman Wertheim, Professor of Medical Microbiology.

The second honorary doctor is Karl-Henrik Robèrt (1947), who started his career as an oncologist but has increasingly focused on sustainability issues. He developed the Framework for Strategic Sustainable Development, a measurable sustainability strategy that is applied worldwide. The honorary doctorate was awarded to him by Rector Han van Krieken.

- *Proceedings of the National Academy of Sciences of the United States of America*: Temporal dynamics of sitting behavior at work
  [Temporal dynamics of sitting behavior at work | PNAS](#)
- Ethics and Information Technology: *Blind-sided by privacy? Digital Contact Tracing, the Apple/Google API and Big Tech’s Newfound Role as Global Health Policy Makers*
- *Springer*: *Urgency and Human Rights. The Protective Potential and Legitimacy of Interim Measures*
Newly Appointed Members of KNAW

Bas Bloem, Olivier Hekster, Bart Jacobs, Lotte Jensen and Karin Roelofs are newly elected members of the Royal Netherlands Academy of Arts and Sciences (KNAW). Members of KNAW are distinguished scholars from all disciplines and are elected based on nominations by colleagues within and outside the academy.

The Young Academy gained ten new members, two of whom are from Radboud University: historian Shari Boodts and Professor of Empirical Political Science Carolien van Ham. The Young Academy includes researchers and scholars from various disciplines who have proven themselves academically and received their doctorates less than ten years before their appointment to the academy. During their five-year membership, they advocate for scholarship, science policy and science communication.

Grants from the European Research Council

Radboud University scores above average when it comes to obtaining large European and national grants. Professor Arno Kentgens and science sociologist Willem Halffman (both at the Faculty of Science) were each awarded ERC Synergy Grants worth €6 million for collaborative international projects.

Halffman will work with French colleagues to study instability in scientific debate, especially concerning claims made by nanobiologists. Their research deals with precise ways of channelling drugs through the bloodstream, which threatens to be undermined by criticism of the veracity of the claims. Halffman and his consortium will investigate why this is the case.
Arno Kentgens’ team is working on a new technique to relate drugs more quickly to disease-related proteins. With the current method, it takes a very long time to scan large numbers of potential drugs as candidates for the treatment of a particular disease.

Physicist Nadine Hauptmann and behavioural scientist Inge Molenaar were each awarded ERC Starting Grants, worth up to €1.5 million per project. Floris de Lange, André Marquand and Sonia Vernes were each awarded ERC Consolidator Grants, which can amount up to €2 million per project.

**NWO Grants**

Seven scientists – four from Radboud University and three from Radboud university medical center – each received a €1.5 million Vici grant from the Netherlands Organisation for Scientific Research (NWO) to fund five years of research and establish their own research groups. NWO awarded 32 Vici grants in 2020. For an overview of grants awarded to Radboud researchers, see this link.

One of the Nijmegen awardees was Sabine Hunnius, Professor of Developmental Cognitive Neuroscience, director of the Baby and Child Research Center and head of the BabyBRAIN group at the Donders Institute. She will investigate the role curiosity plays in child development.

Nine more researchers from the university and Radboud university medical center were awarded Vidi grants. Each Vidi is worth €800,000 and intended to allow young researchers to start their own research groups. Grant winners are also given or are in the process of being given permanent positions. One Vidi went to Niels Spierings (Sociology), for research into the relationship between the religious experience of Muslims and their involvement in politics.

Fourteen young scholars from Radboud University, Radboud university medical center and the Max Planck Institute received Veni grants. Each Veni is worth €250,000 and is intended for young researchers (up to three years post PhD defence) who are just starting their careers. One of them is biologist Mandy Velthuis, who will research CO₂ storage in lakes.

Researchers from the university and Radboud university medical center are also involved in four research projects that each received a Large Investment Grant from NWO’s Science (ENW) domain. These grants, totalling over €47 million, are intended for consortia in which research groups collaborate in independent fundamental research driven by curiosity. A total of 20 research proposals have been honoured within the framework of the ENW Large Investment programme.

**Dutch Research Agenda**

A living lab in the area around the Ooijpolder and Groesbeek received a grant from the Dutch Research Agenda (NWA) programme. In total, more than €4.3 million has been made available for three of these consortia of knowledge institutions and social organisations, which will investigate the possibilities for biodiversity restoration at various locations around the country. In addition to the Ooijpolder, living labs in the peat meadow area of the Alblasserwaard and in the dune and bulb-growing region of South Holland have also been awarded funds. The three projects will be merged into one large whole under the auspices of the Delta Plan for Biodiversity Restoration and in coordination with the Ministry of Agriculture, Nature and Food Quality. The research will start in early 2021.
The project in the Ooijpolder is led by Radboud professor Hans de Kroon. This area has already been successfully experimenting with new forms of biodiversity restoration for 25 years. That makes the polder an example for other areas. Together with the parties involved, the researchers are searching for new earning models and collaborations to prolong and scale up the existing successes.

Within the NWA, another eight projects involving Radboud scientists have also been awarded funding from the Research along Routes by Consortia (NWA-ORC) programme. Researchers from the university and Radboud university medical center, together with colleagues from other institutions, conduct interdisciplinary research aimed at scientific and societal breakthroughs. An example is the research with Tilburg University on strengthening representative democracy through resilient communities.

**European Regional Development Fund**

The European Regional Development Fund (ERDF) has awarded a large grant to a language technology project with two components: one that helps children with a language deficiency and another that helps identify cognitive decline in the elderly. The Centre for Language and Speech Technology (CLST; Faculty of Arts) plays an important role in this project. This collaboration with the companies Virtual Assistant BV (Virtask) and 8D Games underlines the innovative climate of the eastern Netherlands, especially in the field of language and speech technology.

Altogether, the project received a grant worth more than €1.7 million. The CLST will use these funds to develop high-quality speech technology for the Digi Juf (‘Digi Teacher’) product from 8D Games, which teaches children with a language deficiency to read better. Technology will also be supplied to Anne4Care, Virtask’s virtual care assistant for the elderly.

An overview of awarded and ongoing ERDF and other EU projects at Radboud University can be found on the Radboud Innovation website.
In the Spotlight

HFML-FELIX and the Max Planck Institute in Berlin

Britta Redlich is the director of FELIX, and Gerard Meijer is the director of the Fritz Haber Institute in Berlin. A multi-million euro grant in 2020 will enable these two top scientific institutes to strengthen ties even further.

In 2020, HFML-FELIX received €15.1 million from the Dutch Science Council (NWO) programme National Roadmap for Large-Scale Research Facilities, intended for the construction or renovation of essential facilities in the Netherlands. The Magnetic Resonance Research Center (NMR Lab) at Radboud University also shared a grant from the Roadmap as a participant in a national consortium of universities and companies. In total, €17.9 million was awarded to this consortium for scientific research that could lead to new medicines, improved food production and new materials for energy storage and conversion. Britta Redlich is the director of FELIX, and Gerard Meijer is the director of the Fritz Haber Institute in Berlin.

Britta Redlich: “HFML-FELIX is a unique research lab and an international user facility. We have three core tasks: in addition to conducting cutting-edge in-house research within our scientific programmes, our team of scientists and technicians maintains and develops the state-of-the-art technical infrastructure, and we support hundreds of guest researchers each year. These three tasks interact seamlessly; it really is team science.”

“We can open up research areas that no one has been able to explore before.”

“...we constantly strive to renew and improve our free-electron lasers, magnets and experimental instruments. Thanks to this grant from NWO’s National Roadmap, we can realise even more of our plans. It’s fantastic when you manage to get money from such a highly competitive programme.”

‘We want to maintain our position in the scientific Champions League’
- Britta Redlich
“Despite the often fundamental nature of our research, various collaborations with companies, universities and medical centres around the country have developed over time. Moreover, we maintain good relations with international institutions such as the Fritz Haber Institute of the Max Planck Society in Berlin.”

“Because of our position on campus, there is intensive contact with various faculties, and students easily find their way to our institute. Our drive to identify opportunities, bring different parties together and discover new things makes HFML-FELIX a pearl for the region and even a special institute on a global scale, because our infrastructure enables us to open up research areas that no one has been able to explore before.”

Gerard Meijer: “To say that I am happy with this grant would be stating the obvious. It's the result of years of very hard work by everyone involved, and Britta Redlich and Peter Christianen in particular deserve compliments. Starting under Jan Kees Maan, who was director of the HMFL magnet lab in 1992, the course was set for building up a unique magnetic field infrastructure in Nijmegen. Thanks to the motivation and commitment of the HFML-FELIX staff, it has grown into a leading institute, which has now been recognised and strengthened by this grant.”

“We at the Fritz Haber Institute in Berlin have been working intensively with them for many years, especially with FELIX. We have a similar laser in Berlin, we support each other in technological developments and we work together on research projects. Thanks to grants like this, the collaboration with us – as well as with other international institutions – can be even more intensive.”

‘Other institutes also have laser systems or magnetic fields, but none of them have both’
- Gerard Meijer

“HFML-FELIX is a fitting collaboration partner for us both because of the wonderful, exciting research with which it leads the way internationally and because of the great accessibility of the facility and its staff. Other specialised institutes also have similar laser systems or magnetic fields, but none of them have both. Moreover, other institutes are not located on a university campus. In Nijmegen, students can already get to know these unique facilities during their studies, whereas elsewhere they only have access to them later in their scientific career. That aspect makes HFML-FELIX unique in the world.”
Students Who Make a Difference in the World

Our students develop into critically-minded graduates who go on to take up responsible positions in society.
In 2020, Radboud University reinforced its mission to enable every student on our campus to develop to their full potential. In other words, to train them to be critically-minded graduates who go on to take up responsible positions in society. That requires sufficient structure at the start of their studies so students can find their way and increasing flexibility in the later stages of their studies.

**Key Figures**

<table>
<thead>
<tr>
<th>Student-staff ratio</th>
<th>Student satisfaction</th>
<th>Quality of education</th>
</tr>
</thead>
<tbody>
<tr>
<td>20.1 2019: 20.6</td>
<td>84.5% 2019: 84.1%</td>
<td>82.5% 2019: 81.4%</td>
</tr>
</tbody>
</table>

**Number of degree programmes**

- Bachelor’s
  - 38 2019: 38
- Master’s
  - 57 2019: 59
- Pre-master’s
  - 53 2019: 33

**Number of students**

- Bachelor’s
  - 13,731 2019: 13,236
- Master’s
  - 8,831 2019: 8,259
- Pre-master’s
  - 1,542 2019: 1,481

**Number of diplomas**

- Bachelor’s
  - 2,829 2019: 2,689
- Master’s
  - 3,146 2019: 3,109

<table>
<thead>
<tr>
<th>% programmes with sustainability in the curriculum</th>
<th>First-generation students</th>
<th>% alumni with a job on their level within 1.5 years (or a follow-up programme)</th>
</tr>
</thead>
<tbody>
<tr>
<td>50%</td>
<td>56.9% 2019: 59.8%</td>
<td>67.2% 2019: 64.8%</td>
</tr>
</tbody>
</table>

Contact between lecturer and student, and amongst students themselves, is essential. This ambition has been put to the test in this pandemic year. Section 2 outlines the university’s commitment to continuing its education in the best possible way, including off-campus education.
We incorporate insights from educational research in the design and organisation of our educational programmes. In 2020, this was reflected in the necessarily rich offer of online education, which could be supported by the Teaching and Learning Centre that opened at the beginning of the year. See Section 3, also focusing on the innovation of the educational programmes: from 2020 onwards, not only will philosophy be compulsory for all students, but sustainability will also be given a place within all programmes in all faculties.

The university was founded almost 100 years ago as the crowning achievement of Catholic emancipation. Although the university lost its ‘Catholic’ status in November after a conflict with the Bishops’ Conference, its commitment to being an emancipatory university remains undiminished. This means, for example, that we want to offer a home to first-generation students: students whose parents did not study at a university. The steps to achieve this are set out in Section 4.

Caring for students does not end with the graduation ceremony. This promise can be fulfilled even more with the alumni policy that was strengthened in 2020 and with the new Radboud Academy, the first result of which will be a programme for young professionals (see Section 5). Robert van Ginneken, education policy officer: “With this, Radboud University takes its social responsibility seriously. In this fast-changing world, you no longer want to say to a new graduate: ‘Here’s your diploma, good luck with it.’ Lifelong development is becoming increasingly important.”

Finally, in Section 6, we will look at the quality agreements for educational improvements, both in terms of centrally spent funds and an overview of expenditures per faculty.

1. Developments in Education

Online Education: Difficult for Students and Lecturers

Thanks to the aforementioned survey about well-being and educational experiences amongst staff and students during the pandemic, we have a good picture of the educational experience in 2020. Although we tried to offer as much in-person education as possible outside the lockdown, it was inevitable that most education would take place online after March.

The survey showed that online education is hard on students and staff alike. A total of 70% of employees reported that education deteriorated this year, compared to the period before the pandemic. More than 80% of students reported that collaboration diminished – both amongst themselves and with lecturers – which was experienced as a great loss. Moreover, online collaboration makes greater demands on organisational skills and requires extra energy from many students.

Students experienced major problems with the structure of their studies (60%) and have motivation problems (45%)
The university's administration conducted additional research into the bottlenecks students must overcome. It found that 42% of students were satisfied with the quality of education and 24% were unsatisfied. Many students experienced major problems with the structure of their studies (60%) and have motivation problems (45%). Engagement and connectedness are also problematic: students miss each other, their lecturers, in-person education and the daily structure. Furthermore, 57% feel less able to study and two-thirds report a more negative state of mind.

This reduced well-being has only had a limited influence on study progress. The number of course credits obtained in the first part of the 2020–2021 academic year appears to be only slightly lower than in the same period the year before (4.77 versus 4.92 EC). Senior Master’s students in particular reported a decline, while we saw a slight increase amongst Bachelor’s students, including first-year students.

**Five Percent More Students**

Radboud University had 24,104 students in the 2020–2021 academic year, 1,128 more than in the previous year. This is not a result of strategy; the university has no growth target. Across the Netherlands, the number of enrolments rose by 8%. This is partly due to the coronavirus measures, which resulted in considerably more pre-university students graduating in 2020. Moreover, many of them probably decided against taking a gap year because of the pandemic.

All faculties are seeing an increase in enrolment except the medical faculty, which only admits a fixed number of students (quota). The Faculty of Philosophy, Theology and Religious Studies had the largest increase (17%, or 126 students). Campus-wide, the growth is in line with a trend: the number of students increased by 21.1% over the past five years, and by 28.7% over the past ten years (from 18,727 in 2010 to 24,104 in 2020).

The number of students enrolled at Radboud University for the first time (Bachelor's, Master's and Pre-Master's) rose by 3.9% this year, to 5,926. The number of ‘new’ students in a Bachelor’s programme increased by 1.9% (total number of Bachelor's students: 13,731). The number of ‘new’ Pre-Master's students increased by 10.7% to 1,027, and the number of Master's students increased by 7.4% to 8,676. Students from elsewhere are increasingly able to find our Master’s programmes: their enrolment increased by 7.1%, to 726 students.
The higher number of Master's students can be explained by the fact that Bachelor's students, under certain conditions, are allowed to move on to Master's programmes during the pandemic, even if they are still missing a small number of course credits in their Bachelor's programme. The number of Master's students also increased because some postponed graduation due to the pandemic.

**Leniency with the Binding Study Advice**

The increase in the number of students at Radboud University is partly due to the retention of some 650 students who would normally have received a negative binding study advice (BSA). Because of COVID-19, the advice to these students has been withheld. In previous years, leniency had already been granted to first-year students who stayed below the norm and could cite personal circumstances to justify this. This year, COVID-19 was declared such a special circumstance for all students, a national measure. The result: normally, nationwide 7.0% of students drop out in the first year; this year, it was 5.4%. This does not include the students who deregistered before 1 March 2020.

**Quality Assurance**

The following programmes were audited and received a positive evaluation in 2020. Because of the coronavirus measures, these inspections took place online:

- Faculty of Arts: the Master's programme in European Studies (joint degree with the University of Münster).
- Radboud Teachers Academy: all one-year university teacher training programmes.

A request for accreditation has been submitted to the Accreditation Organisation of the Netherlands and Flanders (NVAO) for these degree programmes. Due to the pandemic, some educational inspections have been postponed to reduce the workload of lecturers and other people with educational responsibilities. These inspections will take place in 2021.

In 2019, the Minister of Education, Culture and Science indicated a desire to research the options for institutional accreditation. Radboud University actively participated in the official VSNU work group on this topic in 2020. In early 2021, a letter to Parliament is expected with a proposal for a new quality assurance system. There is broad support for this, but it is not yet a certainty. A new cycle of the existing institutional audit quality assurance will begin in 2024. That would be a logical moment for a system change. If that comes to pass, it will replace the Institutional Audit Quality Assurance granted to Radboud University in 2017. This means that the individual programme accreditations will lapse.

**Campus in Venlo**

Radboud University and Maastricht University signed a covenant in November. Part of this involves the development of programmes in the fields of biotechnology and applied physics on the campus in Venlo. In addition, a new MBA programme for healthcare professionals is on the agenda, as well as the development of continuous learning paths with partner institutions in intermediate and higher vocational education (MBO and HBO). A joint teacher training programme in Limburg is also on the horizon. In this way, the universities hope to contribute to the resilience of the region and to meet the social demand for teachers.
In the field of medicine, both universities are already working closely together with the signing (in 2018) of the Academic Alliance. Together they are developing innovations for quality and sustainability in healthcare, prevention, and maintaining and improving the health of the population. The alliance is a driving force and knowledge centre within networks of healthcare providers, in its own region and beyond. In terms of research, there are already collaborations in neuroscience, cardiovascular disease, genetics and imaging.

**University-Trained Teachers in Primary Education**

Professor Anna Bosman, director of the Pedagogical Sciences for Primary Education (PWPO) programme, together with four partners, received a grant of half a million euros from the Ministry of Health, Welfare and Science in 2020. The money is meant for collaboration between the programme and the school boards, with the Faculty of Social Sciences as the consortium leader. This will give an enormous boost to the first fully university-based primary school teacher training programme, which was established in 2018.

The first group of ten students graduated in 2020, and most of them went straight to work. A related Master's programme is now under development, with an anticipated start in 2022. Luc Schonenberg, one of the first graduates, observed that the initial scepticism about the academic added value had diminished at his placement school. “They noticed that I gained a lot of knowledge during the programme. At the end of my internship, they said they would like to see university students more often.”

Doubts about the added value of the programme have disappeared, partly due to the growing shortage of teachers. In founding this programme, the university wanted to contribute to reducing this shortage, in addition to a substantive goal. Anna Bosman: “The very purpose of the university is to explore what works and what doesn't from a didactic point of view. You want to pass that knowledge on to the students.”

*‘At the end of my internship, they said they would like to see university students more often’*

- Anna Bosman
European Universities Initiative Neurotech

The European Commission has given the green light for Radboud University to ally with seven other universities as participants in the European Universities Initiative. This involves: Oxford University (England), the University of Bonn (Germany), Karolinska Institutet (Sweden), Miguel Hernández University (Spain), Boğaziçi University (Turkey), Iuliu Hatieganu University of Medicine and Pharmacy (Romania) and the University of Debrecen (Hungary). This group now forms one of more than 40 European alliances.

The European Universities Initiative enables exchanges in education, research and employment. Students can therefore study at all the institutions involved without any restrictions. This way, they can gain international experience and benefit from the specific expertise of the universities. New Bachelor’s, Master’s and PhD programmes are also being jointly developed. This will make it easier for scientists to improve their teaching and collaborate in research. You can read more about NeurotechEU in the chapter on impact.

Internationalisation Award

The Bachelor’s programme in Philosophy, Politics and Society (PPS) at the Faculty of Philosophy, Theology and Religious Studies won the Radboud Internationalisation Award in 2020. The programme began in 2018 and – with students from 18 countries – it has made the faculty much more international. The award is given annually to an initiative that promotes the internationalisation of education at the university in an outstanding way.

2. Education Off-Campus
Where possible, in-person education was the starting point during the pandemic. Teaching in small groups and lectures in De Vereeniging and De Stadsschouwburg continued during the ‘intelligent lockdown’. Even the largest lecture hall on campus, in the Grotius building, could only accommodate 82 students within the constraints (as opposed to the usual 482). De Vereeniging could accommodate 300 students.

“It’s wonderful for our students and lecturers that we can use the auditoriums at these Nijmegen theatres,” said rector magnificus Han van Krieken in De Gelderlander newspaper. “Coming together and ‘looking each other in the eye’ is important for the quality of our education. We will continue to work towards that.”

“Normally, there are well-known artists on stage here,” said a first-year law student after a lecture in De Vereeniging. He expressed his appreciation to Voxweb for the university’s efforts: “In-person education is much more fun than attending lectures online.”

On Voxweb, university historian Jan Brabers placed the lectures in a historical perspective: “On 17 October 1923, in the same large concert hall at De Vereeniging, Professor Jos Schrijnen delivered his famous speech ‘Eigen kultuur’ (Own culture) on the occasion of the opening of Radboud University (then called the Roman Catholic University). It is remarkable to see that now, almost 100 years later and under completely different circumstances, this hall is playing an entirely different, but also important, role in university history. And therefore, it seems to me, it’s also remarkable to attend or give a lecture in this space.”

### 3. Innovations in Education

#### Teaching and Learning Centre

Educational innovation at Radboud University received an enormous boost in 2020 thanks to the Teaching and Learning Centre (TLC). Shortly after its opening in January, the first COVID-19 measures came into force and the TLC could immediately prove its worth in supporting lecturers with remote teaching and assessment. The centre played a crucial role in the progress of education in the initial phase of the crisis. This task remained relevant throughout the year.
Efforts were also made to strengthen the TLC within the faculties and the Radboud Graduate School of Education with the appointment of 13 lecturer ambassadors, and closer collaboration with the faculties’ Teaching Information Points (TIPs). Three researchers also started studies on student motivation, developing creativity and the academic education of the future. Wessel Meijer, division director for Academic Affairs: “Paradoxically, the combination of COVID-19 and the services provided by TLC and the TIPs has led to the biggest and fastest educational innovation in years. Many elements they developed will be here to stay, even after the pandemic, because they add a lot to flexible distance learning, such as flexible digital work groups, specific online collaboration tools and a reservoir of new knowledge clips.”

‘The Teaching and Learning Centre can only succeed if we work together’
- Jan Bransen

A wide range of training programmes for both new and experienced lecturers are planned, as are monthly inspiration sessions and workshops. Philosopher and first TLC director Jan Bransen: “The centre can only succeed if we work together. Cooperation applies to Radboud University as an educational institution in a world of wicked problems. In fact, that is also the message conveyed in the university’s new strategy: you have a part to play.”

Also of note is the Educational Innovation with ICT team that helps and encourages lecturers, students and support staff in designing and updating education with ICT. Examples include embedding digital resources in education and optimising Brightspace, the digital learning environment. A classroom of the future has been set up to test the possibilities.

**Sustainability in Education**

Bringing all students into contact with sustainability issues from their own discipline: that is the goal of the policy introduced in 2020 that mandates attention within the curricula to issues related to the Sustainable Development Goals 2030 (SDGs) of the United Nations. The website of Radboud Sustainable (in collaboration with Radboud Centre for Sustainability Challenges) shows which of the 17 SDGs are already being addressed in which Bachelor’s and Master’s programmes. This will be expanded in the coming years.

In addition to the space made for SDGs in the regular programmes, sustainability receives attention within a selection of minors and Master’s specialisations. Insights from various disciplines are combined in several programmes, such as the programme on climate change developed by the Philosophy department. It focuses on the role fossil fuel consumption plays in global warming, as well as on scientific insights about behavioural change.

**By integrating sustainability into the curriculum, we are working on education that prepares for the future**
Radboud Honours Academy

René ten Bos has been appointed the new dean of the Radboud Honours Academy (RHA) for three years. Ten Bos, Professor of Philosophy of Management Sciences and former Denker des Vaderlands, took over this position from the rector magnificus. Ten Bos says he wants to contribute to the further development and promotion of honours education on campus. “I would like to work towards strengthening the multidisciplinary character of honours education and, in doing so, more explicitly link it to current affairs.”

‘Honours education should be more explicitly linked to current affairs’
- René Ten Bos

The RHA, too, had to switch to online education for most of this year. Nevertheless, RHA manager Annemarie Hinten saw bright spots: “In these circumstances, lecturers and supervisors paid even more attention to the personal guidance of students. The students greatly appreciated that, and it enabled most of them to successfully complete their honours programme ‘like normal’.”

The majority of the honours programmes saw an increase in enrolment in 2020, possibly caused by the absence of other activities and positions. The RHA’s ambition to give something back to society led, among other things, to an interdisciplinary think tank of Bachelor’s students in 2020. Based on research commissioned by the university, the think tank presented a Radboud Cares Roadmap. In addition, the think tank set up Radboud Well-Being Ambassadors to represent student interests related to well-being.

4. Equal Opportunities

Easing the Way for Incoming Students

As an ‘emancipation university’, Radboud University wants to promote accessibility for people from diverse backgrounds. We have removed barriers for students applying from abroad. For instance, they are no longer required to attach a CV and cover letter to their application, even for programmes without selection. This relaxation of the rules has been introduced nationwide. Another national innovation – in the context of the VSNU and with Radboud University as a best practice – is a checklist programmes can use to check whether all barriers have been removed for students who want to enrol in a Master’s programme.

The university has also taken new steps in the ‘Kies op Maat’ project, which aims to make it easier for students from a university of applied sciences to progress to a research university Master’s programme. Within this framework, 77 minors are now offered to prepare students from universities of applied sciences for the Master’s programme of their choice. Of the four affiliated research universities, Radboud University has the largest selection of programmes for those students.

Never before have so many students been enrolled in a pre-Master’s programme. Through such a programme, students can easily eliminate deficiencies and qualify for their chosen Master’s programme.

The transition was given an additional boost this year with the introduction of the ‘relaxed cutoff’, a goodwill gesture in response to COVID-19. The previously applicable ‘hard cutoff’ meant that even a small deficit in course credits could prevent progression. The relaxed cutoff allowed for more progress: from intermediate to higher vocational education (MBO to HBO), from higher vocational education to a research university (HBO to WO), and from Bachelor’s to Master’s programmes.
Customised Programme for Refugees

Welcoming more refugees to the lecture halls: that is the aim of the cooperation agreement between the Foundation for Refugee Students UAF and Radboud University that was signed in 2020. A jointly designed customised programme gives talented refugees who need some extra training a helping hand towards academic studies. The programme lowers the threshold by focusing on Dutch language proficiency, subject matter and academic study skills. The UAF finances part of the programme fees, material costs and travel expenses because this preparatory education falls outside the scope of study financing.

Masa Hadros (20) from Syria was one of the eight participants in 2020: “I studied medicine for two years at Damascus University and I really want to continue with medicine here.” Masa fled from Damascus in 2018, now lives in Nijmegen and quickly learnt Dutch. “I hope to be admitted to the Bachelor’s programme in Medicine in a year’s time.”

‘I hope to be admitted to the Bachelor’s programme in Medicine’
- Masa Hadros

“Highly educated and talented refugees in the Netherlands deserve the opportunity to retrain and update their skills so they can achieve a social position that reflects their abilities and motivation,” says Executive Board president Daniël Wigboldus. “Radboud University wants to contribute to a healthy, free world with equal opportunities for all. Because of our background, we pay special attention to students and employees who are forced to seek refuge in our region.”
In addition to the customised programme, individual guidance is possible, and all participants are paired with a buddy, a Radboud University student who is studying in the programme the participant aims to follow. The buddy pairs receive training from the UAF so both the refugee and the student can learn from their buddy experience.

5. Lifelong Development at Radboud Academy

In March 2020, a new, ambitious programme was launched to promote lifelong development at the university: Radboud Academy, which offers (interdisciplinary) postgraduate education. It equips graduates with additional tools to help them respond to a changing and complex world, and the training promotes a lasting, meaningful contribution to society.

Radboud Academy focuses on continued academic education for highly educated professionals and other interested parties. The educational offerings for a broader public partly fill the gap that arose after the higher education for senior citizens (HOVO) programme in Nijmegen was dissolved this year.

In the new Radboud Academy, cooperation is the keyword, both internally and externally. For example, the direction is set by a board with representatives from all faculties, and all educational activities are developed together with professors and lecturers. Furthermore, VSNU contributes to the positioning of universities in relation to lifelong development. “Active learning and learning on the job are coming closer and closer together,” says programme director Liesbet Korebrits. “We face the challenge of facilitating a lifelong learning process.”

One of the first achievements was the development of the six-day Young Professional Programme. In this interdisciplinary offering, 14 young alumni immersed themselves in topics like the translation of scientific knowledge into professional skills such as network maintenance, project management and personal leadership. Claire Coppens, a Labour & Organisational Psychology graduate, is enthusiastic about her participation: “It was very inspiring to explore personal topics together. You can learn so much from each other that way.”
6. Quality Agreements

In this chapter, we will discuss the compulsory quality agreements for educational improvements, which are partly realised with the help of the study financing resources. A small part of the budget is spent centrally (Section 1), but the vast majority is in the hands of the faculties. Sections 2 to 8 provide an overview per faculty of how the money is being spent, including how the faculties are consulted about that spending.

Quality Agreement about Progress Implementation

Dutch universities have reached agreements with the Minister of Education, Culture and Science on quality standards for the period from 2019–2024. The agreements are connected to the use of the resources from the studievoorschot (a government student loan). Radboud University has created a plan for the allocation of those resources, and the minister approved that plan in October 2019 based on a positive recommendation from the NVAO. The below table outlines the amounts involved. They deviate in particular for 2020 from the figures included in the original plan. The main reason is that the Executive Board has freed up €4.5 million more in additional resources than was anticipated in the original plan.

<table>
<thead>
<tr>
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<tbody>
<tr>
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<td>6.5</td>
<td>6.3</td>
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<td>13.4</td>
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<td>1.3</td>
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<td>14.7</td>
<td>15.3</td>
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<tr>
<td>- from prior investment</td>
<td>4.9</td>
<td>4.9</td>
<td>4.9</td>
<td>4.9</td>
<td>4.9</td>
<td>4.9</td>
<td>4.9</td>
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<tr>
<td>- additional</td>
<td>2.3</td>
<td>6.0</td>
<td>6.6</td>
<td>5.5</td>
<td>8.2</td>
<td>8.8</td>
<td>10.5</td>
</tr>
<tr>
<td>Subtotal</td>
<td>7.2</td>
<td>10.9</td>
<td>11.5</td>
<td>10.4</td>
<td>13.1</td>
<td>13.7</td>
<td>15.4</td>
</tr>
<tr>
<td>Central (from prior investment period)</td>
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</tr>
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<td>- educational innovation with ICT</td>
<td>1.4</td>
<td>1.0</td>
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<td>- web lectures</td>
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<td>0.4</td>
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<tr>
<td></td>
<td>2.0</td>
<td>1.6</td>
<td>1.6</td>
<td>1.6</td>
<td>1.6</td>
<td>1.6</td>
<td>1.6</td>
</tr>
<tr>
<td>Total expenditure</td>
<td>9.2</td>
<td>12.5</td>
<td>13.1</td>
<td>12.0</td>
<td>14.7</td>
<td>15.3</td>
<td>17.0</td>
</tr>
</tbody>
</table>

Radboud Academy collaborates with numerous organisations and companies, including InScience, The Economic Board, 8RHK Ambassadors, provinces and municipalities. “In this way, we can make an even better match between the rich offerings on campus and the learning needs that exist on the job market,” says Korebrits. That cuts both ways because participating organisations can also benefit from the programme. Kim Hoeks, strategy and external relations adviser at the municipality of Nijmegen, has been involved in the programme from the start: “The young professionals also gave me new insights into my daily consulting work.”

“We face the challenge of facilitating a lifelong learning process’
- Liesbet Korebrits
Central Assets

Various initiatives have been developed using central assets. Additional study facilities have been made available in the University Library, both by extending its opening hours and by increasing the number of study workplaces. Investments have been made in educational innovation with ICT, such as digital assessment. Finally, a project was started to future-proof web lectures, increasing their flexibility and capacity.

Participational Bodies

The vast majority of the assets within the framework of the quality agreements are spent within the faculties, who also determine how they are spent. This places the decision as close as possible to the primary educational process, although the implementation may vary between faculties. The way in which the involvement is organised is described below per faculty.

With regard to the budget, the faculty participational bodies advise on the use of the quality agreements. All faculty participational bodies have expressed favourable opinions about both the 2020 and 2021 budgets. In addition, the quality agreements are discussed twice a year: during the annual meeting and the budget meeting. The Executive Board, the Faculty Board and the student assessor are present at those meetings. The student assessor is specifically asked about the progress and involvement of the participational bodies in the implementation of the quality agreements. In each meeting, the student assessors indicated that they were satisfied with the involvement of the participational bodies.

At least three times a year, central support organises a meeting to which the decentralised participational bodies are invited. The aim is to inform the decentralised participational bodies of their rights with regard to the quality agreements and to promote the exchange of approaches and information between faculties. In addition, the meetings ensure that the decentralised participational bodies know where they can go centrally in the organisation with questions about the quality agreements.

Overview of 2020 Quality Funds (based on financial section)

<table>
<thead>
<tr>
<th>Amounts x €1,000</th>
<th>Realised in 2020</th>
<th>Budgeted for 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty of Medical Sciences</td>
<td>2,967</td>
<td>3,026</td>
</tr>
<tr>
<td>Faculty of Arts</td>
<td>635</td>
<td>755</td>
</tr>
<tr>
<td>Nijmegen School of Management</td>
<td>1,681</td>
<td>1,883</td>
</tr>
<tr>
<td>Faculty of Law</td>
<td>1,826</td>
<td>1,892</td>
</tr>
<tr>
<td>Faculty of Philosophy, Theology and Religious Studies</td>
<td>306</td>
<td>359</td>
</tr>
<tr>
<td>Faculty of Science</td>
<td>2,317</td>
<td>2,496</td>
</tr>
<tr>
<td>Faculty of Social Sciences</td>
<td>1,186</td>
<td>1,106</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,918</strong></td>
<td><strong>11,517</strong></td>
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</tbody>
</table>
Faculty of Medical Sciences

Expenditures per Theme

<table>
<thead>
<tr>
<th>Amounts x €1,000</th>
<th>Realised in 2020</th>
<th>Budgeted for 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>More intensive and smaller-scale education</td>
<td>2,161</td>
<td>2,215</td>
</tr>
<tr>
<td>Increased and improved guidance of students</td>
<td>2,161</td>
<td>2,215</td>
</tr>
<tr>
<td>Study success</td>
<td>501</td>
<td>508</td>
</tr>
<tr>
<td>Educational differentiation</td>
<td>501</td>
<td>508</td>
</tr>
<tr>
<td>Education facilities</td>
<td>305</td>
<td>303</td>
</tr>
<tr>
<td>Lecturer qualifications</td>
<td>305</td>
<td>303</td>
</tr>
<tr>
<td>Total</td>
<td>2,967</td>
<td>3,026</td>
</tr>
</tbody>
</table>

Student guidance is put into practice through the use of coaches and the further development of the professionalism learning pathway. This led to the appointment of 97 coaches in the 2019–2020 academic year, and another 113 coaches in the following academic year. The use of coaches in the Dentistry Bachelor's programme will be gradually expanded in 2020–2021 with the availability – and training – of individual coaching for the first and second years of study. In the following year, this will also be available for third-year students. This is in anticipation of the new Bachelor's programme in Dentistry, which will have a stronger learning pathway for personal and professional development.

Another important priority is the development of education aimed at student welfare and healthy professionals. This will take shape with several appointments and the use of special modes of instruction (pop-up theatre, the Time-Out! performance) as well as teaching with training actors, peer consultation for MMD students and coaching of individual students. Guidance in the post-study phase will be provided by an additional salaried career officer. In addition, a training programme for student advisors was established.

In terms of facilities, the following has been achieved: the continuation of the current range of titles with a campus licence, including a licence for e-books. Agreements have also been made for additional e-learning courses for all years of study, and a plan has been developed for digital educational innovation, which fits in with the future-proof digital profile of the Radboudumc Health Academy. For this purpose, the driving force behind the innovation will be increased by adding more than two FTEs over a three-year period. The pandemic has accelerated the implementation, with 83 lecturers now familiar with the digital learning environment (Brightspace). In 2020, about 35 professionalisation activities were carried out (course menu, observation, office hours), reaching more than 300 employees. In response to the disappointing response to the course menu, senior lecturers will be used to supervise their colleagues.

The envisaged lecturer professionalisation – with a focus on 'interprofessional learning' – was delayed by the pandemic and a departing staff member. For the sake of progress, a memorandum is now on the table. It ensures cooperation with the healthcare degree programmes and places more emphasis on learning on the job.

Participational Bodies

A steering committee has been set up to coordinate with the participational bodies. The committee includes lecturer and student members from the UMC council and the FSR (student representation from each study programme), as well as the responsible policy adviser from the Radboudumc Health Academy. Based on experience from 2019, the faculty has made additional investments in managing the implementation of the quality plan (and the associated consultations).
Faculty of Arts

Expenditures per Theme

<table>
<thead>
<tr>
<th>Amounts x €1,000</th>
<th>Realised in 2020</th>
<th>Budgeted for 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>More intensive and smaller-scale education</td>
<td>285</td>
<td>300</td>
</tr>
<tr>
<td>Increased and improved guidance of students</td>
<td>85</td>
<td>175</td>
</tr>
<tr>
<td>Study success</td>
<td>80</td>
<td>100</td>
</tr>
<tr>
<td>Educational differentiation</td>
<td>96</td>
<td>100</td>
</tr>
<tr>
<td>Education facilities</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Lecturer qualifications</td>
<td>89</td>
<td>80</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>635</strong></td>
<td><strong>755</strong></td>
</tr>
</tbody>
</table>

The ambition to provide more intensive/smaller-scale education is aimed at improving the staff-student ratio and at a minimum number of hours per course. A staff member in each department has been appointed for this purpose. Assistants have also been appointed to support lecturers and to involve students more intensively in scholarship.

For better student guidance, the improvement of mentoring and student counselling is foreseen, using earlier research results on the subject. In addition, there are efforts to ensure that lecturers have enough hours to guide students, to expand mentorship in the Bachelor’s phase and to offer additional tutorials for pre-Master’s and Master’s students. To promote study success, each Bachelor’s programme will offer the option to start a Bachelor’s thesis in each semester. Linking educational content to social themes should also help in this, as will 13 new profiling minors.

Educational differentiation will receive a boost from a new didactic teaching concept (in think tanks), the introduction of two-year education Master’s programmes (in collaboration with the Radboud Graduate School of Education) and an English-language variant of the History degree programme. In addition, the profiling minors mentioned above will provide more elective space in the third year of the Bachelor’s programmes. There are also plans to increase collaboration beyond the borders of the faculty, with modules with the Faculties of Law and Medical Sciences and with the development of interfaculty Master’s programmes.

Some education spaces will be adapted for the aforementioned think tanks. In addition to a boost to facilities, the think tanks will also stimulate lecturer professionalisation, with lecturers being trained to supervise these think tanks. The training will be further shaped through pilot projects in language acquisition education.

Participational Bodies

Periodic meetings are held to discuss the use of study financing resources with the related Faculty Joint Assembly (FGV) committee. The results of those discussions are shared confidentially with the FGV.
**Nijmegen School of Management**

**Expenditures per Theme**

<table>
<thead>
<tr>
<th>Amounts x €1,000</th>
<th>Realised in 2020</th>
<th>Budgeted for 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>More intensive and smaller-scale education</td>
<td>1,179</td>
<td>1,183</td>
</tr>
<tr>
<td>Increased and improved guidance of students</td>
<td>125</td>
<td>350</td>
</tr>
<tr>
<td>Study success</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational differentiation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education facilities</td>
<td>297</td>
<td>200</td>
</tr>
<tr>
<td>Lecturer professionalisation</td>
<td>80</td>
<td>150</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,681</strong></td>
<td><strong>1,883</strong></td>
</tr>
</tbody>
</table>

Monitoring student-activated forms of education (e.g. work groups) should contribute to **more intensive and small-scale education**. For **better guidance of students**, the work groups in the largest programme (Business Administration) have been reduced in size, and students receive extra support for their thesis. For this purpose, the school invested in lecturers who are qualified to supervise work groups, which also contributes to reducing the workload. Additional Assistant Professors have been appointed in several divisions; in particular, three appointments in Public Administration to contribute to the intensification of education.

The improved student guidance takes further shape within the (redeveloped) Bachelor's subject 'academic skills'. That redevelopment included reducing the group size (from 20 to 15 students), increasing the number of meetings (from 1.5 to 2 per week) and intensifying mentoring (from 3 to 4 meetings). The Master's programme is also being more intensively supervised, thanks to the use of more lecturers and lower student numbers per lecturer for the Master's thesis.

The strengthening of teaching also takes shape in the **facilities**, with the development of additional lab facilities. **Lecturer professionalisation** is being realised through a stricter policy on obtaining teaching qualifications. Both objectives are being achieved with investments in ICT in education, which also are being used to support small-scale, interactive education. Funds have been made available for conversion to digital forms of education, improvements in the curriculum, and support for lecturers (e.g. in Business Administration) by adding more student assistants and an Online Education Support Team that offers personal support for online education. In Economics, two teams have been working on improving online teaching and improving the Bachelor's and Master's programmes in Economics. The extra attention being paid to ICT is also reflected in additional knowledge clips. Due to the recruitment of additional staff, all measures will be in place by 2021.

**Participational Bodies**

The faculty has a committee on quality agreements with representation from all sections. It met three times in 2020. Both the Faculty Student Council and the Faculty Representative Council provide input on how the funds are spent and consider the justification for that. The agreements are also discussed in the Faculty Joint Assembly.
### Faculty of Law

### Expenditures per Theme

<table>
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<th>Amounts x €1,000</th>
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<td>Increased and improved guidance of students</td>
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<td>255</td>
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<tr>
<td>Study success</td>
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<tr>
<td>Educational differentiation</td>
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<td>125</td>
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<tr>
<td>Education facilities</td>
<td>212</td>
<td>139</td>
</tr>
<tr>
<td>Lecturer professionalisation</td>
<td>213</td>
<td>300</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,826</strong></td>
<td><strong>1,892</strong></td>
</tr>
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In 2020, the faculty strengthened its **small-scale, intensive teaching** by appointing additional staff, in theory for six years. In seven sections, all the intended junior lecturers were appointed this year, with an increase in research time (up to 30%) combined with an increase in headcount (3.5 FTE). In line with the faculty’s educational vision, a number of courses were modified in 2020, partly with the help of ICT (and accelerated by the pandemic). One example is digital assessment via Brightspace, which the pandemic made commonplace throughout the faculty. ‘Flipping the classroom’ and take-home exams were also introduced, among other things, along with a digital simulation of the criminal justice process.

To make it easier for staff to use ICT resources, the faculty appointed extra support staff – in addition to student assistants – to help with knowledge clips, the electronic learning environment and digital assessment. In addition, the faculty set up ‘Studio Grotius’, a space where lecturers can make their own recordings for their teaching, again with the support of student assistants.

For extra **guidance of students**, funds were made available for the appointment of student advisors for both the Bachelor’s and Master’s phases. There was also a substantial investment in student tutorials (weekly assignment sessions under the supervision of senior students) and lecturer mentoring for first-year students, which involves monthly meetings by all teaching staff to discuss well-being and study progress in small groups. Additional resources were also deployed in the International Office, especially for counselling international students who had travelled abroad because of coronavirus, or who had come to the Netherlands from abroad.

In the context of **educational differentiation**, plans were developed for new teaching methods (e.g. the Law in Action programme that was offered for the second time in 2019–2020). This is part of Law Talents and represents a broadening of the talent programme that is aimed at a diverse intake. Additional (support) staff were appointed for this purpose. In 2020, preparations were also made to host the Spring School in Nijmegen as part of the European Tech Law Clinics.

Every staff member is expected to spend 20 hours a year on **professionalisation**. Junior lecturers and PhD candidates with assigned teaching duties obtain University Teaching Qualification sub-certificates as part of their appointment. As part of the changes in teaching and assessment due to the pandemic, several online instruction sessions were organised for lecturers in connection with the newly developed (examination) formats. The additional educational efforts necessitated by the pandemic disrupted other training activities, such as the training days focused on innovation. A systematic inventory and analysis of the initiatives taken to date has not yet been performed.
Participational Bodies

The quality agreements are discussed in the Faculty Joint Assembly and with the student assessor in the board. It is also a standard item on the agenda of the Faculty Student Council.

Faculty of Philosophy, Theology and Religious Studies

Expenditures per Theme

<table>
<thead>
<tr>
<th>Amounts x €1,000</th>
<th>Realised in 2020</th>
<th>Budgeted for 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>More intensive and smaller-scale education</td>
<td>95</td>
<td>110</td>
</tr>
<tr>
<td>Increased and improved guidance of students</td>
<td>17</td>
<td>20</td>
</tr>
<tr>
<td>Study success</td>
<td>30</td>
<td>36</td>
</tr>
<tr>
<td>Educational differentiation</td>
<td>104</td>
<td>120</td>
</tr>
<tr>
<td>Education facilities</td>
<td>35</td>
<td>40</td>
</tr>
<tr>
<td>Lecturer professionalisation</td>
<td>25</td>
<td>33</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>306</strong></td>
<td><strong>359</strong></td>
</tr>
</tbody>
</table>

To promote small-scale and intensive education, the faculty plans to increase the hours for Argumentation and to add hours for thesis and internship supervision in connection with strengthening the coordination of the thesis workshops. In addition, several new modules were developed last year and this year. There are now nine modules, which are also open to other Bachelor's students as minors. The faculty also strives for the systematic deployment of additional lecturers. A number of intentions around improved student guidance have been expressed in the faculty. These include paying extra attention to students' mental health problems (preventive measures and staff training) and promoting the educational community (combating exclusion and encouraging studying together).

Study success is being fostered through the use of knowledge clips. Staff gained additional experience with these in 2020, due to the pandemic and with the use of additional contracted support. Hybrid education is also being offered in the best possible way, with an increase in the number of web lectures. In addition, there is more focus on writing papers (phased feedback), helped by the start of two six-year PhD programmes that include additional teaching time in this area.

The faculty aims for more differentiation with new forms of teaching, for which it seeks greater connection with the Radboud Teaching and Learning Centre, which opened in 2020 and which can support lecturers in this regard. In September, the first students were also welcomed to the new two-year education Master's programmes in Philosophy and Religious Studies.

In support of the facilities, the faculty will remain connected to the new ICT support with a view to structural ICT deployment for educational support. Contrary to earlier ideas, the faculty decided not to establish a faculty-based (bilingual) writing centre; the idea is now to pay more systematic attention to writing skills and language proficiency in the curricula.

The professionalisation of staff members is reflected in greater appreciation of teaching-oriented lecturers. The faculty is setting up an educational archive where lecturers can share their best practices with each other. The workload of young lecturers is also being reduced by, among other things, training student assistants. Continuous training about new educational developments and methods is being provided.
The faculty is on track with the quality agreements, although the additional funds that the faculty wanted to add turned out to be lower than planned due to the pandemic.

**Participational Bodies**

The quality agreements are discussed twice a year in both the Faculty Student Council and the Faculty Representative Council.

**Faculty of Science**

**Expenditures per Theme**

<table>
<thead>
<tr>
<th>Amounts x €1,000</th>
<th>Realised in 2020</th>
<th>Budgeted for 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>More intensive and smaller-scale education</td>
<td>403</td>
<td>561</td>
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<tr>
<td>Increased and improved guidance of students</td>
<td>490</td>
<td>590</td>
</tr>
<tr>
<td>Study success</td>
<td>463</td>
<td>440</td>
</tr>
<tr>
<td>Educational differentiation</td>
<td>307</td>
<td>370</td>
</tr>
<tr>
<td>Education facilities</td>
<td>347</td>
<td>165</td>
</tr>
<tr>
<td>Lecturer professionalisation</td>
<td>307</td>
<td>370</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,317</strong></td>
<td><strong>2,496</strong></td>
</tr>
</tbody>
</table>

The commitment to more **intensive and small-scale education** has been realised over several years with various new modes of instruction, such as the ‘new devices lab’ in Computing Science. Furthermore, additional investments were made in mathematics education and the coordination of lab courses was strengthened. New assistant lecturers were recruited, albeit somewhat fewer than planned, sometimes because the need in the departments was less and sometimes because there were no suitable candidates. The pandemic delayed the commitment to set up projects aimed at educational innovation and/or quality improvement after a call within the faculty.

The faculty has begun improving **student guidance** with an enhanced portfolio and accompanying coaching/reflection at the academic level. Furthermore, efforts are being made to increase the visibility of the Task Force on Student Well-Being, with a focus on better understanding student needs and promoting student well-being.

Timetabling, curriculum renewal and the elimination of redundant Master’s specialisations further contributed to **study success** in 2020. The already successful integration of foreign students was further ensured by the completion of the establishment of the Admissions Office.

**Differentiation** took shape with an increase in the number of general skills courses, in addition to the introduction of campus-wide interdisciplinary minors. Efforts were also made to expand **facilities**, with more workplaces for students, additional opening hours for the library, an increase in lab courses and more rooms available for active learning (a learning environment that is highly valued by students). Additional graphics tablets, bags and loaner laptops were available to students. **Professionalisation** took shape in the continuation of a faculty-wide educational colloquium and in workshops for lecturers.
Participational Bodies

Participational bodies are involved through an Advisory Committee on Quality Agreements – with representation from all sections – which makes proposals for objectives and expenditures of the quality funding. In any event, an amount is allocated for an annual call for proposals (for educational innovation and/or quality improvement projects).

Faculty of Social Sciences

Expenditures per Theme

<table>
<thead>
<tr>
<th>Amounts x €1,000</th>
<th>Realised in 2020</th>
<th>Budgeted for 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>More intensive and smaller-scale education</td>
<td>612</td>
<td>539</td>
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<tr>
<td>Increased and improved guidance of students</td>
<td>180</td>
<td>169</td>
</tr>
<tr>
<td>Study success</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational differentiation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lecturer professionalisation</td>
<td>394</td>
<td>398</td>
</tr>
<tr>
<td>Total</td>
<td>1,186</td>
<td>1,106</td>
</tr>
</tbody>
</table>

With the expansion in staff, more small-scale and interactive education is occurring. For instance, 5,000 extra hours of student assistance are provided (also for support of the Student Information Point) and 16 FTE Assistant Professors have been appointed, the latter also with the aim of giving better feedback on theses. As of this academic year, student guidance has taken shape with the use of senior students in supporting more junior classmates. With additional staff, the student counsellors' office will play a bridging role within student guidance. This will also provide for better referral to this guidance.

With the allocation of specific staff for research, the professionalisation will take shape for lecturers who have a full teaching appointment. Courses are also being offered to improve English-language teaching skills and didactics. Other courses should provide lecturers with better tools for dealing with diversity in teaching methods, strengthening mutual cooperation between students (including peer-to-peer feedback) and reinforcing students' self-direction. The faculty is also making space for innovative peer consultation between lecturers, and for an expansion of web lectures and knowledge clips.

Participational Bodies

For the quality agreements, surveys are being conducted to gather input. Work groups that include students are examining issues such as student well-being and student guidance, with involvement from the Faculty Representative Council. The effects of the measures are being measured in the interim and discussed in the Faculty Joint Assembly.
In the Spotlight

Working Together on the Venlo Campus

Rianne Letschert is Rector Magnificus of Maastricht University, and Han van Krieken is her counterpart at Radboud University. In the autumn, both universities signed a covenant aimed at strengthening collaboration, including on the Venlo campus.

Rianne Letschert: “Maastricht University and Radboud University complement each other well. For example, Radboud University already has a very strong Faculty of Science, while we only recently added a Faculty of Science and Engineering. In addition, both universities strive to have an impact in their own regions. We can be of even more value to our regions with a campus in Venlo – on the axis between Nijmegen and Maastricht – where we can support each other in education and research.”

“We are already working on joint programmes such as a Master’s programme in biotechnology, a Master’s programme in applied physics and an academic teacher training programme. We are also exploring the possibilities of joint PhD tracks and cooperation in the field of lifelong learning. Scientists know how to find each other in any case, but this is a means of encouraging cooperation. The strategic alliance makes things easier.”

‘The strategic alliance makes things easier’
- Rianne Letschert

Han van Krieken and Rianne Letschert

'We are both comprehensive universities that also want to have an impact in our own region.'

“Although we just signed the agreement at the end of 2020, contact is proceeding efficiently. I myself am in monthly contact with Han van Krieken. The deans also keep a finger on the pulse. Of course we would have preferred reciprocal working visits, but even without physical contact we can work on new developments. I also hear this from other people involved. It was a tough year but, like me, they get a lot of positive energy from this collaboration.”
Han van Krieken: “We click with Maastricht University because of our similar profiles. We are both comprehensive universities that also want to have an impact in our own region. This is reflected, for example, in our collaboration with German colleagues. In addition, we both strive for educational innovation. I also think that we find common ground in the fact that quality is more important to us than competition. We want to help each other, and we complement each other well. Maastricht University conducts long-running research into education and is good at developing initiatives with companies in Limburg. In turn, we can help Maastricht thanks to our years of experience in educating academically trained teachers and the various areas of expertise within our Faculty of Science. The fact that we can join forces at a joint location in Venlo seems like a great step for both universities.”

‘We would have preferred to travel to Maastricht with a bus full of employees’
- Han van Krieken

“The mutual relationships are also clicking. The science deans and the staff members from our teaching academy have good contact with their colleagues. And from the very first meeting between our Executive Boards, I had a positive feeling about this collaboration. I still have that positive feeling after the first few months, even though we would have preferred to travel to Maastricht with a bus full of employees. Hopefully, we can start making those reciprocal visits soon to meet each other and turn our declarations of intent into plans and concrete actions.”
Social Impact

We take a multidisciplinary and interdisciplinary approach that allows us to contribute to solving diverse social issues.
If there was one year in which scientific knowledge was of value to society, it was 2020. Not only because of the research that ultimately made the COVID-19 vaccines possible, but also because of the social contributions of students and staff members.

**Key Figures**

<table>
<thead>
<tr>
<th>Number of patent applications filed</th>
<th>Number of realised spin-offs</th>
<th>THE Impact Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 (2019: 4)</td>
<td>4 (2019: 4)</td>
<td>201-300</td>
</tr>
</tbody>
</table>

In 2020, students and employees also made an effort to be of significance to society. Section 1 highlights a few initiatives, plus a selection of our appearances in the media.

The research Radboud scientists do can make a difference to society. Section 2 gives some examples in which the university also manifests itself as an entrepreneurial university.

In 2020, the university continued its efforts to create impact with knowledge, contributions to policy, and setting up a stage for lectures at Nieuwspoort in The Hague. See Section 3, which includes a selection of popular science books based on recent insights.

The university wants to be significant, where possible together with partners. In 2020, new collaborations began and existing relationships deepened. Read more on this in Section 4.

**1. Our Image in Pandemic Year 2020**

**In the Interest of Society**

Countless students volunteered their time to assist those in need during the coronavirus pandemic of 2020. Student association Ovum Novum mobilised dozens of students to help the elderly. Business Administration student Mathilde Verbeek attracted attention with 'letterbox cakes' which, during the first lockdown, accounted for a thousand shipments a day from her parents' bakery in Gorinchem. The initiative attracted attention from media such as the Hart van Nederland TV programme and the Algemeen Dagblad newspaper. The Facebook page on which Nijmegen citizens responded to each other's requests for help also flourished. Medical student Floris Boone was one of the mainstays of that effort. "It's fantastic that people are so helpful. The most important thing is that I am doing my bit to contribute" he said to Voxweb.

'It's fantastic that people are so helpful. The most important thing is that I am doing my bit to contribute'

- Floris Boone
Launched in 2019, the ‘You have a part to play!’ platform proved its worth in 2020 with several notable projects. It was used to promote the university’s and Radboud university medical center’s campaign for more COVID-19 research, and in the autumn it drew attention to the teacher shortage and sustainability. ‘You have a part to play!’ aims to reinforce the university’s image as a meaningful institution that wants to contribute to social issues. The platform also serves to recruit staff.

Another example of the university’s impact was the recognition of two projects by the science communication programme of the National Research Agenda (NWA): Sterrenhemel Live! (starry skies live) and Kletskoppen op Maat (chatterboxes - customised). The projects will use new forms of communication and use existing methods differently. Kletskoppen op Maat presents language research in a playful way to primary school pupils from districts with a low socio-economic status. Sterrenhemel Live! allows schoolchildren and other visitors to take a live look at the universe, a world of supernovas and colliding stars.

Four professors were made Officers in the Order of Orange-Nassau for their exceptional services to society: Paul Bovend’Eert (Constitutional Law), Ad Hermus (Internal Medicine), John van Opstal (Biophysics) and Paul Smits (Pharmacology; also former dean of Radboud university medical center). Three professors were made Knights of the Order of the Lion of the Netherlands for their achievements in the fields of science and the arts: Judith Prins (Medical Psychology), Ans van Kemenade (English Linguistics) and Floris Rutjes (Organic Chemistry).

**Radboud Young Academy**

During the 97th Founder’s Day of Radboud University, Rector Magnificus Han van Krieken announced the creation of the Radboud Young Academy. This platform brings together postdoc staff members in the early stages of their careers to contribute to the university’s academic culture.

The Royal Netherlands Academy of Arts and Sciences (KNAW) already has a Young Academy, and now there are more universities that have established one as well. The Radboud Young Academy will eventually consist of 32 staff members who will be appointed for four years. It will be a diverse group in terms of gender, personal characteristics and competences, and its members will come from a range of faculties and institutes. Unlike those at other universities, the Radboud Young Academy will not only include staff members with an outstanding scientific profile, but also staff members who focus on educational innovation and staff in support roles.

The Radboud Young Academy will function as a think tank and enhance the academic culture. The platform will contribute to promoting and participating in the university-wide debate on education policy, research, social impact, and media relations, with specific attention to the role and voice of early postdoc staff members. Other objectives: the development of interdisciplinary contacts in teaching and research, activities aimed at the careers of postdocs, and the preparation of young PhD candidates for future supervisory roles.

**Radboud Erfgoed**

Within the framework of Radboud Erfgoed (Radboud Heritage), important steps were taken in 2020 to further unlock the rich history of the university. A series of short films were uploaded to YouTube, including those about the statues of Thomas Aquino and Titus Brandsma, and about buildings such as Huize Heyendaal and Oud-Heyendaal. A digital presentation was also contributed to Open Monuments Day.
In addition, a major project was started to make books and manuscripts from the University Library’s special collection more accessible. This material is being digitised and offered as browsable content on the website.

Radboud University in the Media

In 2020, Radboud University and Radboud university medical center were found throughout the media in the broadest sense of the word. From national talk shows like Op1 to regional broadcasters like Omrop Fryslân, in magazines ranging from Vrij Nederland to Vogue, and on the international stage from CNN to the Wall Street Journal. Compared to last year, media performance increased, both in the number of news items and in their reach.

Another difference: whilst 2019 was a year with a few major outliers, we had a large, steady impact in the media in 2020. Two sustainability studies received remarkable media attention: the study on the environmental impact of delivery services (CNN, Scientific American and numerous other international platforms) and the study on global reduction of greenhouse gas emissions thanks to electric cars (picked up by no fewer than 248 sources worldwide, including the BBC, Forbes and New Scientist).

The Corporate Communication department sent out around 100 press releases in 2020, in addition to 12 monthly research newsletters. Furthermore, 105 reports about research appeared on RU.nl and more than 500 articles appeared on Radboud Recharge. There is an increasing need for scientists who can explain findings to the media; in 2020, researchers from Radboud university medical center played a significant role in this, specifically in relation to infectious diseases. Considerable media attention was generated by research on the effectiveness of the tuberculosis vaccine (BCG) against COVID-19 and the ineffectiveness of hydroxychloroquine. Mihai Netea, Frank van de Veerdonk and Andreas Voss regularly appeared on talk shows and in newspapers to offer advice about how to prevent the spread of the virus.

There is an increasing need for scientists who can explain findings to the media.
The media particularly needed a broad interpretation, not only of medical research, but also of topics like research into the gender-related effects of working from home. According to Lida Derks, head of Corporate Communication, this illustrates the power of the broad-based university. "Contributions were made from many areas of science to provide interpretations. The breadth of Radboud University was reflected in the media."

Researchers also gave context to social themes in areas other than COVID-19. Examples were studies on spiritual narcissism and on the impact of smartphones. A national highlight was a study on social behaviour among young people who play video games together. A study on the importance of hedonism for a happy life raised eyebrows internationally, for example, in the Wall Street Journal. Also noteworthy are the numerous media contributions from Professor Ira Helsloot (Nijmegen School of Management) who, from the very first coronavirus measures, called attention to the non-medical aspects of crisis policy.

Since October, regional broadcaster RN7 has been presenting 'Nijmeegse kennis' (Nijmegen knowledge) every Saturday. In that series, they interview a PhD candidate from the university or Radboud university medical center about their research.

In addition, Harriëtte Koop, science information officer in the Corporate Communication department, was awarded the NuanceRing in January 2021. That is a journalism prize that honours nuanced and concrete presentation of medical news. She received the prize for a report from June 2020 about silicones that can lead to cell death.
Impact via Social Media

The university's social media channels more than proved their worth in 2020. We use the channels to provide information on the one hand and to increase the involvement of students and staff on the other.

The We Are Radboud format flourished on Facebook and Instagram, with weekly interviews of students, staff members or alumni. Standouts in 2020 were refugee student Masa Hadros, Ovum Novum chair Rens Katenbelt (about coronavirus relief actions) and an international student who had to choose between staying in Nijmegen and returning to her home country. More than five million people were reached via Instagram in 2020, 145% more than in 2019.

Social media standouts included a photo campaign about favourite places on campus (Facebook, April), an update on the Maria Montessori building (Facebook and Instagram, September) and various Instagram stories.

LinkedIn also had its standouts, such as the post (also widely viewed on Radboud Recharge) about why doctors should prescribe dancing. Other popular items were about lectures in the concert hall, collaboration with refugees, and the university's flight policy.

Popular YouTube videos included snippets from Radboud Sport TV, which were designed to keep students and staff fit during the pandemic. There are now 36 workouts online, which have collectively generated more than 200,000 views. The reactions to them are unanimously positive.
The most viewed tweet on Twitter was about the coronavirus measures (32,813 views), followed by a tweet about lectures in De Vereeniging and De Stadsschouwburg.

2. Knowledge and Entrepreneurship

Developments in 2020

The university demonstrated its entrepreneurship with a series of patents in 2020. Four were submitted by the university and seven by Radboud university medical center, including a treatment method for COVID-19 from Professor Mihai Netea’s team.

Mercator Launch is the starting point for entrepreneurship at the university, Radboud university medical center, and HAN University of Applied Sciences. It offers students, staff and researchers support in developing their ideas, from which new start-ups emerge every year. In 2020, Mercator Launch had 244 ongoing ventures (some begun before 2020) and 67 registrations with the Chamber of Commerce.

Entrepreneurship on campus took off in 2020 with the merger of five start-up support funds in Gelderland into Start-up Fonds Gelderland (Gelderland Start-up Fund). The university already participated in two of these funds: Gelderland Valoriseert (Valorising Gelderland) and Kennis Exploitatie Radboud Nijmegen (KERN; Knowledge Exploitation Radboud-Nijmegen). Gelderland wants to strengthen its leading position with even better support for start-ups. The consortium also includes partners such as Radboud university medical center, HAN, ArtEZ, kiEMT, Rabobank, the province of Gelderland and Oost NL.

In 2020, OnePlanet, the centre for knowledge and innovation in nutrition and health, was galvanised by a €65 million contribution received from the province of Gelderland the previous year. OnePlanet is a multidisciplinary collaboration between imec Netherlands, Radboud university medical center, Radboud University and Wageningen University & Research (WUR), who joined forces in 2020 to form the OnePlanet Research Center.
The thriving collaboration of the university in the regional economy is visible at the Novio Tech Campus, started with four companies on the former Philips industrial site in 2013. The synergy of entrepreneurship and research there now involves more than 3,400 employees at 70 companies, some of which have sprung from university initiatives.

**Proof of Entrepreneurship**

In 2020, the university and Radboud university medical center joined forces in the fight against COVID-19. Their main initiative was a crowdfunding platform for innovations and scientific research. Prior to that, the Radboud Fund (which funds activities at the university and Radboud university medical center) started supporting some innovative projects. One, developed by ICU doctor Hugo Touw (Radboud university medical center) and engineers from the Stoggerkelden company, involved respiratory equipment for COVID-19 patients. Their affordable innovation has been shared with companies far beyond the university's borders.

Another success was AeroCount [EGS1] (incubated at Mercator Launch), a new company that developed a detection and filter system to measure fine dust and, if necessary, purify the air. The method originates from work in the Faculty of Science and was further developed by students as an internship project. AeroCount won the Jan Terlouw Ambition Prize in 2020 and was nominated for the Student Business Award. The winner of the Jan Terlouw Innovation Prize, BESE Products, also has a link to Radboud University.

Thirona brought another product of its scientific research to the market in 2020. This Radboud university medical center spin-off, founded by Professor of Functional Image Analysis Bram van Ginneken, creates software that can use artificial intelligence to detect the COVID-19 virus in an X-ray image. According to Van Ginneken, the invention is especially valuable for less fortunate countries. “They have hardly any testing capacity, there are no ICUs and you can forget trying to keep your distance in slums where everyone lives in close proximity to each other.”
Students were behind another successful spin-off: Gight, which develops light strips to help elderly people avoid falls: lights on the floor show the way. The effectiveness of the strips was established in a 2020 publication in the journal *Gerontology*. Eef Lamers, physics student and co-founder of Gight: “I'm happy that we were able to demonstrate that our product works. Elderly people are more likely to break bones when they fall, and they are slower to recover. Thanks to Gight, they can hopefully live independently for longer.”

**Students were behind the successful spin-off Gight, which develops light strips to help elderly people avoid falls.**

### 3. Impact on Policy and Education

**Radboud Reflects**

Radboud Reflects, the university’s debate centre, moved its venue to Nieuwspoort in The Hague in 2020. Professors Hans de Kroon and Ingrid Visseren-Hamakers kicked off the Radboud Current Events Lectures in January with ‘The nitrogen crisis: thinking differently about economics and nature’.

The university's administration encouraged the move to The Hague, partly because of the influential audience there. Fifty politicians, civil servants, policymakers and stakeholders attended the first lecture. Executive Board President Daniël Wigboldus and Rector Han van Krieken were also present to add lustre to the occasion. More name recognition in The Hague is nice, but not the main objective, according to Wigboldus: “We think that where we can add something to the debate, we should do so, also beyond our campus.” Four annual current affairs lectures will be held in Nieuwspoort, but COVID-19 limited the series to two in 2020.
The rest of the Radboud Reflects programme took place largely online, under the name Radboud Reflects@Home. Anouta de Groot, head of programming for Radboud Reflects, still thinks of 2020 as a successful year. "Despite the lack of physical visitors, we still created attractive, interesting and valuable programmes for a wide audience." The online programmes were viewed 380,000 times in 2020, and the number of YouTube subscribers grew by 3,600.

‘Despite the lack of physical visitors, we still created attractive, interesting and valuable programmes for a wide audience’
- Anouta de Groot

A Collection of Popular Books

Every year, Radboud scholars share their knowledge with the broader public through popular books written for a general audience. Here are some of them published in 2020, with one book from each faculty:

**Faculty of Arts | Lotte Jensen | *Crisis en catastrofe (Crisis and Catastrophe)* | Walburg Pers**

Lotte Jensen, Professor of Dutch Literary and Cultural History, describes the influence that catastrophes in the 19th century had on belief in God, solidarity and charity, as well as local and national identity building. She also addresses the cultural representation of disasters in literature, paintings and memorial books. Jensen is leading a research project on how disasters have been handled through the ages in the Netherlands, and she spoke about it during her speech at the opening of the 2020 academic year.

**Faculty of Law | Paul Bovend’Eert | *De Koning en de monarchie. Toekomstbestendig? (The King and the Monarchy. Future-proof?)* | Wolters Kluwer**

Does the monarchy have a future in the Netherlands? What changes are needed to ensure a sustainable kingship in the 21st century? Professor of Constitutional Law Paul Bovend’Eert offers a comprehensible account of the development of the Dutch monarchy, focusing on its future stability.

**Faculty of Philosophy, Theology and Religious Studies | Thomas Quartier | *Levensliederen. Soundtrack voor kloosterspiritualiteit (Life Songs. Soundtrack for Monastic Spirituality)* | Walburg Pers**

Music and spirituality are bound together like body and soul. Both bring a person to the very core of life, to emotions and to desires for meaning and balance. Professor of Comparative Religious Studies Thomas Quartier partly based this book on his experience as a Benedictine monk.

**Faculty of Science | Heino Falcke (with Jörg Römer) | *Light in the Darkness: Black Holes, the Universe and Us* | Prometheus**

On 10 April 2019, Professor of Astrophysics Heino Falcke presented the first-ever photo of a black hole – world news and a turning point in astronomy. In *Light in the Darkness* (published in Dutch and English), Falcke tells how we got to this point – from primordial man's first glimpse of the sky to modern astrophysics, black hole research and the unrevealed secrets of the universe – and what it means to him and to all of us.

**Faculty of Social Sciences | Anouke Bakx et al. | *enIQma***

With the *enIQma* game, Anouke Bakx and her team want to make insights into giftedness accessible to primary school teachers and parents. The game won second prize from the Netherlands Initiative for Education Research (NRO Connection Prize) for the most successful connection between science and practice. Bakx is Professor by special appointment of Giftedness at Radboud University and lecturer of Good Teaching and Good Leadership at Fontys University of Applied Sciences.
**Nijmegen School of Management | Romain Malejack | Warlord Survival: The Delusion of State Building in Afghanistan | Cornell University Press**

How do Afghan warlords manage to remain relevant in a hostile political environment, and how do they know how to rise to power again and again? This book answers those questions based on more than 100 in-depth interviews in Afghanistan. Between 2007 and 2018, the author spoke with ministers, regional administrators and the warlords and their entourages, as well as diplomats, scientists, journalists and NGO workers.

**Faculty of Medical Sciences | Bas Bloem et al. | Ending Parkinson’s Disease | Public Affairs (US)**

Parkinson’s is becoming a pandemic. Between 1990 and 2015, the number of Parkinson’s patients doubled to over six million worldwide, and another doubling is expected by 2040. Professor of Neurology Bas Bloem, together with three other top scientists, highlights an approach to the fastest growing neurological disorder in the world. The Dutch translation will follow in 2021.

**Alarm about Decline in Biodiversity**

Ingrid Visseren-Hamakers, Professor of Environmental Governance and Politics, featured prominently in the social debate about making society and the economy more sustainable. In 2020, she was a guest in the Dutch Lower House to offer recommendations about stimulating economic growth. Visseren-Hamakers advocated focusing not only on the climate, but also on biodiversity and pollution. She also hopes that the focus of policy will change from growth to broad prosperity.

Visseren-Hamakers was also one of the coordinating lead authors of the latest report from the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES). In that report, experts sounded the alarm about the dramatic worldwide decline in biodiversity.

**Jan Jonker Delivers Sustainability Address**

In September, Jan Jonker, Professor of Sustainable Business Practice at Nijmegen School of Management, delivered the 2020 sustainability address, which was also his farewell speech as a professor. Jonker presented a vision for fundamental change in the Netherlands based on seven ‘levers’. “The past decade has shown that we are talking about complex issues of sustainability, circularity, and inclusiveness more and more, but that action with real impact is not increasing at the same pace. Truly good solutions are missing, which is not in line with the ambition that we should have as a country and as citizens.”

**Todesfuge**

The Jewish Historical Museum in Amsterdam opened the exhibition ‘Todesfuge: A grave in the clouds’ in December 2020. Radboud Professor of German Language and Culture Paul Sars gave the opening address and was guest curator, together with artist Helly Oestreicher. The exhibition highlights the social impact of Paul Celan’s poem *Todesfuge* (Death Fugue), exactly 100 years after Celan’s birth, 50 years after his death and 75 years after the liberation of Auschwitz and the writing of the poem. In addition to the exhibition, 25,000 pupils and teachers in secondary schools received a special teaching package that included the workbook ‘*Todesfuge, een gedicht om niet vergeten*’ (*Todesfuge*, a poem not to forget) and an accompanying website. The project was realised with support from the National Fund for Peace, Freedom and Veteran Care (vfonds), the VsB Fund, and the Faculty of Arts at Radboud University.
4. Impact with Partners

Together in the Municipality of Nijmegen

In 2020, the university maintained and strengthened ties with its local partners, especially with the municipal administration and the boards of HAN and Radboud university medical center. The relationship with Nijmegen's municipal administration took shape through periodic consultations and mutual working visits. The 2020 collaboration with the Nijmegen theatre venues was exceptional: the use of concert halls as lecture halls offered the venues some financial flexibility in this difficult year. Collaboration with other partners also continued, such as with the InScience film festival.

Radboud historians worked with the municipality in 2020 to start the Waalpaintings project: 15 large murals that bring Nijmegen's history to life. The paintings will eventually be connected in a walking route, where people can get information about the works of art and the artists via QR codes. Waalpaintings is an initiative of Radboud historians Erika Manders and Dennis Jussen. Manders: “Our goal is achieved when people who walk past such a painting just stop and look. As soon as you look at it, you've already learnt something about history, that's how fast it happens.”

‘Collaboration with community partners also stimulates students’ professional development’
- Wessel Meijer
The Nijmegen *City Deal Kennis Maken* project is a collaboration between the university, HAN, the municipality and, recently, ROC Nijmegen. The institutions use this form of knowledge sharing to contribute to solutions for social issues, and the city is a rich learning environment in which lecturers, researchers and students can work together.

In the past year, work was done on the ‘*Kind in Verbinding*’ (Child in Connection) project in Nijmegen North, which looked at child- and youth-related problems from the perspectives of various disciplines. Wessel Meijer, division director for Academic Affairs: “The collaboration with community partners and other knowledge institutions within City Deal is a fine example of how we can link our education to the social tasks we face in our region, and at the same time stimulate our students’ professional development.”

**Together in the Region**

The university maintained good relationships with the Gelderland King’s Commissioner and the provincial executive. Due to COVID-19, a planned working visit from the province of Gelderland was cancelled. Collaboration with The Economic Board was strengthened in 2020 with the establishment of Start-up Fund Gelderland, a consortium that includes partners such as Radboud university medical center, HAN, ArtEZ, kiEMT, Rabobank, the province of Gelderland and Oost NL.

The Economic Board, a collaboration between government, knowledge institutes and the business community in the region (Arnhem-Nijmegen and Wageningen) aims to grow the regional economy with innovations in the food, energy, health and artificial intelligence sectors in particular. Radboud University is focused on the latter two sectors.

**Together with National Partners**

Minister Ingrid van Engelshoven and several other senior officials from the Ministry of Education, Culture and Science paid an online working visit to the university and Radboud university medical center in May. The minister spoke with the university’s administration and staff and students about topics including the impact of the coronavirus crisis on education and research. On her own initiative, the minister also attended and spoke at the opening of the academic year. In June, MP Frank Futselaar (Socialist Party), at his own request, paid an online working visit to the university to gain insight into online education. An important new initiative in the area of stakeholder dialogue was the organisation of the Radboud Current Events Lectures in Nieuwspoort in The Hague.

In 2020, Radboud University and Maastricht University signed a covenant laying out their intention to establish new degree programmes on the campus in Venlo in the fields of biotechnology and medicine. You can read more about this in the chapter on education and in the joint interview with the rectors of both institutions.
The National Research Agenda provides grants to consortia of Dutch universities to stimulate scientific and social breakthroughs. Eight grants in 2020 involved Radboud scholars. Among them are geographer Henk van Houtum and historian Jaap Verheul, who together with Utrecht University are working on the project *In search of the līmes: the Romans in the Netherlands*. The team will investigate the historical function of the Roman state borders, with the aim of providing insight into the legacy and interpretation of the Roman era in our modern thinking about territories, borders and cross-border cooperation.

**Together Across Borders**

International quality of research and teaching is one strategic theme of Radboud's internationalisation strategy. In 2019, we started working on that strategy: ‘Radboud International 2025: Quality first!’. The goal is to take the first steps towards achieving a cohesive, inclusive community in 2025. The strategy forms the foundation for Radboud-wide initiatives.

For more than 90 years, the university has been cultivating contacts with partner institutions. Our network now comprises hundreds of universities across the world. Students and staff members can go to these high-quality universities for exchange or research. Radboud University encourages students, PhD candidates and staff members to spend time abroad. However, due to COVID-19, many exchange activities were cancelled or postponed in 2020.

A notable international event in 2020 was the creation of NeurotechEU. This alliance was designated a European University by the European Commission in the summer. Furthermore, the university joined the European Universities Initiative, a European Commission project aimed at improving exchanges in education, research and employment. We also worked with the University of Glasgow to develop a new Master’s programme on slavery. In addition, within the European lobby network The Guild, we contributed to a new vision of European universities for the next decade.

Between 2014 and 2020, Radboud University and Radboud university medical center received more than €200 million from the European Commission. This funded 264 research and innovation projects, making Radboud one of the top three Dutch organisations with the highest contribution from Horizon 2020.

**Together with Alumni**

The Marketing & Communications division worked with the faculty alumni officers to draft the memorandum ‘Professionalising Alumni Relations 2023’, which contains seven projects intended to activate alumni relations. One project aims to strengthen the Radboud spirit, while another wants to offer alumni a clear overview of what is on offer for them.

Together with Career Services, a start was made on developing an online platform for alumni, students and companies. The aim is threefold: to improve guidance for students on their way to the job market, to connect to the regional job market and beyond, and to involve alumni more actively with current students, for example, in finding work placements. Other roles that alumni can play include guest lecturing, contributing to information and guidance for students and recent graduates, or supporting student life and research through donations.
Better aligning students' skills with market demands will create better opportunities for more students. This is in line with the university’s strategy to provide equal opportunities for all and with the Gelijke Kansen Alliantie (Equal Opportunities Alliance) of the Ministry of Education, Culture and Science. Moreover, it puts the university in line with the province of Gelderland's education and job market plan.

Alumni were one of the target groups of the ‘You have a part to play!’ campaign in 2020, with actions that tied in with COVID-19. A special webpage featured articles from Radboud Recharge, quarantine lectures and a crowdfunding campaign for the Radboud Fund and the national ‘Kraak de crisis’ (Crack the crisis) initiative. One thousand alumni visited the campaign page for that initiative.

Around 40,000 alumni were invited to receive the special spring issue of Radboud Magazine about COVID-19. The campaign resulted in 1,000 new subscribers. The Christmas issue of the magazine was sent to tens of thousands of alumni, again with a view towards connecting with them.

Together with Suppliers

The university wants to further integrate its procurement policy with its sustainability policy. The 2020 vision and ambition document, which has yet to be adopted, formulates four procurement themes that are linked to Sustainable Development Goals (SDGs) of the United Nations: climate neutral, circularity, a healthy environment and concern for equal opportunities. We apply three leading principles: efficiency and effectiveness, collaboration, and compliance with applicable laws and regulations.

Principles of our procurement policy

- All expenditures are lawful, efficient and effective, and they are aligned with the institution's objectives, strategy and core values.
- Sustainability and corporate social responsibility (CSR) goals are embedded by giving ownership to faculty and division directors, with the help of contractual agreements.
- We adhere to the principles of non-discrimination, transparency, proportionality, mutual recognition and objectivity.
- Our purchasing conditions are the General Government Purchasing Conditions (ARIV), the General Government Terms and Conditions for Public Service Contracts (ARVODI) and the General Government Conditions for IT Agreements (ARBIT).
- We comply with the procedures prescribed by the Public Procurement Act and the European Single Procurement Document, so that the institution and its partners in the chain satisfy international social conditions.
- We adhere to our own goals above and beyond laws and regulations. The starting point is not ‘what is bought’ but rather ‘who is being bought from’. Larger suppliers are expected to have themselves audited for the CSR register; for smaller suppliers, a socially responsible procurement scan is sufficient.
- Where our influence on local suppliers is strong, we seek cooperation with research universities and universities of applied sciences, among others, for large procurement markets such as ICT, catering and construction. By complying with all laws and regulations up front, we help prevent wrongdoing by partners in the chain and in our own business operations.
- We encourage students, academics and staff members to take ownership with room for deviations from the central procurement policy within the set frameworks, provided there is sufficient justification and prior approval by the Executive Board.
In the Spotlight

Working Together for a Stronger City

Isa Witteveen is a second-year student of pedagogical sciences. She did her internship as part of City Deal Kennis Maken at Het Talent primary school in Lent. Sandy Kuhnen was associated with that school as an internship supervisor and, since this year, she is the director of De Lindenhoeve primary school (Lindenholt). In City Deal, Radboud University works together with HAN, ROC Nijmegen and the municipality to allow students to jointly tackle problems in Nijmegen's districts and surrounding area.

Sandy Kuhnen: “As a school, we had been wondering for quite a while about how pupils in groups 7 and 8 spend their time after school hours. We noticed that they made less and less use of after-school care because they can spend their time at home on their own. But filling that time is not always easy. They are not that independent. You see these children hanging around at school or you hear that they spend the whole afternoon playing video games. Our question was what would those children really like? How does taking responsibility for their own free time fit in with their developmental phase? We were glad that the students from City Deal could help us answer these questions.”

‘Glad that the students from City Deal could help us answer our questions’

Isa Witteveen and Sandy Kuhnen

'I thought it would be nice to step off the beaten track of my studies for my internship.'
“The diverse make-up of the student groups in City Deal is immensely helpful. Students from the regional education centre (ROC), HAN's College of Education for Primary School Teachers, HAN's Educational Theory programme and Radboud University were able to contribute to the research based on the expertise and skills they bring from their studies. It was great to look at this issue from those different angles. For the practical research, a theatre assignment was chosen, where the children could express their own ideas and engage in conversation. The study conducted this year will be continued by a new group of students to find out what exactly the young people in Lent are missing and what facilities are needed there. Not only is City Deal an instructive concept for us as a school, but the students from the various institutions also learn a lot from each other. They can really complement each other.”

Isa Witteveen: “I thought it would be nice to step off the beaten track of my studies for my internship. I wanted to do something with education, and at City Deal I got the chance to address concrete requests for help from primary schools. We worked together with students from HAN and ROC Nijmegen. This time there were so many of us that we created two groups, each focusing on its own request for help. One question came from the parents of pupils in groups 1 and 2 who could not come to the school to say goodbye in this pandemic year. I focused on the school's question about after-school care for groups 7 and 8: they had noticed that these pupils do not make use of it. Why is that, what do they do with those hours, and does it fit in with their developmental stage?”

“We found that it was not cool for these pupils to go to after-school care, in part because their friends and girlfriends did not go with them. The activities that fit in with their developmental phase take place in hobby and sports clubs, but these often only start after 5 pm. School ends at 2 pm, so there's a gap, and they are too young to go to the city on their own. In our group, I was able to use my university studies to substantiate the developmental tasks that are appropriate for these pupils and determine whether these tasks correspond to what they actually do after school. Our group analysed the request for help this year. The next group is going to work on concrete recommendations about how to fill these children's afternoon hours.”
Inspiration and Challenges for Students and Staff Members

We are an inclusive university where staff and students inspire and challenge each other, and we invest in their development.
Radboud University wants to be an inclusive university where staff and students inspire and challenge each other, and we invest in the continuous development of staff and students. Our core leadership values – courage, connection and openness – were put to the test in 2020.

**Key Figures**

<table>
<thead>
<tr>
<th>Number of students</th>
<th>Number of staff members (FTE)</th>
<th>Rating: working at Radboud University</th>
</tr>
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<td>24,104</td>
<td>5,603</td>
<td>7.3</td>
</tr>
<tr>
<td>2019: 22,976</td>
<td>2019: 5,211</td>
<td>2018: 7.6</td>
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</table>

In this pandemic year, the university did everything in its power to keep studies and work going. This often required quick adjustments and improvisation. Section 1 describes the care and attention given to staff members, including progress in implementing the HR policy and a focus on the experienced workload.

Section 2 outlines the focus on students, with an overview of actions taken to support each other and help those in need, something that was also shared by the university.

Based on its roots in the emancipation movement, the university has a keen eye for divisions and inclusion in society. On our own campus, there is a continued focus on enabling everyone to participate. Section 3 describes the steps being taken towards a more diverse campus.

Taking care of each other: this core value was in the spotlight in 2020. The university emphasises the importance of working together to create a safe study and work environment. The fact that this is not always obvious became apparent after signs of an unsafe work situation arose in a faculty. The measures the university has taken to create a socially safe campus are described in Section 4.
1. Developments in Staff Policy

HR Policy in an Extraordinary Year

In March, our HR policy received a very positive appraisal from an external evaluation committee as part of the European initiative Human Resources Strategy for Researchers. As a result, we may continue to use the quality logo for the next six years (with an interim evaluation after three years) and we can use it in grant applications. The report praised the "very high standard of HR policy and instruments", "the many examples of best practices" and the "integrated plans for social safety, inclusiveness and reduction of workload, and integrated PhD candidate policy". There was also appreciation for the fact that the policy was not created top-down, but "in cooperation with (HR from) the entire university and the units within it, taking into account the differences between the academic fields and the target groups". Because there is always room for improvement, the university is taking new steps with an HR agenda for 2020-2025.

From the first wave of the coronavirus, the HR division assisted staff members with regular updates and information about working conditions related to COVID-19. The appeal to work from home was accompanied by a €250 reimbursement for the purchase of equipment. A web page was set up for occupational health and safety support, which includes tips for healthy and sustainable work from home.

The HR information also covered aspects such as illness and recovery, continued payment of wages (including in the event of quarantine and absence from work) and temporary contracts (financial flexibility for necessary extensions). The university encouraged staff to take holiday hours to achieve a good work-life balance. In addition, the annual appraisal procedure was simplified as an incentive to keep doing them, especially when working remotely. The new (statutory) regulations in 2020 included taking additional birth leave – up to five times the weekly working hours – in the first six months after a birth.
The interfaculty Radboud WORK-LIFE consortium, supported by the Executive Board, will conduct research to gain insight into work-life balance. It will address separation between work and private life, the combination of work and possible care tasks, workload, support by colleagues and supervisors, and opportunities for self-development. For academic staff, there is also a focus on research and teaching during the pandemic.

‘There will be new research to gain insight into work-life balance’

**Attention for Staff Members with Temporary Appointments**

A collective bargaining agreement was concluded this year with Executive Board member Wilma de Koning acting as chief negotiator on behalf of VSNU. It includes new agreements that better safeguard the position of staff members with temporary appointments. According to VSNU, this staff category is unavoidable in organisations where employees are appointed based on temporary funding. At Radboud University, temporary appointments are in line with the average: 16% of support staff and almost a quarter of university lecturers are on temporary contracts, about the same as five years ago.

Because of COVID-19, the university made use of a collective bargaining agreement not to terminate anyone's contract for purely financial reasons in the event of a delay in work. Staff members with a temporary contract who are not legally eligible for a further extension were given a fixed-term contract on condition that it can be terminated at the end of the research project. The lenience for pandemic-related delays also applies to employees who have difficulty working from home and are delayed due to care responsibilities, especially for children who could not attend daycare or school.

Attention was drawn to temporary appointments around the opening of the academic year, with actions by the AOb and FNV labour unions and the group WO in Actie. Marijtje Jongsma, associate professor at the Behavioural Science Institute and national board member of AOb: “There must be more career opportunities for young researchers. It does not help the quality of education and research if you regard people as disposable scientists. That is why we need more permanent appointments.”

**Measures to Reduce Workload**

For some time now, the university has been paying attention to the perceptions of increased workload, as reported in the 2018 staff survey, among other things. The workload is increasing, particularly among support staff; for academic staff, the combination of teaching and research remains a bottleneck.

Anneriek de Heer, HR division director, speaks of a “tough problem for which there is no instant solution”. Measures had been taken, such as a growing emphasis on vitality programmes, “but coronavirus has thrown a spanner in the works”. Meanwhile, the ‘Werkrduik in de wetenschap koerskaart’ (Workload in academics course map) platform, a useful tool for team deliberations about workload, has been developed with help from several universities. In an October 2020 letter to the Ministry of Social Affairs and Employment, Radboud University highlighted workload as a critical issue. The letter also contained a lengthy list of measures taken since 2018.
Several measures from 2020 may have a positive effect on workload, such as the new digital testing facility (which reduces correction work) and the policy of no longer judging research solely on output. The latter was cited as one driver of the workload that would not contribute to the “talents and motivation of scientists”. Anneriek de Heer speaks of a vicious circle that prevents employees from taking advantage of university policies. “You have to have the time to work with it, and those people are too busy for that.”

‘Workload is a tough problem for which there is no instant solution’
- Anneriek de Heer

In her 2021 New Year’s speech, Wilma de Koning, Vice President of the Executive Board, said: “How hard we have worked over the past year, and the workload was already so unbelievably heavy. We wanted to do something about that in 2020, but we did not manage to.” Meanwhile, a committee has been set up to look for ways to take the pressure off in times of distance learning. Moreover, all faculties have taken workload reduction measures due to COVID-19. The Faculty of Arts, for example, has freed up extra capacity to give people with heavy teaching loads a break.

**Continuous Development through gROW**

The Expert Centre Development in the HR division has brought together all relevant training information in the revamped web environment gROW. This online learning environment offers access to articles, e-learning opportunities, an overview of events and a selection of videos. The number of users has tripled: from 1,500 in 2019 to 4,500 in 2020.

To encourage participation in the ‘Personal Leadership’ course, it was free for the first two groups. The training helps staff members get a better grip on their careers. A renewed offer emphasised the need to refresh from time to time, such as with workshops just after the summer holidays that tie in with research by the Arbo Unie, for example. Results indicate that the period after the summer holidays is often not experienced as a fresh start, due to less commitment and greater career dissatisfaction.

The university has continuously focused on updating general professional skills, such as presenting, writing more effectively, communicating better and organising your work better. Since 2020, supervisors have had insight into the training progress of their staff through gROW. This offers a foundation for discussions about development and sustainable employability. The offerings for PhD candidates – more than 20 courses – are also included in gROW.

For supervisors, gROW includes a new offering of (online) sparring sessions in which scientific and non-scientific supervisors exchanged experiences for the first time. The sessions are intended to offer inspiration, share experiences and provide practical guidance. They were attended by 200 people in 2020.
2. Student Well-Being Policy

Student Policy in an Extraordinary Year

It was fortunate that the university had already started to reduce waiting times for student psychologists and student trainers in 2019. That meant they were ready to offer additional assistance in 2020. From the beginning of the pandemic, assistance was offered under the umbrella of Radboud Life & Care. Through that platform, a comprehensive team of university psychologists, student counsellors, student trainers and other coaches were ready to help by phone, video call or email. Self-help modules, e-learnings and webinars were also made available.

About 10% of students visited university psychologists or pastors in the University Chaplaincy in 2020. University psychologist Marieke van der Burgh: "The waiting time is three weeks, and we have 20 intakes a week. Most students came to us because of burn-out complaints, stress, fear of failure or study-avoidance complaints. Others felt depressed, anxious or lonely."

Students in (dire) financial distress could appeal to the Emergency Fund which, among other things, provides interest-free loans. Students with questions about study delays could turn to the Profiling Fund, which also offers financial support in certain cases. Soon after the first coronavirus measures were taken, the coronavirus webpage went online with up-to-date information about matters like tuition fees and study progress standards.
New Well-Being Policy Memorandum

The ‘Clear Quality and Connectedness’ memorandum, which was issued in 2020 and extends to 2023, aims to strengthen the focus on student well-being. The memorandum aims to offer all students “high-level proactive, preventive guidance”, with clarity about what students and staff can expect from each other. Much is already happening (e.g. the Community Table) but, according to the memorandum, there is no integrated vision.

The recommendation was produced as part of the Student Counselling 2023 project, to which more than 100 students and staff contributed. The aim is to increase the capacity and quality of the guidance. “The current student counselling suffices as a minimum, but it is not equipped for the future and does not offer a clear package of counselling with accompanying frameworks,” says the memorandum, which recommends reinforcement at both the central and faculty levels.

The memorandum is in line with the university’s strategy to lead students to develop into conscientious, committed, critical, and self-aware graduates who take up positions of responsibility in society. This requires excellent guidance. This was also expressed by Executive Board President Daniël Wigboldus in his New Year’s speech, with the underlying message: “Student success instead of study success.”

The Student Counselling 2023 project establishes relationships with other (university) projects and initiatives. These include User-Focused Online and the Teaching and Learning Centre that was established in 2020. The cooperation aims to do justice to the complex playing field of student counselling. The policy also ties in with a Radboud study by Hans Schilderman that confirms the worrying reports about student well-being.

The desire to strengthen academic counselling stems partly from experiences with international students (now 11% of our student population). Many of them experience problems with well-being, social connection, practical matters and study progress. They approach student advisors with questions and problems that are time-consuming and whose solutions sometimes fall outside the scope of a student advisor’s duties.

The intensification of counselling is therefore partly aimed at “clear communication, a personal approach, and a friendly, soft landing” for this target group. “We would like it to be easier for international students to feel at home at Radboud University,” says the memorandum, which recommends tutors with specific expertise about and affinity with international students.

Additional Student Support

The university made great efforts to ensure that social life during the pandemic also continued in-person, not only with lectures but also with the orientation week, a highlight for first-year students. During that week, the sports days and the market day were offered in-person.
3. Diversity on Campus

More Female Staff

The growth in the proportion of female academics continued in 2020. For the first time, the share of female professors exceeded 30% (excluding Radboud university medical center). The latest national overview – the Women Professors Monitor 2020 – found that Radboud University is amongst the top three Dutch universities with regard to share of female professors: 29.6% female in 2019. However, fewer than a quarter of professors at the 14 Dutch research universities together are women.

At the request of the Network of Women Professors, universities have set targets for the percentage of female professors for the period from 2020–2025. Radboud University’s target figure (including Radboud university medical center) is 36% female by 2025. The proportion of women assistant professors rose from 42.1% to 44.2%. The proportion of women associate professors has dropped to 30%, partly because of the relatively high number of internal promotions to full professor. However, the share of female PhD candidates is rising (now 56.4%).

Ambition: 36% female professors by 2025 (including Radboud university medical center)

More International Staff

Radboud University and Radboud university medical center aim to attract more international academics. Their proportion has increased from 25.7% (end of 2018) to 26.4% (end of 2019).
In 2020, special attention was paid to (international) PhD candidates, who were, for example, helped with pandemic-related problems through the new Global PhD Support programme. That programme matches Dutch and international PhD candidates with a personally selected buddy. Such a buddy is important in times of limited physical and social contact and isolation from family or friends. The buddy can also offer first-line support in matters related to well-being, housing or legal issues, and they can refer people on if necessary. Furthermore, research was carried out into the recruitment of international PhD candidates within the Faculty of Science. This will lead to a recommendation for the entire university.

**Distance to the Labour Market**

At the end of 2019, the number of participation jobs [EGS1] at the university was 62.2 FTE. The latest figure for 2020 shows a decline to a total of 39.5 FTE. Despite the inflow of seven new employees from the employment promotion target group in 2020, a larger outflow of (especially seconded) staff as a result of COVID-19 led to an overall decrease. This means that the quota target for 2020 (77.4 FTE) was too high. The HR team in charge of these jobs noted an insufficient sense of urgency and stated that more commitment is needed for job creation. COVID-19 has also proven to be an obstacle, given the relatively intensive, personal guidance that participation staff require. About half of this group of staff have a permanent position and one-third work at the MBO level or higher.

To give the policy a boost, a start was made in 2020 to appoint someone to each decentralised unit to pay extra attention to creating jobs for this target group and to strengthen communication between the HR team and the decentralised unit.

**New on Campus: A Diversity Programme Manager**

Rona Jualla van Oudenhoven has been working as RU's first Diversity, Equity and Inclusion Programme Manager since September 2020. Her task is to ensure a safe and inclusive campus for students and staff.
“This work is always strongly determined by the context. That's not the same in any two countries, and not even at two universities in the Netherlands,” she says. To get an impression of what is going on, Jualla van Oudenhoven will speak to staff members, students and conversation partners elsewhere in Nijmegen. This should lead to an action plan for the campus.

To give further substance to diversity, all student and study associations will include a section on this theme in their policy plans from 2020 onwards.

**Racism and Discrimination**

Partly because of the Black Lives Matter actions in 2020, the Executive Board announced a broad dialogue on racism, discrimination and diversity on campus. The aim is to further shape the university’s diversity policy through an exchange of knowledge, views and opinions. All kinds of topics will be discussed, including the naming of campus buildings.

On the (partly virtual) Radboud campus, too, there are discussions about this theme via social media, email, columns and Voxweb. For example, student Sarah Boulehoual and staff member Ross Kang sent open letters to the Executive Board via Voxweb.

A university-wide steering committee will shape the dialogue, under the coordination of the diversity, equity and inclusion programme manager, who will also be in charge of a hotline for complaints about racism and discrimination.

**4. A Safe and Healthy Campus**

**One Team of Confidential Advisors**

The university used to have a variety of local and central confidential advisors, but since 2020 the nine confidential advisors have operated as one team.

All team members are appointed by the Executive Board and listed in the register of confidential advisors. This should ensure better guidance, information and prevention, supported by annual (re)training and a reporting obligation. Executive Board President Daniël Wigboldus hopes that people know how to find the team. “Please talk to someone about it: do not keep it to yourself (...) The past year also once again demonstrated how important it is to work together to create a safe study and work environment in which we take care of each other. That is not always a given.”
Within the team, each confidential advisor has a specific expertise. Accessibility to the international community is ensured thanks to several advisors who speak English very well. The university’s attention to this topic is in response to national research by the labour unions FNV and VAWO, in which social safety was mentioned as a structural problem at universities. In 2020, Radboud University also adopted an amended ‘undesirable behaviour’ regulation.

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

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<td>15</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Confidential advisor for Academic Integrity</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of people who made a report</td>
<td>6</td>
<td>6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Confidential advisor for Whistleblower’s Regulation</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of people who made a report</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>
Attention to social safety was put on the agenda in 2020 after reports of intimidating behaviour at a faculty. The university’s administration then launched an external investigation into the social safety and behaviour within that faculty. According to Anneriek de Heer, HR division director, this underscores the importance of having a strong team of confidential advisors: “Now, if something happens, a team is ready to take action: what do we do with the complaint, who will handle it, what is the process?”

‘Now, if something happens, a team is ready to take action’
- Anneriek de Heer

The faculty to which the complaints referred has started a ‘culture track’ in which all sections can have their say about behaviour that is considered normal and about maintaining a proper professional attitude within an informal culture in which students and staff work closely together. Under the guidance of an external consultancy, this process will contribute to a university-wide code of conduct.

**Screening Staff Members in Higher Management Positions**

For the purpose of integrated security, the Executive Board has decided – with approval from the Works Council – to start a pilot for the screening of staff members, particularly new ones, in higher management positions. This is intended to limit the risk of unethical behaviour. The intensity of the screening will depend on the vulnerability of the position and must be proportionate to the position.

Depending on the content and risks associated with the position, screening may vary from requesting a certificate of good conduct (VOG) to checking for evidence of financial misconduct or whether the candidate has their own business. The pilot, which will be carried out with the help of an external consultancy, will start in early 2021 and be evaluated after two years. The Works Council will be informed of its progress in the meantime.

**Healthy and Vital Campus Tenants**

In light of the working from home and irregular opening hours of the Radboud Sports Centre, various actions were launched to promote the vitality of students and staff members. One of these was Vitality Week in October 2020, an initiative from *Wij zijn Groen, Gezond en in Beweging Nijmegen* (We are Green, Healthy and Moving in Nijmegen). During that week, 206 people took part in workshops and interactive lectures about nutrition, exercise, sleep and mental issues. In addition, the Sports Centre has uploaded a wide range of exercise videos to YouTube, which have together been viewed more than 200,000 times.

Vitality was also encouraged through gROW; their ‘Working from home during COVID-19’ course was a frequently clicked icon containing e-learning videos, exercise videos, articles and tips. Another icon in gROW includes sessions about sleeping better and desk-fit exercises. The Career course icon (with e-learning and career workshops) was also popular. Expertise Centre Development (ExpO) offered interviews with a personnel advisor, and additional groups were active in the vitality programme *Fit@Work*. This will be continued in 2021. Together with other departments, ExpO also contributes to measures targeting workload.
In the wake of government measures, the university has issued new guidelines to discourage smoking. The campus has been completely smoke-free since 2020 (apart from the public road). This also applies to the grounds of Radboud university medical center and HAN University of Applied Sciences. By introducing smoking cessation coaches, the university is going further than the government prescribes.

Anneriek de Heer, HR division director: “We know how addictive smoking is. That's why it's not enough to simply point out the ban. We prefer to offer help. That is what we mean by being a good employer.” Staff members and students can join the smoking cessation programme offered by the Department of Occupational Health and Safety and Environmental Service (AMD).

Absenteeism at Radboud University (excluding the Faculty of Medical Sciences) decreased to 3.3% in 2020 (2019: 3.6%). That figure may have been influenced by COVID-19, based on the idea that staff working from home are less likely to call in sick. Despite the decline in the sickness absence percentage, the health and well-being of staff members continues to receive attention at all levels of the organisation. The university gives high priority to sustainable employability and devotes ongoing attention to the well-being and development of its staff members.

1 The total number of weighted absence days compared to the total number of weighted contract days of a regular staff member in a year. Weighted absence days are the absence days in relation to the occupational disability percentage.

**5. Complaints Committees**

Radboud University has:

- **Whistleblower’s regulations**
Scientific Integrity Committee

Each year, the Scientific Integrity Committee reports on its activities in general terms to the Executive Board. During the 2020 reporting year, the committee received three new complaints via the Executive Board, the same number as in 2019. Two of the submitted complaints were declared unfounded, and one is still being processed.

Student Complaints

In 2020, the Examination Appeals Board received 78 appeals. The Executive Board received 118 objections. The Central Complaint Office received 78 complaints. Six appeals were filed with the Appeals Tribunal for Higher Education.

Appeals to the Examination Appeals Board

Students who disagree with the assessment of preliminary or final examinations by the Examining Board can submit an appeal to the Examination Appeals Board (EAB). Of the 78 appeals received, the EAB ruled in 14 cases. This is similar to 2019 (13 rulings).

The coronavirus has not had a negative effect on the functioning of the EAB. From the first lockdown, appeals have been handled through online hearings. In this way, the applicable coronavirus measures were followed, and the legal protection of students remained intact. Due to the switch to digital processing, the appeals were initially handled by a smaller board. From the summer holidays onwards, the appeals have again been handled by the full board (still online). In 2020, the smaller board delivered seven rulings: one because of the sudden absence of a member, and the other cases because of the coronavirus.

The total number of 78 appeals is slightly higher than the 72 received in 2019. Coronavirus-related issues are partly responsible for this increase. For example, several appeals were received because of digitally created examinations. In contrast, the number of BSA appeals has drastically decreased. This is probably because students who did not meet the BSA norm were granted leniency because of the coronavirus measures.

In 2020, 34 of the 78 (43.5%) appeals received were eventually settled amicably between the parties. In percentage terms, this number is almost the same as in 2019, in which a settlement was reached in 30 of the 72 (42%) appeals received. The fact that a settlement has been reached does not mean that the outcome for the student is always positive. For instance, a settlement could consist of having another lecturer reassess an examination, with the same failing mark as a result.

Progress of the actions qualified as appeals

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appeals</td>
<td>66</td>
<td>83</td>
<td>101</td>
<td>72</td>
<td>78</td>
</tr>
<tr>
<td>Settled</td>
<td>34</td>
<td>39</td>
<td>52</td>
<td>30</td>
<td>34</td>
</tr>
<tr>
<td>Withdrawn</td>
<td>18</td>
<td>13</td>
<td>34</td>
<td>29</td>
<td>30</td>
</tr>
<tr>
<td>Verdict given</td>
<td>13</td>
<td>30</td>
<td>14</td>
<td>13</td>
<td>14</td>
</tr>
<tr>
<td>In progress</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Objections to the Executive Board

Students can go to the Executive Board with objections to other written decisions. These objections concern matters such as financial support, admission and selection, scholarships, enrolment, registration and termination of enrolment, and refund of tuition fees. In 2020, 118 objections were received.

Most striking is the increase in the number of objections concerning the selection procedure for programmes with a quota. A total of 46 objections were received in this category in 2020, compared to 28 objections in 2019. This increase is largely explained by adjustments to the selection procedures as a result of the coronavirus measures. The cancellation of one of the selection exams for Dentistry in particular led to an increase in the number of appeals (27 compared to 13). As in 2019, there were many objections concerning admission to Master's programmes. In this category, an objection is made against the decision that the prior education requirements have not been met. There were fewer objections concerning the non-fulfilment of prior education requirements for Bachelor's programmes. In addition, the downward trend continued in objections related to the Student Financial Assistance Scheme category. This decrease can be explained by the fact that a number of conditions for financial support for the performance of management activities have been abolished in the Student Financial Assistance Scheme.

The coronavirus has had little impact on the handling of appeals. However, hearings with the Arbitration Committee have been held online from the first lockdown. The online hearings made it possible to deal with the objections orally, whilst still observing the measures.

Outcome of the objections submitted

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Withdrawn</td>
<td>11</td>
<td>11</td>
<td>14</td>
<td>26</td>
<td>26</td>
</tr>
<tr>
<td>Settled</td>
<td>4</td>
<td>2</td>
<td>6</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>(Clearly) well founded</td>
<td>29</td>
<td>39</td>
<td>40</td>
<td>19</td>
<td>12</td>
</tr>
<tr>
<td>Partially well founded</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>(Clearly) unfounded</td>
<td>40</td>
<td>52</td>
<td>68</td>
<td>69</td>
<td>74</td>
</tr>
<tr>
<td>Inadmissible</td>
<td>2</td>
<td>8</td>
<td>4</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>87</td>
<td>112</td>
<td>132</td>
<td>118</td>
<td>118</td>
</tr>
</tbody>
</table>

Central Complaints Desk

In 2020, 78 complaints were filed through this complaints desk, 12 more than in 2019. The complaints desk can be reached via the university's website. Most complaints concern the state of affairs regarding examinations (19), for example, about nuisance during an examination or the representativeness of the examination material. Within this category, several complaints were made about the same situation. There were also many complaints in the education category, for example, about the organisation, content or lecturers. In addition, compared to other years, more complaints were filed about matters such as registration, tuition fees and the awarding of the diploma. Many of these complaints were related to the effects of coronavirus measures.

The complaints are subdivided into the following categories: implementation of teaching, examinations, graduation, registration and tuition fees, application for/issue of the diploma, buildings and facilities, information and the provision of information, mistreatment, guidance by the student advisor or student dean, and other complaints. The complaints have generally been dealt with swiftly by the case officer. In most cases, the complaint was settled to the satisfaction of the student.
The Appeals Tribunal for Higher Education

A student who disagrees with a verdict regarding an objection to the Executive Board or a verdict of the Examination Appeals Board can appeal to the Appeals Tribunal for Higher Education (CBHO) in The Hague. The CBHO gives its verdict on the case in a decision against which no further appeal is possible. The rulings of the CBHO are published anonymously on the website www.cbho.nl.

In 2020, the CBHO received six appeals against verdicts regarding objections to the Executive Board and no appeals against verdicts of the Examination Appeals Board. Five appeals were declared unfounded, and the outcome of one case is still unknown at the time this annual report is published.
In the Spotlight

Active for a Multicultural University

Mardjan Seighali is director of the Foundation for Refugee Students UAF, an organisation that guides and supports highly educated refugees in working and studying. Masa Hadros (22) is part of the customised programme for refugee students. She studied medicine in Syria for two years before the war caused her to flee her homeland.

Masa Hadros: “Through the customised programme for refugee students, I am preparing myself for the entrance exams to study medicine here. The upcoming exams make for a busy programme. We follow the VWO curricula for subjects such as maths, chemistry and physics, but we are asked different types of questions during the entrance exams. That makes it complicated, as do the sometimes-difficult Dutch words. Fortunately, through the buddy programme, I've been paired up with a student who is showing me the ropes at the university. In addition, our counsellor Saskia Paulissen is always there for us if we have problems.”

‘Although the programme is busy and sometimes stressful, I'm very happy with the opportunity to follow this customised programme.’

“The fact that I have to attend most of my lessons from home because of the pandemic has actually been quite nice. It saves a lot of commuting time, and you can rewind the video lectures if you don’t understand something. At the same time, I haven’t been able to see much of my fellow students, although that is also because everyone is following their own path. I'm the only student in some courses. Although the programme is busy and sometimes stressful, I'm very happy with the opportunity to follow this customised programme. Radboud University and the UAF are giving me all the help I need to prepare for admission. I hope I’ll be able to study here for a while, also when we can get back to campus.”
Mardjan Seighali: “We have been working with Radboud University for some time, but this agreement will allow us to intensify that collaboration. We want to help talented students with a refugee background prepare for an education in the Netherlands. That's why I'm very happy with the customised programme in Nijmegen, where students can take courses that tie in with the degree programme they are going to pursue. In addition, they receive good guidance. The students we want to help live all over the Netherlands, of course, so we're glad to have found a collaboration partner like Radboud University in the east. That allows students to study in their own region.”

“The agreement also lays a foundation for more extensive collaboration with other parties. With the UAF, we seek to collaborate with municipalities and companies, in addition to educational institutions. This is easier with a partner like Radboud University. In addition to the customised programmes, we can also help refugees find internships or work experience placements in companies where the university already has connections. At the moment, there is a customised programme for students who want to study medicine, and collaboration with Radboud university medical center is a good option for this. We will be exploring these kinds of opportunities together in the near future.”
A Sustainable Campus that Invites Encounters

Our (digital) campus is a sustainable place with modern facilities that is conducive to studying, working together and meeting each other.
Having a campus that invites people to study, meet and collaborate: that goal was part of the university's strategic plan published in 2020. Although the government announced measures that restricted studying and meeting on campus from March onwards, every effort was made to continue achieving that goal.

**Key Figures**

<table>
<thead>
<tr>
<th>Number of m² per FTE</th>
<th>Number of m² per student</th>
</tr>
</thead>
<tbody>
<tr>
<td>46.7</td>
<td>10.8</td>
</tr>
</tbody>
</table>

In line with the strategy, the campus features a series of iconic buildings, the newer ones of which have a distinctive architecture. Section 1 below offers a glimpse of the construction activities and stricter building criteria: new buildings will be of high quality, energy neutral and circular. One such building – the Maria Montessori building (Faculty of Social Sciences) – was completed in 2020. In addition, the Erasmus building received a new entrance and foyer. Sustainable, smart and innovative use of space also looks at the use per student and staff member in square metres.

The university wants to contribute to a healthy, free world with equal opportunities for all. That begins on our own grounds: we aspire towards a green and healthy campus with a positive impact in terms of climate and creating a circular economy. This requires an environment in which pedestrians and cyclists can move around easily on clearly marked paths and walkways. Section 2 outlines the sustainable steps taken in 2020.

The ambition to have a campus where everyone can feel at home, can develop themselves and enjoys coming back creates obligations. Section 3 discussed the safe campus, both socially and digitally.

**1. Construction Activities on Campus**

**Maria Montessori Building**

The biggest accomplishment of 2020 was the completion in November of the Maria Montessori building, the new home of the Faculty of Social Sciences. It is the first energy-neutral building on campus, thanks in part to solar panels and the connection to the hybrid energy network. The building consists of two parts connected by a bridge. Additional trees will be planted outside to compensate for the (small) felling of trees and the felling that was necessary for the renovation of the Berchmanianum.
1. Construction Activities on Campus

New Entrance to the Erasmus Building

With its new entrance and foyer, the Erasmus building has been revitalised as an icon of the humanities. The entrance connects to the Refter, which was renovated in 2019 and includes a new terrace with a view of the Berchmanianum. Two additional entrances were added and the staircase in the hall was moved, making the garden room more suitable for lectures. The lobby has new workplaces and the lifts have been renovated. A study will be carried out to find new accommodation for the building's two main occupants: the Faculty of Arts and the Faculty of Philosophy, Theology and Religious Studies. This study will be made in combination with an investigation into the use of the Erasmus building, which may then become vacant.

With its new entrance and foyer, the Erasmus building has been revitalised as an icon of the humanities.

Digital Testing Facility

In 2020, the Comeniuslaan 6 building was turned into a 300-seat examination location for digital assessment. Comeniuslaan 4 will follow in 2021, with 600 seats. Examinations still often take place in the sports centre, which requires a lot of extra work to set up and dismantle and which has sub-optimal internet. But digital assessment is becoming increasingly popular, and the harmonisation of the annual timetable means that all students now have examinations at the same time. That's why more space is needed. Digital assessment offers many advantages, such as less revision work for lecturers. In addition, new forms of assessment will become possible, such as writing a commentary about a video. Many students also prefer it: they can now type faster than they can write.
Flexible Buildings

The university aims for a more flexible use of its spaces, especially to meet the growing demand for study places. The restaurant in the Huygens building has already been redesigned as a multifunctional space for eating and studying.

The expectation that staff will work from home more often after COVID-19 has also had an impact. As a result, the strategy for the campus, which was completed before the pandemic, is being reviewed. Wilma de Koning, Vice President of the Executive Board, wants to be prepared for more working from home and more online education. “If this is indeed the trend, we will probably need other spaces on campus in the future. But students and staff members must continue to meet each other, even in the future. We will remain a campus university.”

‘Students and staff members must continue to meet each other, even in the future. We will remain a campus university’
- Wilma de Koning

2. The Sustainable Campus

In 2020, the Campus & Facilities division further honed its ambitions for a more sustainable campus. In the restaurants, sustainably produced food is the starting point, without food waste. Furthermore, the university strives for an overall reduction of paper and rubbish, clean and safe transport, smart and innovative use of space, healthy and vital staff and students, energy-neutral operations and a green campus that is rich in biodiversity.

Sustainable and Healthy Selection

<table>
<thead>
<tr>
<th>Meatless meals and lunches sold at the Refeter</th>
<th>Plastic bottles sold</th>
</tr>
</thead>
<tbody>
<tr>
<td>75%</td>
<td>-73%</td>
</tr>
<tr>
<td>2019: 40%</td>
<td>2020: 5,000</td>
</tr>
<tr>
<td></td>
<td>2019: 18,500</td>
</tr>
</tbody>
</table>

The Campus & Facilities division's work group on sustainability published a memorandum in 2020 that also looked at food. The proportion of vegetarian and vegan products will grow to at least 80% in the coming years. The meat supply will become sustainable, which also entails a step-by-step reduction. The catering business will use a vegetarian (vegan) range as its starting point.
2. The Sustainable Campus

A Green and Car-Free Campus

Work group member Vincent Barendregt points out that the university is a role model. “Through our choices and our range of products, we want to make students and staff members aware of the environmental impact of our current selection. We strive to offer the most sustainable products possible, taking into account people and the environment.” Together with students, a study was also started to investigate the difference between a vegetarian and a ‘normal’ hamburger (as sold in the Refter). A comparative study of disposable and porcelain dishes is in the works.

“We strive to offer the most sustainable products possible in our restaurants”
- Vincent Barendregt

The ‘Sustainable accessibility to Heyendaal’ project group has outlined the framework for a better traffic flow. The idea of the advisory report prepared by Goudappel Coffeng is as follows: no car traffic on Heyendaalseweg from the Huygens building on, and car traffic on Erasmuslaan only between the St. Annastraat and the Grotius building (as the entrance to the parking garage). The rest of the street is intended for cyclists, buses and emergency services. In the next few years, car use around campus during rush hours must be reduced by 20%.

The question of whether to have buses run in one or two directions on Erasmuslaan is still under consideration. “The less asphalt there is, the more green we get,” says Carlo Buise of the Department of Occupational Health and Safety and Environmental Service. “Ideally, we’d like to have a park that a bus runs through.”
Flexible parking tariffs, encouraging the use of (electric) bicycles and working more often from home should also contribute to reducing car use. Since the beginning of 2020, a pilot project has been running with employees of the university and Radboud university medical center. Participants are using MaaS, an app for planning, booking and paying for business trips. Shared cars are also provided for business trips to destinations that are difficult to reach by public transport or e-bike.

In line with these plans, Radboud University, in its role as a ‘cycling ambassador’, initiated the ‘Higher Education Cycling Mission’ at the end of 2020. In the presence of State Secretary Stientje van Veldhoven and administrators from 14 higher education institutions, the university expressed the ambition to have 10% more staff members cycling after the pandemic than before.

In 2020, we started to create more space for nature and biodiversity on campus. The biodiversity focus group has done years of preliminary work, with participation from scientists, students, staff members and local residents. The aim is that the restoration of biodiversity will guide the development and management of the campus over the next ten years.

### Mode of transport (commuting)

<table>
<thead>
<tr>
<th>Mode of transport</th>
<th>2020</th>
<th>2016</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Only by car</td>
<td>15%</td>
<td>17%</td>
<td>22%</td>
</tr>
<tr>
<td>Bus</td>
<td>4%</td>
<td>2%</td>
<td>4%</td>
</tr>
<tr>
<td>Bicycle*</td>
<td>64%</td>
<td>61%</td>
<td>56%</td>
</tr>
<tr>
<td>Walking</td>
<td>3%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Motorcycle</td>
<td>0.1%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Carpooling</td>
<td>0.2%</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Train</td>
<td>14%</td>
<td>15%</td>
<td>12%</td>
</tr>
</tbody>
</table>

* Including e-bikes, 12% in 2016 and 8% in 2020

### Sustainable Energy Policy

**CO₂ emissions from energy consumption**

\[-13\%\\text{2020: 14,155*}\\text{2019: 16,227*}\]

* tonnes/year

**Share of sustainable energy**

\[31\%\\text{2019: 28\%}\]

**Electricity consumption**

\[-5\%\\text{2020: 33.6 Gwh}\\text{2019: 35.4 Gwh}\]

**Drinking water consumption**

\[-36\%\\text{2020: 65,026 m³}\\text{2019: 101,387 m³}\]

**Gas consumption**

\[-17\%\\text{2020: 1.42 million m³}\\text{2019: 1.72 million m³}\]
More and more buildings are connected to the hybrid energy network (HEN), which heats buildings using an aquifer thermal energy storage system. HEN was established in 2019, and the Erasmus building was connected to it that year. This was followed in 2020 by connections to Thomas van Aquinostraat 1, the University Library, the Spinoza building and the Lecture Hall Complex. The Maria Montessori building is also equipped with sustainable energy. The network is fed by thermal storage sources on campus, excess heat from other buildings, and the HFML magnet lab. This process is depicted in an instructional film. The first measurements in 2020 showed annual gas savings of 660,000 m³, 24% less than the previous year. This reduction – a record – is mainly due to HEN.

Given the limited possibilities for generating green energy on campus, the university and Radboud university medical center have entered into an agreement with Eneco for the supply of sustainable energy through a new wind farm. From 2021 onwards, the university will use 100% additional green electricity (generated especially for the university); in 2020, separate green certificates were purchased for the last time. For more information about activities and consumption, see the 2020 Annual Energy Report.
Circularity

The university started an ambitious ‘circular’ policy plan in 2020, which will be developed from 2021 onwards. Steps were already taken at Radboud university medical center in 2020, such as the circular warehouse: the free collection of furniture that becomes redundant, which is offered to other departments for a small fee. Thanks to its success, this warehouse will be expanded in 2021. The conversion of Comeniuslaan 6 into a digital testing facility was also partly characterised by circularity: the furniture and fittings were largely retained. Furthermore, projects have been started for circular procurement and circular replacement of lighting in the University Library.

The Technical Program of Requirements for Campus & Facilities (TPvE), which was completed in 2020, includes requirements for energy and material use (i.e. circularity) for the first time. In the case of products, for example, this involves strict requirements for use and reuse; in the case of buildings, it involves the adoption of circular design principles. The TPvE is the standard document for every building or renovation project on campus.

Radboud Green Office

In 2020, the Radboud Green Office (RGO) continued to support students and staff with sustainability in education, research, patient care and business operations. One focal point of the RGO was the reduction of air travel. The RGO has set up a focus group to search for sustainable alternatives.

Teun Bousema is a focus group member, a malaria researcher at Radboud university medical center, and one of the authors of a scientific study (from 2020) on the environmental impact of conferences. It determined that the 5,000 visitors to a conference of tropical doctors and researchers had flown a collective 44 million kilometres, or 58 return flights to the moon. A radiologists’ conference was ten times larger. “As a scientist, I feel extremely uncomfortable with the environmental impact of these large conferences. If even we as scientists do not take the climate crisis seriously by changing our behaviour, it’s hard to expect the rest of society to do so.”

‘As a scientist, I feel very uncomfortable with the environmental impact of these large conferences’
- Teun Bousema
Partly based on the RGO recommendation, a policy on business air travel was drawn up in 2020. The policy aims to reduce the amount of air travel and its impact.

3. A Safe Campus: In Person and Online

Online Proctoring

The number of digital and remote examinations increased as a result of the coronavirus measures. Radboud University used proctoring software to prevent digital fraud. This approach was a subject of discussion at the university, as it was elsewhere. Not only because fraud would still be possible, but mainly because of students’ privacy.

Based on research, the Data Protection Officer concluded that online video surveillance during assessment using Cirrus and Proctorio software is suitable within the framework of the General Data Protection Regulation (GDPR) and the guidelines from the Personal Data Authority (Autoriteit Persoonsgegevens). Cirrus and Proctorio software are made available, but they should only be used if no feasible alternatives exist for administering the examination. This evaluation is made per assessment by the Examining Board. According to the board, it is not ideal but it is necessary, especially in view of study progress. However, degree programmes must clarify why the assessment is necessary and why alternative assessment methods are not available.
Students who do not want to participate in an examination using proctoring software, on principle or because of other obstacles, are not forfeiting an examination opportunity. Within the existing capacity constraints, these students will be given an alternative or will take the examination later. If students do not have a suitable test location – for example, due to noisy surroundings – other alternatives will be considered in consultation with the university. A webpage has been set up about the step-by-step plan, the use, and the house rules for administering tests using Cirrus and Proctorio. It also includes notes on the processing of personal data.

**Information Security is High on Our Agenda**

The ransomware attack on Maastricht University at the end of 2019 caused quite a stir. Information security is therefore high on the agenda of the Executive Board. In 2020, a lot of time and energy was spent on continuing to improve and ensure information security: for example, ethical hackers investigated vulnerabilities in the ICT infrastructure. An internal and external audit of information security was also carried out.

In addition, a multi-year information security improvement programme was launched in 2020 with the aim of strengthening the organisation and improving and better ensuring security on campus. This year, attention was mainly paid to technically oriented ICT projects, such as deploying anti-phishing software and setting up a security operations centre (SOC) and security incident and event management (SIEM). To this end, the university will connect to SURF’s 24/7 service (SURFsoc) from 2021.

**Veiligheid**

A multi-year information security improvement programme was launched in 2020.
The European tender for acquiring an information security management system (ISMS) has been initiated and will be completed in early 2021. A pilot project was conducted among a limited group of end users to raise awareness of information security. A follow-up to the pilot will be implemented for all students and staff members in 2021. The strengthening of the information security organisation will be further shaped by the recruitment of new staff.

**General Data Protection Regulation**

The GDPR has been enforced since May 2018, with a dedicated data protection officer verifying compliance with the regulation. In 2020, PwC conducted a quick scan within a faculty that looked at the implementation of the GDPR and thus the handling of personal data. Their recommendations have been translated into the ‘Personal Data Protection Improvement Programme’, which aims to better organise the handling of such data, among other things by further harmonising (administrative) processes and functions.

In 2020, further investments were made in the implementation of the GDPR and the privacy policy at all levels and all sections of the university. This process will continue to receive attention in the bi-monthly meetings for decentralised privacy managers. These managers, supported by workshops and briefings, ensure the correct application of the GDPR within the departments. They also assist colleagues with privacy questions. An internal website has also been set up for this purpose, with extensive information and e-learnings.

The university provides clear information (e.g. in a privacy statement) to the person whose data is being collected about the use of that data. Any exchange of personal data is set out in special agreements. In 2020, 45 requests were submitted in the context of the GDPR, mainly requests for inspection and deletion, also from external parties. This is more than double the number of requests received in 2019.

**Preparations for Microsoft 365**

Radboud University is a comprehensive, internationally oriented, student-focused research university that is committed to digitisation. A substantial part of the public and private lives of current generations of (future) lecturers, staff members and students takes place online. The work and study environment offered by the university must reflect this reality. Collaboration not only takes place between students and staff members, but also with partners like government authorities, the business community and civil society organisations. And, in view of increasing internationalisation, collaboration also takes place across borders.

This multifaceted reciprocal international collaboration requires a digital platform that fits the expectations and perceptions of all participating parties. That platform should be accessible to everyone, anytime and anywhere; available, safe and easy to use with any device. With such a digital environment, scientists, staff members, lecturers and students can pursue their ambitions in their own modern and professional manner, adding strength to a stimulating and inspiring work and study environment at Radboud University.

In 2019, preparations began for the implementation of Microsoft 365 as the digital collaboration environment for Radboud University. In early 2021, this resulted in the creation of one universal digital identity for staff, students and external parties, with the aim of using this new identity for all our information services in the coming years. The new digital identity is an important precondition for being able to offer Microsoft 365 to the staff and students of Radboud University. Microsoft 365 will be made available to staff members and students in 2021, thereby making an important contribution to the stimulating and inspiring work and study environment at Radboud University.
In the Spotlight

Building the Maria Montessori Building Together

Geert Jansen (Campus & Facilities) is the university’s project manager for the construction of the Maria Montessori building, the new home of the Faculty of Social Sciences. As project coordinator, Mark Bollen (Inbo Architects) is the point of contact for all parties involved in the project. The initial opening is scheduled for May 2021 and, due to COVID-19, will only involve a small group. When circumstances permit, a grand opening for a larger group will follow.

Mark Bollen: “A building is always made together with architects, the contractor and the client. They collaborate in good times and bad, and that sometimes leads to tough discussions. You have to find compromises; otherwise, it becomes a never-ending battle. Fortunately, we managed to do that again with this building – quite quickly, in fact, because after four years of preparation, it was erected within two years.”

“One point of discussion was the concrete wall anchors, which we had devised to hang from heavy steel structures. But our plan was not a done deal for the contractor, and the university also had questions about maintenance. It was a puzzle to get it all done according to everyone’s wishes, on time and within budget. We had also thought of small tiles for the walls. They had to be larger: more expensive to install, but the operating costs are lower due to less maintenance. In this way, you go through all the materials together, from top to bottom. As long as you keep talking to each other, no mountain is too high.”

“I’m sure the Social Sciences faculty will be happy here. It has become a very transparent and lively building that invites people to come together. I’m also proud that we have delivered an extremely sustainable building. This is reflected in the use of sustainable materials, although most of it is invisible. The sustainability is in the ventilation, lighting and installations. All in all, this makes it the first energy-neutral building on campus.”
Geert Jansen: “The construction of a building always involves customisation, a process in which different parties work together. The architects and advisors design a beautiful building, but a building project is only really successful if the users can confirm this. It's not only about quality, time and money, but also about an efficient, functional and pleasant working environment. If you maintain a good dialogue with all parties throughout the process, you will save a lot of trouble in later years.”

“I can look back on this project with a feeling of satisfaction because all parties are satisfied with this building. The university's administration is happy because we stayed within budget and the building was delivered on time. A building like this will be here for 50 years, so you want your colleagues in management and maintenance to be able to work with it well. That's why all those parties are also intensively involved in the construction. The same goes for the users from the faculty. So far, they are satisfied too, although teaching and research have yet to begin here. The building still has to undergo its final test: how will people feel in this building?"

“The preparation for and realisation of such a building takes six years, and it was an intensive and complex process that has not always been easy. The choice of flooring, for example, was stressful. The architect had designed a synthetic resin floor that required laborious construction, true handicraft. We had a test floor laid so we could assess it in real life on a larger surface and test the maintenance. All the stakeholders were satisfied, but the contractor still saw problems. He did not have good experiences with this floor and its supplier; it was going to make for a difficult and challenging installation process. It was quite a tug-of-war – sometimes one step forward, sometimes one step back – but we always kept talking. Mark and I agreed that we would not abandon each other. We held the line, had faith in each other and in the right solution. And that is how it came to be. A good and beautiful building only comes about if you do it together.”
A Strong and Balanced Financial Position

A strong and balanced financial position ensures the continuity of education and research, including support.
The result realised for 2020 was €1.2 million negative, while a negative result of €8.3 million was budgeted. A negative result was deliberately budgeted in order to be able to invest extra in further strengthening the quality of education and research. With this, the university wants to give the necessary attention to matters such as workload and well-being in combination with recruiting additional academic staff.

The positive difference between the budgeted result and the realised result amounts to €7.1 million. Roughly speaking, this difference can be divided into five parts. These are the unused sector plan resources for STEM (€3.0 million), underspending at faculties (€7.2 million, partly due to lower travel and accommodation costs of €3.4 million), more direct government funding received (€3.6 million) and more subsidies from the Reiner Post Foundation (€1.7 million). That is a total of €15.5 million, offset on the other hand by costs resulting from the coronavirus crisis (amounting to €8.1 million). On the whole, this largely explains the positive €7.1 million difference between the realised result and the budgeted result for 2020.

Liquidity decreased in line with the budget due to investments in new buildings, which were financed with capital resources. Capital decreased due to the negative result (€1.2 million) and the transfer of land and related equity (€1.8 million) to Radboud university medical center.

**Key Figures**

<table>
<thead>
<tr>
<th>Solvency</th>
<th>Liquidity</th>
<th>Result (x €1,000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.62</td>
<td>0.47</td>
<td>-1,222</td>
</tr>
<tr>
<td>2019: 0.68</td>
<td>2019: 0.77</td>
<td>2019: 11,035</td>
</tr>
</tbody>
</table>

**Coronavirus Crisis**

The university has assessed whether the developments in the coronavirus crisis after the balance sheet date had an impact on the continuity assumption. We concluded that there is an uncertainty, the extent of which cannot yet be estimated. However, given the expected developments in the liquidity position and the lump-sum government contributions, there is no material uncertainty about the continuity of the university as a whole. The negative effects of the pandemic are particularly pronounced at Radboud Services, where the turnover of the catering facilities largely disappeared. The faculties, on the other hand, had lower material costs (lower travel and accommodation costs) and personnel costs, partly due to not filling vacancies or filling them later.
2020 Operating Result

2020 Profit and Loss Statement including 2020 Budget, and 2019 Results

<table>
<thead>
<tr>
<th>amounts x €1,000</th>
<th>Realised in 2020</th>
<th>Budgeted for 2020</th>
<th>Realised in 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government funding (excl. workplace function)</td>
<td>338,120</td>
<td>328,553</td>
<td>319,939</td>
</tr>
<tr>
<td>Tuition, course, lecture, and examination fees</td>
<td>45,077</td>
<td>44,000</td>
<td>42,252</td>
</tr>
<tr>
<td>Income from third-party work</td>
<td>191,303</td>
<td>207,543</td>
<td>193,823</td>
</tr>
<tr>
<td>Other third-party income</td>
<td>40,276</td>
<td>46,932</td>
<td>48,004</td>
</tr>
<tr>
<td>Total income</td>
<td>614,776</td>
<td>627,028</td>
<td>604,018</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel expenses</td>
<td>464,787</td>
<td>454,361</td>
<td>426,221</td>
</tr>
<tr>
<td>Depreciation</td>
<td>31,414</td>
<td>28,403</td>
<td>32,165</td>
</tr>
<tr>
<td>Accommodation expenses</td>
<td>28,794</td>
<td>20,229</td>
<td>25,407</td>
</tr>
<tr>
<td>Other expenses</td>
<td>90,748</td>
<td>132,301</td>
<td>109,226</td>
</tr>
<tr>
<td>Total expenses</td>
<td>615,743</td>
<td>635,295</td>
<td>593,019</td>
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<tr>
<td>Balance of income and expenses</td>
<td>-967</td>
<td>-8,267</td>
<td>10,999</td>
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<td>Financial income and expenditures</td>
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<td>0</td>
<td>-40</td>
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<td>Corporation tax</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Result from participating interests</td>
<td>-143</td>
<td>0</td>
<td>76</td>
</tr>
<tr>
<td>Operating Result</td>
<td>-1,222</td>
<td>-8,267</td>
<td>11,035</td>
</tr>
</tbody>
</table>

Normalised Results for 2020 and 2019

<table>
<thead>
<tr>
<th>amounts x €1 million</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Result</td>
<td>-1.2</td>
<td>11.0</td>
</tr>
<tr>
<td>Temporary and one-off outlays</td>
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<td></td>
</tr>
<tr>
<td>- unused sector plan funding</td>
<td>-3.0</td>
<td>-3.6</td>
</tr>
<tr>
<td>- adjustment of the estimates for WNU facility</td>
<td>0.0</td>
<td>-0.7</td>
</tr>
<tr>
<td>- provision for demolition and asbestos removal</td>
<td>-0.3</td>
<td>0.3</td>
</tr>
<tr>
<td>- provision for building maintenance</td>
<td>0.0</td>
<td>1.6</td>
</tr>
<tr>
<td>- non-capitalised small works</td>
<td>1.8</td>
<td>1.4</td>
</tr>
<tr>
<td>- underspending on additional government funding</td>
<td>0.0</td>
<td>-2.2</td>
</tr>
<tr>
<td>- underspending on personnel and material costs</td>
<td>-3.8</td>
<td>0.0</td>
</tr>
<tr>
<td>- underspending on travel and accommodation costs</td>
<td>-3.4</td>
<td>0.0</td>
</tr>
<tr>
<td>- effects of coronavirus</td>
<td>8.1</td>
<td>0.0</td>
</tr>
<tr>
<td>- correction of previous years' BACOM obligation</td>
<td>0.0</td>
<td>-0.5</td>
</tr>
<tr>
<td>- rationalisation of the obligation for leave days</td>
<td>0.0</td>
<td>-0.5</td>
</tr>
<tr>
<td>- correction of the obligation for support foundations</td>
<td>0.0</td>
<td>-0.5</td>
</tr>
<tr>
<td>Normalised Operating Result</td>
<td>-1.8</td>
<td>6.3</td>
</tr>
</tbody>
</table>

Explanation of the Most Important Developments in the 2020 Result Compared to the 2019 Result

The main reason for the decline in the result from 2019 (€11.0 million positive) to 2020 (€1.2 million negative) is the increase in personnel costs, mainly due to a higher staffing level aimed at reducing workload, which could not be fully covered by the increase in income.
Direct government funding rose by €18.2 million due to wage and price adjustments and transfers from NWO (for STEM and SEO funds). Tuition fee income rose by €2.8 million due to an increase in the number of students and higher tuition fees. The income from ‘work commissioned by third parties’ decreased slightly (€2.5 million) and ‘other third-party income’ decreased by €7.7 million, mainly as a result of the coronavirus crisis.

Personnel costs rose by €38.6 million, mainly due to higher staffing levels (200 FTE on average), an increase in leave liability and an increase in the collective labour agreement. Depreciation remained roughly the same.

The new Maria Montessori building will be in use from 1 January 2021. Accommodation costs will increase by €3.4 million compared to 2019. This is largely explained by higher rental costs due to the rent of temporary corona-proof lecture halls (€0.7 million), other accommodation costs (an increase of €5.6 million) due to improved cost accounting minus a lower allocation to the provision for other accommodations (€1.6 million).

Other institutional costs decreased by €18.5 million. The decrease was mainly attributable to:

• Consumption of raw materials and consumables (€5.7 million) due to reduced catering activities as a result of the lockdown.
• Outsourced third-party services (€8.7 million) due to lower charges at the medical faculty (€4.7 million) and €3.7 million due to better accounting for accommodation costs by the Department of Property Management (UVB). This was offset by higher ICT expenditures of €1.9 million.
• Travel and accommodation expenses (€5.2 million), mainly due to less travel as a result of the lockdown.
• Other expenses (€2.6 million), mainly due to lower expenses at Radboud Services (cancellation of the Radboud Summer School and the orientation week) and at the Faculty of Science (lower catering expenses and project-related costs for degree programmes and contributions).

Interest charges were higher than in 2019 because banks are charging more ‘negative interest’ and doing so more quickly. In mid-2020, we switched to treasury banking.

**Explanation of the Most Important Developments in the 2020 Result Compared to the 2020 Budget**

Compared to the 2020 budget, there are positive differences due to unused sector plan funds (€3.0 million), higher government contributions (€3.6 million) and underspends at the faculties (€7.2 million, partly due to lower travel and accommodation costs of €3.4 million and partly due to lower personnel and material costs of €3.8 million). Furthermore, income rose by €1.7 million due to more grants from the Reinier Post Foundation. The coronavirus crisis is the main reason for the negative differences: a deviation of €8.1 million, mainly due to lost income from the catering facilities run by Radboud Services.
## Balance Sheet

### 2020 Realisation, 2020 Budget and 2019 Realisation

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>realised in 2020</th>
<th>budgeted for 2020</th>
<th>realised in 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- buildings and grounds</td>
<td>339,653</td>
<td>338,775</td>
<td>325,685</td>
</tr>
<tr>
<td>- inventory and equipment</td>
<td>26,501</td>
<td>28,038</td>
<td>21,445</td>
</tr>
<tr>
<td>- information systems</td>
<td>893</td>
<td>680</td>
<td>947</td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>367,047</td>
<td>367,493</td>
<td>348,077</td>
</tr>
<tr>
<td>Financial fixed assets</td>
<td>229</td>
<td>3</td>
<td>608</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>367,276</strong></td>
<td><strong>367,496</strong></td>
<td><strong>348,685</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current Assets</th>
<th>realised in 2020</th>
<th>budgeted for 2020</th>
<th>realised in 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Inventory</td>
<td>194</td>
<td>221</td>
<td>200</td>
</tr>
<tr>
<td>- Receivables</td>
<td>19,698</td>
<td>25,000</td>
<td>23,056</td>
</tr>
<tr>
<td>- Cash and cash equivalents</td>
<td>57,594</td>
<td>30,952</td>
<td>73,334</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>77,486</strong></td>
<td><strong>56,173</strong></td>
<td><strong>96,590</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES</th>
<th>realised in 2020</th>
<th>budgeted for 2020</th>
<th>realised in 2019</th>
</tr>
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<tbody>
<tr>
<td>Equity</td>
<td>247,252</td>
<td>236,416</td>
<td>250,317</td>
</tr>
<tr>
<td>Facilities</td>
<td>26,366</td>
<td>29,212</td>
<td>31,191</td>
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<tr>
<td>Long-term liabilities</td>
<td>7,973</td>
<td>8,041</td>
<td>8,307</td>
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<tr>
<td>Loan o/g</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Current liabilities</td>
<td>163,171</td>
<td>150,000</td>
<td>155,460</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>444,762</strong></td>
<td><strong>423,669</strong></td>
<td><strong>445,275</strong></td>
</tr>
</tbody>
</table>

### Explanation of the Most Important Developments in the 2020 Balance Sheet Compared to the 2019 Balance Sheet

The tangible fixed assets increased compared to 2019 due to investments in new premises for the Faculty of Social Sciences (Maria Montessori building), which will be put into use in early 2021. The decrease in cash and cash equivalents was mainly caused by the investments in real estate. Equity decreased due to the negative result and the transfer of land and related equity (€1.8 million) to Radboud university medical center. The lower provisions are mainly a result of the reduced WNU facility provision (lower enrolment) and the settlement of the provision for demolition and asbestos removal.
Explanation of the Most Important Developments in the 2020 Balance Sheet Realisation Compared to the 2020 Budget

Larger differences can be seen in ‘receivables’: here, there is a lower receivables balance due to a lower level of activity as a result of the coronavirus crisis. Cash and cash equivalents include higher advance financing of projects and higher cash flow due to a lower than budgeted deficit. The latter is also reflected in higher equity. Short-term debts are higher than budgeted due to more prepayments of tuition fees (more students) and higher liability for leave positions at the end of the financial year (due to less leave taken during the pandemic). The number of employees has also increased. Cash and cash equivalents decreased by €15.7 million, mainly because investments exceeded cash flow.

<table>
<thead>
<tr>
<th>Cash flow statement (amounts x €1 million)</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Result</td>
<td>-1.2</td>
<td>11.1</td>
</tr>
<tr>
<td>Depreciation*</td>
<td>27.0</td>
<td>30.7</td>
</tr>
<tr>
<td><strong>Cash flow</strong></td>
<td><strong>25.8</strong></td>
<td><strong>41.8</strong></td>
</tr>
<tr>
<td>Change in provisions</td>
<td>-4.8</td>
<td>-2.0</td>
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<tr>
<td>Change in net working capital</td>
<td>11.0</td>
<td>10.4</td>
</tr>
<tr>
<td><strong>Cash flow from operating activities</strong></td>
<td><strong>32.0</strong></td>
<td><strong>50.2</strong></td>
</tr>
<tr>
<td>Cash flow from investment activities</td>
<td>-47.4</td>
<td>-67.7</td>
</tr>
<tr>
<td>Cash flow from financing activities</td>
<td>-0.3</td>
<td>-0.3</td>
</tr>
<tr>
<td><strong>Change in cash and cash equivalents</strong></td>
<td><strong>-15.7</strong></td>
<td><strong>-17.8</strong></td>
</tr>
</tbody>
</table>

* excludes Faculty of Medical Sciences/Radboud university medical center
Multi-year Perspective and Continuity

Operating Results until 2025

<table>
<thead>
<tr>
<th>amounts x €1,000</th>
<th>Realised in 2019</th>
<th>Realised in 2020</th>
<th>Budgeted for 2020</th>
<th>Budgeted for 2021</th>
<th>Estimate 2022</th>
<th>Estimate 2023</th>
<th>Estimate 2024</th>
<th>Estimate 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government funding (excl. workplace function)</td>
<td>319,939</td>
<td>338,120</td>
<td>328,553</td>
<td>349,394</td>
<td>351,292</td>
<td>357,950</td>
<td>361,643</td>
<td>364,670</td>
</tr>
<tr>
<td>Tuition, course, lecture, and examination fees</td>
<td>42,252</td>
<td>45,077</td>
<td>44,000</td>
<td>47,133</td>
<td>47,006</td>
<td>47,006</td>
<td>47,006</td>
<td>47,006</td>
</tr>
<tr>
<td>Income from third-party work</td>
<td>193,823</td>
<td>191,303</td>
<td>207,543</td>
<td>221,157</td>
<td>222,103</td>
<td>223,388</td>
<td>224,780</td>
<td>226,701</td>
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<tr>
<td>Other third-party income</td>
<td>48,004</td>
<td>40,276</td>
<td>46,932</td>
<td>43,594</td>
<td>44,448</td>
<td>44,448</td>
<td>44,178</td>
<td>44,350</td>
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<td><strong>Total income</strong></td>
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<td>614,776</td>
<td>627,028</td>
<td>661,278</td>
<td>665,827</td>
<td>672,792</td>
<td>677,608</td>
<td>682,727</td>
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<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel expenses</td>
<td>426,221</td>
<td>464,787</td>
<td>454,361</td>
<td>493,857</td>
<td>503,592</td>
<td>505,687</td>
<td>509,191</td>
<td>509,988</td>
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<tr>
<td>Depreciation</td>
<td>32,165</td>
<td>31,414</td>
<td>28,403</td>
<td>34,726</td>
<td>34,621</td>
<td>34,671</td>
<td>34,540</td>
<td>35,176</td>
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<tr>
<td>Other expenses</td>
<td>109,226</td>
<td>90,748</td>
<td>132,301</td>
<td>114,045</td>
<td>105,256</td>
<td>104,818</td>
<td>106,219</td>
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<tr>
<td><strong>Total expenses</strong></td>
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<td>615,743</td>
<td>635,295</td>
<td>672,873</td>
<td>674,787</td>
<td>679,628</td>
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<tr>
<td>Balance of income and expenses</td>
<td>10,999</td>
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<td>-8,267</td>
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General Explanation of Multi-year Operations

Within the sector, it was agreed to budget less cautiously. A temporary negative budget is permissible in that case. The Minister of Education, Culture, and Science previously urged that deficits be budgeted, cash and cash equivalents be reduced, and solvency be lowered. Radboud University has complied with this request by responsibly budgeting and projecting a temporary financial deficit in the coming years. In 2025, a positive operating balance is expected again.

In the coming years, investments will be made in the quality of education and research by recruiting additional staff, partly to reduce the perceived workload and to increase the well-being of both staff members and students. In addition, investments will be made in various IT projects in the coming years, such as strengthening the organisation around privacy and information security, and implementing a new roster application and ERP system.

Finally, the university has committed itself to several (social) objectives based on our strategy, but we have not yet found structural funding for them. This includes funding for the unique research facilities at the FELIX Laboratory (‘laser lab’) and the High Field Magnet Laboratory (HFML, ‘magnet lab’), as well as the establishment and provision of a broad range of teacher training programmes to reduce the teacher shortage.
2021 Budget

The budgeted result for 2021 is €11.6 million negative. With this, the university invests in the quality of education and research by increasing the number of (academic) staff, partly to facilitate education in smaller groups and to reduce the workload. In addition, the university invests in privacy and IT security. Following the hack at Maastricht University just before Christmas 2019, we carried out several internal and external investigations in 2020 to bring IT security to a higher level. As a result, a structurally higher expenditure level is anticipated at Corporate Information Systems for privacy and ICT security. Expenditures are also planned in 2021 for the roll-out of Office 365 and User-Focused Online (new content management system for streamlining internet and intranet pages). In addition, further investments will be made in 2021 for the implementation of a more centrally controlled timetabling software system. Finally, there are the consequences of the coronavirus crisis, such as the deficit at Radboud Services due to the closure of the sports centre and catering facilities.

The faculties were allocated additional resources of €17.7 million in 2020, mainly to expand the academic staff, to increase the quality of research and education, and to reduce the workload. However, not all vacancies will have been filled (by far) in 2020. It is estimated that this will happen in 2021.

2022-2025 Estimates

Negative results have also been forecast for 2022–2024, returning to a small positive result in 2025. Larger multi-year deficits have been estimated for Computing and Information Sciences (CIS), Real Estate and the Faculty of Science (especially the HFML-FELIX research facilities).

Direct government funding includes positive reference estimates, some of which have not yet been spent. The funds have been set aside centrally as expenses and have therefore been accounted for as result neutral.

FTEs

In the table below, the FTE development in the years 2019–2025 is set against the number of students. Student numbers are expected to remain constant, in line with the strategy. The university strives for quality rather than quantity. Due to the extra investment in staff in the next few years to continue to offer quality and to reduce the workload, we see a favourable development in the ratio of academic staff to the number of students. This will facilitate teaching in smaller groups and intensify student guidance. The number of FTEs will decrease again slightly in 2025. This is partly related to the expiration of funding for HFML-FELIX.
## Balance Sheet Development until 2025

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<td>367,493</td>
<td>378,852</td>
<td>372,129</td>
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<td>20,000</td>
<td>20,000</td>
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### Accommodation and Investment Policy

The development of tangible fixed assets up to and including 2025 is based on an indicative update of the 2017 Long-term Investment Prognosis (MIP). The implementation of the campus strategy in the campus plan has been delayed by COVID-19 and will be completed in 2021. An update of the MIP was used for the 2021 budget, in which the following projects were identified.

- Projects in progress, such as a specially equipped space in the Comenius building for administering digital assessments, the Accommodation Plan for an extension of the Faculty of Science, including updating the catering facilities for this faculty in the Huygens building, and the implementation of the HEN++ (Hybrid Energy Network).
- Projects about which a decision has yet to be taken (renovation projects, repurposing the Erasmus building and Humanities premises, in addition to extra investments related to the Energy Policy Plan).
Of the approximately €155 million total investment and maintenance expenditures for the period from 2021–2025, final decisions have been taken about approximately €43 million. For the approximately €112 million remaining, concrete elaboration and decision-making is still open (in a new MIP). This will be completed shortly. With the explicit reservation of decision-making on these investment and maintenance expenditures, it is anticipated that negative liquidity balances will arise from 2021 onwards and that loan capital will be required for financing.

**Development of Provisions**

In the period from 2019–2025, provisions will decrease by more than €11 million. This mainly relates to the senior staff scheme, which is being phased out (minus €2.1 million), the demolition and asbestos removal (minus €7.2 million) as a result of carrying out the planned work, and other provisions (minus €1.8 million).

A detailed overview up to and including 2025 is as follows:

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Key Figures

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<td>0.32</td>
<td>0.32</td>
<td>0.32</td>
<td>&gt; -0.05</td>
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</table>
| Return\(^5\)       | 0.02             | 0.00             | -0.02             | -0.01             | 0.00          | 0.00          | 0.00          | > -0.10         

\(^1\) (equity + reserves) / total liabilities
\(^2\) current assets / current liabilities
\(^3\) ratio in accordance with MIP
\(^4\) equity / total income
\(^5\) operating result / total income

Internal Standard for Liquidity

With the exception of the liquidity ratio, all the indicators set by the Inspectorate of Education are being met over the long term. Although the liquidity ratio was not achieved on the balance sheet date, there is no evidence of a liquidity shortfall. The budget is based on an amount of liquid assets of at least €20 million. If the amount of liquid assets falls below this level, the university can draw on a current account overdraft facility from the Ministry of Finance (amounting to €32 million). Moreover, the government’s payment schedule follows the pattern of expenditure. Ample pre-financing on research projects is also a regular source of funding, which contributes to liquidity.

With regard to solvency, the Ministry of Education, Culture and Science, via the Inspectorate of Education, has also determined a signalling value for the maximum size of ‘public’ equity: the value of tangible fixed assets plus a risk buffer of 5% of the total income minus 75% of the provisions.

Based on figures at the end of 2020, this leads to a maximum permitted (public) equity of €432 million for Radboud University. The actual amount of this equity at the end of 2020 was €235 million, which is well within the norm. For the entire period from 2019 up to and including 2025, the university also meets the signalling value.
The liquidity as of 2020 is below the signal value of 0.5. This is because, for a number of years, the university has been aiming towards reducing the balance of liquid assets by financing investments in buildings with its own money, as much as possible. Financing with borrowed capital will be arranged in 2021 so payment obligations can always be met. This has been taken into account in the multi-year forecast.

**Treasury**

In 2020, Radboud University switched to ‘treasury banking’, whereby surplus funds are held at the Ministry of Finance. A major advantage of this is that there is no negative interest. Partly for this reason, and because of the unbundling of the university and Radboud university medical center as of 1 January 2021, a start was made on amending the treasury charter in 2020.

The starting point for the process of controlling, managing and monitoring current and future cash flows is the creation of strategic plans for education and research and the future property investments based on it. The statutes explicitly state which guidelines Radboud University follows in its investment policy, financing policy, participation in legal entities, and loans to legal entities. Furthermore, the statute's basic principles are in line with the Ministry of Education, Culture and Science's *Regeling beleggen, lenen en derivaten OCW 2016* (regulation on investing, borrowing, and derivatives). The university is registered as a non-professional investor in its banking relationships. In addition, the internal decision-making process on taking out a current account credit (of up to €32 million) was completed in 2020. This means that if the minimum required funds fall below the limit of €20 million in the future, the university can take out a short-term loan from the Ministry of Finance.

Detailed, weekly-updated liquidity statements are used to continuously monitor liquidity flows within the university. In the year under review, the treasury activities consisted of switching to treasury banking and, until that time, making the best possible allocation of surplus cash and cash equivalents. Limited use was made of fixed deposits with three-month maturity. A large part of the funds is held in flexible savings accounts. The funds have been deposited with large Dutch banks that have at least an A-rating. There are no investments or derivatives.

With regard to financing risks, Radboud University:

- only operates in the Netherlands, which means that incoming financial transactions have no currency risk and outgoing financial transactions have a limited and occasional currency risk;
- does not have securities and, therefore, does not run a price risk;
- has no material interest-bearing receivables and, therefore, no interest risk;
- has no significant concentrations of credit risk;
- has no liquidity risk in the first year and can finance investments for current investment plans from its own funds. In the longer term, the university foresees borrowing.
Clarity in the Funding of Higher Education

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

- Radboud University did not outsource any registered training programmes to other organisations in 2020.
- Radboud University did not use any public funds to carry out private activities in 2020. No educational public-private partnerships were concluded. The private activities are partly incorporated under Radboud University Holding B.V., a full subsidiary. The activities of Radboud University Holding B.V. are partly the result of the statutory valorisation obligation. The university does not want to enter into participating interests and shareholdings, and wants to reduce the existing ones, partly to limit the associated risks. The university uses other methods for valorisation, such as patents/patent rights and start-up loans in the context of the KERN regulation. The holding company also includes an internal secondment agency for students. The starting principle is that no facilities or activities based purely on commercial considerations will be realised.
- Radboud University only grants exemptions at the request of the individual student. Exemptions are granted by the Examination Board. The grounds on which exemptions can be granted are laid out in the Education and Examination Regulations. Exemptions are registered in the student file.
- Radboud University only enrolls foreign students if they fully comply with the relevant legislations and regulations.
- Radboud University does not take part in the PhD education experiment.
- Radboud University does not take part in the demand financing experiment.
- Radboud University does not take part in the learning outcomes experiment.
- There are no art education or customised programmes.
- Enrolment procedures are in accordance with relevant laws and regulations. Radboud University does not spend any government funding on offsetting the tuition fees that students have paid. If a third party pays the tuition fees on behalf of a student, then that is explicitly stated in the authorisation issued by the student.
- Students who only follow part of a programme are registered as contract students in accordance with the ‘Contractcursisten aanschuifonderwijs’ (contract courses in advanced education) scheme that applies at Radboud University. Their data is not shared with DUO.
- The students themselves register and enrol for one or more programmes in Studielink, without any intervention from Radboud University. Radboud University does not enrol students for programmes other than those for which they have registered.
- Teacher-training modules. In the 2020–2021 academic year, eight students enrolled in this at Radboud University, two more than in the 2019–2020 academic year.
How is education financed?

Why are we paying full tuition fees in 2020 when facilities are not available and education takes place largely online? Thousands of students signed nationwide petitions this spring calling for a refund of at least half of their tuition fees. The students’ question – what is actually happening to my tuition fees? – requires insight into the financing of education.

How reasonable is the request to halve tuition fees?

It is unsurprising that students raised this question during the pandemic. After all, universities switched en masse to online education and limited the use of facilities such as libraries. This year’s evaluations of online education gave additional credence to the students’ questions. Indeed, lecturers and students rated the quality of education as lower than before the pandemic, despite all the extra efforts made by lecturers and support staff this year. In-person contact was sorely missed by everyone, precisely because it promotes quality.

So why were the students not compensated?

A side note: students whose graduation is delayed and who are forced to register for another year due to COVID-19 can expect compensation; this is a government measure that applies to all universities. But, for most students, the question of partial reimbursement remains relevant. And anyone who dives into the university’s finances will see that the cost of education per student far exceeds the amount of their tuition fees.

What do education finances look like?

First, the income. The statutory tuition fees in these years are just over €2,000, the rate applicable to students with EU/EEA, Swiss or Surinamese nationality. Other students pay the institutional tuition fees, which vary per degree programme. Together, our 24,104 students paid more than €45 million in tuition fees (tuition, course, lesson and exam fees). That seems like a lot (and it is!), but it is only a fraction of what the university receives for providing education: almost €239 million in 2020, or €10,000 per student. Therefore, tuition fees account for only 20% of the income earmarked for education; the rest comes almost entirely from direct government funding to the university.

But educational costs also include facilities such as the library, and students had much less access to them.

That is true. We not only use the tuition fees we receive to pay the direct costs related to education, such as lecture halls and lecturers, but also to pay for the facilities that support education.

Think of the libraries, study workplaces, student psychologists and various ICT applications: all cornerstones of good education. In contrast to the reduced facilities at the libraries, there was an increased use of ICT resources, an indispensable link in this year’s educational process.
If you comb through the annual report, you will discover that education, research and impact are closely intertwined. How can you tell what exactly goes into education?

Indeed, it is not easy to figure out because you cannot separate the core activities within the university. For example, an employee uses the same computer and secretarial support for research and teaching tasks. Research, education and impact reinforce each other, in financial terms as well. The professor who lectures shares the latest insights from their research with students, and sometimes they work with the same students on new research. In addition, good quality research strengthens the university's reputation, which is reflected in the value of a diploma. Moreover, an important part of a university's impact is formed by its graduates.

Tuition fees partly cover staff costs. It is logical if the researcher is indeed teaching, but surely tuition fees do not cover research efforts?

Scientific research and education cannot be viewed separately: good academic higher education requires scientific research, and vice versa. Then there are the figures: in addition to the €45 million income from tuition fees in 2020, there are payroll costs of €462 million. It is difficult to say exactly which of our personnel efforts contribute to education, but for the sake of convenience we will take the academic staff as our starting point. In general, they spend between 30% and 70% of their time on teaching tasks, depending on their appointment. Even if each academic staff member spends only 30% of their time on teaching, tuition fees are not nearly enough to cover these direct salary costs.

The fact that the tuition fees disappear into a large pot does not absolve the university of the possibility of making a goodwill gesture by repaying part of them.

Even if the university were to hold this view, it would not be relevant. Like the level of tuition fees, their possible reimbursement is a national decision. Meanwhile, the government has also shown this leniency: see the decision from February 2021 to halve the tuition fees for the 2021–2022 academic year. Students who obtain a Master's degree between 1 September 2020 and 31 August 2021 will receive €535 of compensation.
Our Organisation
In 2020, there were several important developments in relation to our organisation and governance, such as the separation of the university and Radboud university medical center, the discussion about our identity and some management changes.

**Demerger of Radboud University and Radboud university medical center**

On Friday 11 December, the board of Stichting Katholieke Universiteit, the Executive Board of Radboud University, and the Executive Board of Radboud university medical center jointly adopted a ‘decision to demerger’. With that decision, the demerger of Radboud University and Radboud university medical center became fact from 1 January 2021.

Up to the end of 2020, Radboud university medical center and Radboud University were incorporated into a single foundation – Stichting Katholieke Universiteit (SKU) – whose board oversaw both organisations. From 1 January 2021, each organisation was incorporated into its own foundation. The university will remain in the current SKU and be managed by the current Executive Board. Radboud university medical center will fall under the newly established Radboud University Medical Center Foundation and be managed by the current Board of Directors. Both foundations will have their own supervisory boards.

In a press release, Daniël Wigboldus, President of the Executive Board at Radboud University, said that the separation would not affect collaboration. “Both organisations will continue to work together intensively on, for example, research, education and campus-wide themes such as sustainability and campus development. We are going to strengthen that cooperation; we look forward to doing so.”

Board members called the demerger the right step at the right time. Bertine Lahuis, chair of the Executive Board of Radboud university medical center: “As separate foundations, Radboud university medical center and Radboud University can respond more effectively to changes in our own complex surroundings. And we can also react better to social developments.” Wim van der Meeren, former chair of the SKU board: “Moreover, this enables better and more specific supervision because the members of the supervisory board of the foundation will have specific expertise for either Radboud University or Radboud university medical center.” The members of the supervisory boards of both foundations were announced in the first week of January.

In both institutions, the demerger was preceded by months of careful preparations and study of the legal, financial and tax-based aspects. The process was carried out in close collaboration with advisory and participational bodies, in consultation between SKU, the university and Radboud university medical center, and with the involvement of various organisations and partners.
New Dialogue about Our Identity

In the autumn, the Bishops’ Conference of the Netherlands decided to rescind the “Catholic” designation for Stichting Katholieke Universiteit (SKU), the supervisory body of Radboud University and Radboud University medical center. The SKU deeply regretted the decision but said it would respect it.

This decision followed the ruling of the Enterprise Division of the Court of Amsterdam on 21 July 2020 in a dispute between the SKU board and the Bishops’ Conference. At issue was the way in which the Bishops’ Conference exercised its authority to appoint members of the SKU’s board and the composition of the supervisory boards after the envisaged demerger of Radboud University and Radboud University medical center. The SKU board wanted to limit the influence of the bishops by having them appoint one member to each supervisory board (rather than the bishops appointing all members, which had been the previous practice). The Enterprise Division ruled in favour of the SKU board.

In mutual consultation, the SKU and the Bishops’ Conference will examine how the contacts between bishops, institutes and other relevant organisational divisions at the university can be perpetuated. Both institutions respect the decision of the Bishops’ Conference to withdraw the ‘Catholic’ designation and emphasise that this does not detract from their uniqueness, which arose from the Catholic emancipation movement in the early twentieth century. In keeping with this tradition, staff and students remain connected to each other, according to a statement from the Executive Board.

A broad dialogue has been announced in which all parties are invited to think about a renewed interpretation of their identity. Wilma de Koning, Vice President of the Executive Board, told Voxweb that the bishops are also very welcome to take part in that dialogue. “We have a certain history, and we are proud of it. It would be a shame if all the good things the Church has brought to us were lost.”

Quality Improvement of Support Positions

At the end of 2016, the Quality Improvement of Support Positions Programme was started. It identifies what is going well and what can be improved for all support positions (or columns). That analysis resulted in an improvement agenda, which will be implemented in the existing organisation. In 2020, the audit of the Finance, Control and Procurement Department was completed, and the audit of Computerisation, Automation and the University Library began. These audits were largely conducted online due to COVID-19, but they were nevertheless successful and on schedule.

Progress has been made on the improvement agendas for several other departments, although COVID-19 has caused delays in some areas. The improvements were implemented in the departments of Educational Support, Human Resources, Radboud Sports Centre, Facility Management and Real Estate, Marketing & Communication, and Finance, Control and Procurement.
Continued Development of Radboud Services

The Continued Development of Radboud Services (DORS) project was commissioned by the Executive Board and began in 2019 under the direction of managing director Gerard van Assem. In that project, a new organisational structure and a new management model were developed for the university's support services. After designing and implementing the main structure of Radboud Services in six divisions and a business office, a new management team was established in 2020. This led to the ability to provide integrated support to the primary processes of education, research and impact. In 2020, we continued to restructure the divisions, aiming for uniformity in message, form and approach.

The Academic Affairs and Campus & Facilities divisions went through a reorganisation process in 2020; Information Services started in the autumn. Careful (online) consultation with stakeholders, staff members and participational bodies has led to supported plans. The final set-up of the Information Services, Finance & Control and Corporate Office divisions will follow in 2021.

One of the reorganised divisions is Academic Affairs. In close collaboration with the faculties, it will support the development and implementation of strategic policy for education, research, impact and students. The former Strategy, Education & Research (SER), Radboud Innovation (RI), Student Affairs (DSZ), and International Office (IO) units have been transformed into six new departments: Research & Impact, Education Affairs, Education Support, Student Affairs, Student Information & Administration, and Institutional Research.

The newly designed departments within Campus & Facilities will together provide easily accessible, quiet or lively places on campus where students, staff members and visitors will feel welcome to study, work, relax, be active or meet. The former units – the Department of Property Management, Facilities & Services, and Radboud Sports Centre – have been transformed into seven new departments: Campus Development, Facility Management, Educational & Study Facilities, Projects & Technical Consultancy, Food & Beverage, Sports, and Business Support.

Governance

Management and Control

The starting point of the university's planning and control cycle is the policy letter in the spring, which sets out the content and financial frameworks for the new budget year. In the autumn, the faculties and other units submit their (multi-year) budgets (including policy intentions) to the Executive Board and the budget discussions take place. The Executive Board then submits the university budget and the governance agenda to the participational bodies. They have the right of approval over the main features of the university budget. The budget is then approved by the board of Stichting Katholieke Universiteit.

The university reports on its activities each year by publishing the annual report. The same procedure as above is used here: the units prepare their own annual reports, after which the faculties submit their annual reports to the Executive Board. After conducting the annual report discussions, the university annual report is submitted for information to the participational bodies and is approved by the board of Stichting Katholieke Universiteit.
During the year, the development of a number of indicators is periodically monitored, including some related to education, research, staff, students and finances. If necessary, interim adjustments are made based on these data.

Academic higher education and research is carried out in seven faculties at Radboud University. Each faculty's Executive Board leads and manages the faculty and sets the course for the faculty as a whole. The dean acts as chair of the board and is supported by the secretary (and/or their assistant), who also prepares the meetings. The student assessor attends the meetings as an adviser.

### Deans

- **Faculty of Philosophy, Theology and Religious Studies**  
  Dean: Christoph Lüthy
- **Faculty of Arts**  
  Dean: Margot van Mulken
- **Nijmegen School of Management**  
  Dean: Paul Hendriks (from October: Tom Elfring)
- **Faculty of Medical Sciences**  
  Dean: Jan Smit
- **Faculty of Science**  
  Dean: Lutgarde Buydens
- **Faculty of Law**  
  Dean: Piet Hein van Kempen
- **Faculty of Social Sciences**  
  Dean: Michiel Kompier

### Participational Bodies and Programme Committees

Students and staff contribute to the quality of administrative decisions by playing an active role in participational bodies at the university (central) level, faculty (local) level, and programme level. The university offers various training courses to members of the participational bodies and programme committees to optimally prepare them for their roles.

### Central Participational Bodies

Eight times per year, the Works Council and the Student Council meet together with the Executive Board in the Joint Assembly, with input from four members from Radboud university medical center. An important topic in 2020 was the AMD-RU Cooperation Agreement: it was extended until autumn 2021, with the intention of better securing occupational health and safety, security and environmental issues at the university. Furthermore, thanks to the participational bodies, the temporary housing of digital assessments in Comeniuslaan 4 and 6 was agreed to not for five, but for ten years. The first part of this digital assessment site was opened in early 2021.
COVID-19 was a much-discussed topic in the participational bodies. Various matters (such as education, assessment, temporary suspension of the binding study advice, deviations from the annual schedule) were submitted as guidelines for approval. The Student Council also drew attention to student well-being. This led to a comprehensive action plan for student guidance. A coordinator for Student Well-Being has since been appointed.

A lot of meeting time was spent discussing online proctoring, a method of monitoring for fraud when remote students complete online assessments. It was not so much substantive differences of opinion between the participational bodies and the university's administration that raised emotions, but rather the procedure. The participational bodies wanted to exercise their advisory authority, about which a dispute was brought before the Deetman committee. It agreed with the participational bodies and went a step further: the participational bodies have the right of assent to the use of online proctoring. A subsequent decision on the use of online proctoring will therefore be submitted for approval.

Each academic year, the Joint Assembly publishes an annual report that is published on Radboudnet: the university intranet that is accessible to students and staff.

**Composition of the central participational bodies**

- Works Council, consisting of:
  - 21 members who are elected annually by staff members;
- University Student Council, consisting of:
  - 8 members who are elected annually by students;
  - and 6 members who are appointed by the federations of student organisations.
- University Joint Assembly, consisting of:
  - the 21 members from the Works Council;
  - the 8 elected members of the University Student Council;
  - 4 members representing the academic staff of Radboud university medical center.

**Local Participational Bodies**

Students and staff exercise their participation in the Faculty Joint Assembly (FGV), together with the Faculty Board. Unlike at other universities, our FGV has the right of consent for the Education and Examination Regulations, discusses the budget and the annual report, and consults on all professor appointments at the faculty. There is a student assessor on the Faculty Board who can also make the student voice heard at the board level.

**Composition of the local participational bodies**

There are three local participational bodies per faculty:

- Representative Council (OC), consisting of:
  - 5 to 15 members who are elected annually by staff members.
- Faculty Student Council (FSR), consisting of:
  - 4 to 8 members who are elected annually by students.
- Faculty Joint Assembly, consisting of:
  - the members of the OC;
  - the members of the FSR.
Programme Committees

Every department has a programme committee, comprised of both lecturer and student members. The committee advises the Faculty Board about important educational matters related to the programme. Based on educational evaluations, the committee makes recommendations to improve the curriculum. Topics that are addressed within the committee include the study material, the degree of difficulty of examinations, and the performance of lecturers. The student members of the programme committees are elected during the University Student Council elections, which take place every May. The Donders Institute, the Radboud Graduate School of Education, and Radboud Services/Administrative Office each have their own Representative Council.

Organisational Chart

The organisational chart below is valid up to and including December 2020. Starting in 2021, Radboud University and Radboud university medical center are incorporated into two separate foundations (see the section about the demerger).

Click for an enlarged view of the organisational chart.
Risk Management

At the university, risks are events that are deliberately managed. This does not mean that all risks are avoided; instead, they are considered in relation to the strategy and objectives of the university. It is sometimes necessary to take risks in a deliberate and controlled manner, while deliberately avoiding or mitigating other risks. Risk management is an integral part of the planning and control cycle. In 2021, steps will be taken to deal consciously and deliberately with risks within the organisation as well as to transparently identify the opportunities arising from external trends and developments. The approach developed for this purpose is shown in the diagram below.

In 2020 and 2021, the faculties will translate the new university strategy, 'A Significant Impact', into a faculty strategy. Risk management is an essential element of this effort, which includes a dialogue about risk appetite within faculties and institutes.

The risks that faculties and institutes list in their 2020 annual reports are consolidated in the overview below. Where possible, those risks are linked to external developments and trends and to the strategic objectives as described in Our mission, vision, strategy and core values. The magnitude of the risks determines their order and is a result of the first risk management sessions in 2021.
Objectives

1 Research
Our research is of high academic and internationally recognised quality, based on cooperation and pushing the boundaries of our knowledge.

2 Education
Quality, commitment and personal contact in our education ensure that students develop into critically-minded graduates who go on to take up responsible positions in society.

3 Impact
We take a multidisciplinary and interdisciplinary approach that allows us to contribute to solving social issues.

4 People
We are an inclusive university where staff and students inspire each other, and we invest in the development of staff and students.

5 Facilities
Our campus is a sustainable place that invites you to study, work, collaborate and meet.

6 Finances
We are committed to maintaining a strong and balanced financial position to ensure the continuity of education and research, including support.

External trends and developments

Technological factors
Employees and students are increasingly working on various networks from different locations. This new way of working, combined with new technological developments, makes the dependence on ICT facilities ever greater. The acceleration plan for educational innovation with ICT describes technological developments and the opportunities they offer for the digitisation of higher education. In research, the discussion about ‘open science’ and ‘open access’ as a standard plays a role. This concerns the (re)use of data, the storage of data and the costs involved, as well as completely new output and publication models.

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<th>Risk</th>
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<th>Trend</th>
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<tbody>
<tr>
<td>Cyber risks and technological development</td>
<td>The university continuously invests in improving the reliability, security and continuity of its automated systems. In 2020, both internal and external audits were carried out in the field of information security. The results of these audits have been translated into an information security programme for which €1.6 million per year has been allocated. In addition, extra money has been made available for educational innovation with the aid of ICT, ICT investments, awareness raising, research data management and open science.</td>
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External trends and developments

Competition on the job market
Attracting and retaining sufficient competent staff is essential for achieving the goals in the field of education and research. However, competition on the job market is fierce.

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<th>Risk</th>
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<tr>
<td>Not enough talented staff</td>
<td>The university invests in various programmes, such as the Radboud Excellence Initiative, to attract and retain talented academic staff. Resources are also available to help employees develop themselves. In the coming years, the university will invest heavily in sustainable employability and in increasing the number of academic staff, partly through the use of study financing resources and better budgeting of expected government funding. In addition, a widely supported plan to reduce workload has been drawn up. The Executive Board asks that a lot of attention be paid to this. The board received reports about social safety in 2020. This has been communicated and an external investigation was launched. The conclusions of that investigation resulted in measures. In addition, an intensive dialogue has been initiated in which all sections of the university can express their views on what is considered normal behaviour. This process is being guided by TwynstraGudde. The team of confidential advisors has been expanded and centrally organised.</td>
<td>➔</td>
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External trends and developments

**Political factors**

The 2019 Strategic Agenda for Higher Education and Research, entitled *Houdbaar voor de toekomst* ('Sustainable for the future'), provides guidance for the Rutte III government, especially for education over the next five years. In addition, there is the National Research Agenda and the recent coalition agreement. There will be a review of the funding system. Also, House of Representatives elections will take place in March 2021. The Investment Agenda of the Knowledge Coalition and the Strategic Plan of the Netherlands Organisation for Scientific Research (NWO) are also relevant.

**Demographic factors**

The projected regional shrinkage is a demographic factor for the university. While Statistics Netherlands (2019) projects that the total population of the Netherlands will continue to grow to 19.0 million in 2039, the number of young people is decreasing. In our primary recruitment area (Gelderland, North Brabant, Limburg) there will be a slight to strong decrease in the number of young people until 2030. On the other hand, there will be an international influx of students and the flow from higher vocational education to a research university (HBO to WO). The number of international students at Radboud University is on an upward trend.

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<th>Risk</th>
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<tr>
<td>Fluctuations in education and research funding</td>
<td>The university uses a financial (multi-year) strategy in which expected developments in government funding are incorporated in a timely and prudent manner. The internal distribution model is broadly in line with the model from the Ministry of Education, Culture and Science, and it leads to annual adjustments in the internal distribution of resources to the units. In addition, the university contributes to active representation of university interests via VSNU and is committed to internationalisation and to making Master's programmes more attractive, thereby reversing the net outflow from Master's programmes into net inflow into Master's programmes.</td>
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External trends and developments

**Integrity**

(Academic) integrity is essential for high-quality research and education.

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<tr>
<td>Damage to reputation</td>
<td>The university's quality assurance system for research and education ensures periodic monitoring of the quality of research and education in connection 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. Integrity is addressed at all levels of the organisation and there are annual integrity meetings with specific themes.</td>
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External trends and developments

Economic/competitive factors

The importance of connecting with society is increasing. In education, civil society is having an increasing influence on the content of degree programmes. In research, the emphasis is increasingly on cooperation in public-private consortia in order to attract funding from government agencies and contract funding. The university is being asked to make the social impact of research and innovation more visible.

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<tr>
<td>Decrease in research funding</td>
<td>As a result of increasing competition (particularly in the SSH domain), there is a risk that funding from government agencies and contract funding will decrease. This could put a strain on the quality and quantity of research.</td>
<td>In addition to good, broad-based grant support, the university strengthens its recruitment power by opting for a limited number of inter- and multidisciplinary strategic themes that tie in with national and international (EU) social priorities. Our scholars are supported in their efforts by research support officers in the faculties and at the central level.</td>
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<tr>
<td>Maintaining research facilities</td>
<td>Due to insufficient long-term (&gt;10 years) research funding, there is a risk that the university will not be adequately able to continue with high-quality research facilities such as the HFLM-Felix and the scanning facilities at the Donders Institute, thereby jeopardising the quality of research.</td>
<td>The university ensures that large grants, such as gravitation and roadmap programmes, include long-term funding for large-scale infrastructure. The research institutes also make a multi-year budget, which includes major investments in equipment.</td>
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<tr>
<td>Collaborations</td>
<td>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 partnerships. 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 parties may go bankrupt, causing damage to the university’s reputation and finances.</td>
<td>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. The university is exploring a thematic collaboration within the EU’s European Universities initiative. On a national level, the university cooperates with other universities and is active regionally through, among others, The Economic Board, Health Valley and Novio Tech Campus. In 2020, the university strengthened its cooperation with Maastricht University. Furthermore, the university adheres to its own internal codes of conduct and regulations to minimise the risk of financial and reputational damage.</td>
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<tr>
<td>Quality of education and research</td>
<td>The university has to deal with national and international competition. This concerns the position in the selection guide, rankings, and attracting the best students and staff members. The risk is that the university might not score highly in this competitive struggle, which may put pressure on the financial continuity and on the quality of education, research, and social impact.</td>
<td>The university wants to remain an appealing employer and is investing in an attractive green campus with facilities for living, sports and culture. The university makes the Radboud Research Facilities available to small and medium-sized enterprises, innovative companies, start-ups and governments.</td>
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External trends and developments

**COVID-19**

In 2020, the university and the rest of the world were confronted with the COVID-19 pandemic. Necessary measures taken by the government to mitigate the spread of the virus had far-reaching consequences for the university.

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<tr>
<td>Pandemics</td>
<td>It is expected in this budget that measures and restrictions from 2020 will also (partly) apply in 2021. The university follows the RIVM health guidelines. There are measures to facilitate and support online education and assessment. In-person education is offered within the applicable guidelines. There are additional funds for extending employment contracts when delays have occurred due to COVID-19. The workload is a standard item on the board agenda and the university is making money available for workload reduction. The university has a strong financial position. Given the large amount of lump-sum government financing and the liquidity and solvency position in the short and medium term, no liquidity problems are expected, and the continuity of the university as a whole is not in danger.</td>
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**Accommodations**

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

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<tr>
<td>Property Development</td>
<td>The university has clear financial frameworks within which the planning and construction of real estate takes place, as well as long-term investment plans (MIP). Regular evaluations take place to identify learning points. The accommodation vision and update of the multi-year investment forecast (MIP) will be completed in early 2021.</td>
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Report from the Supervisory Authority

Explanation from the board of Stichting Katholieke Universiteit regarding its supervision of the Executive Board of Radboud University for the year 2020.

SKU Board and Committees

The board of Stichting Katholieke Universiteit (i.e. Foundation Board) monitors Radboud University. In this role, the Foundation Board held six plenary meetings in 2020 with the Executive Board regarding internal affairs and external developments. The President and/or Vice President of the Executive Board of Radboud university medical center regularly attended these meetings.

The members of the Foundation Board discussed sub-topics in committees with portfolio managers from the Executive Board in preparation for the plenary meetings.

Audit Committee

The Audit Committee met three times in 2020 to prepare for and consult on several issues, specifically the handling of financial matters by the Foundation Board. In addition, there was a dedicated meeting about investments. Until 17 October 2020, the members of the committee were P.A. Morshuis RC (chair) and M.L. Henneman. After 17 October, F. Leeflang joined and replaced M.L. Henneman as a committee member.

In 2020, discussion topics included the 2019 annual accounts, the administrative report, the annual plan and university budget for 2021, interim financial figures as well as the PwC audit report, the PwC audit plan, and the PwC management letter. Notably, the impact of COVID-19 measures on business operations and key financial figures was discussed. The multi-year investment programme and liquidity management (including the related possibility of attracting external financing) were additional discussion topics. In addition, specific attention was paid to the structure and embedding of risk management.

With regard to internal audit, they discussed the annual plan, the IT audit multi-year plan, interim audit findings and the progress of recommendations. In respect to the audit plan, the Audit Committee emphasised, among other things, the importance of the subject of culture and behaviour aimed at fraud and integrity awareness as well as IT security control aimed at preventing incidents. The Audit Committee was pleased to note that the IT audit capacity within the audit team had been strengthened.

In 2020, the Audit Committee conducted a self-evaluation. The following questions were raised: is the Audit Committee taking enough time and are the right subjects being discussed? The Audit Committee observed that these were high-quality discussions.

The Audit Committee also considered the evaluation from the external auditor and a more data analysis-driven audit approach.
Committee for Education & Research Quality

The Committee for Education & Research Quality was created to monitor quality and integrity in primary processes and to prepare the relevant topic for plenary meetings of the Foundation Board. The committee is chaired by Prof. J.C. Stoof. Prof. D.C. Van den Boom (Education and Research Advisor to the Foundation Board) also attended the committee meetings. As of 17 October 2020, the committee consists of Prof. D.C. van den Boom and Prof. V.A.J. (Valerie) Frissen. During the reporting year, the committee met four times.

Besides current developments at Radboud University and in higher education and scientific research in general, topics of discussion for the committee also included domestic and international collaborations between Radboud University and other European universities to perhaps offer joint degree programmes in the future with a significant role for the Donders Institute.

The committee was given a presentation about Neurotech\(^\text{EU}\). Together with seven other European universities, including Oxford University, the University of Bonn and Karolinska Institutet, Radboud University is cooperating in the European Universities Initiative Neurotech\(^\text{EU}\). The European Universities Initiative enables exchanges involving education, research and staff members. This means that students can study at all the institutions involved without any restrictions. The cooperation has begun in the areas of brain and technology, but the aim is for it to expand to other research areas.

The committee also received a presentation on the state of affairs regarding the 'Healthy Brain Study: The 30-Something Brain Unravelled'. The aim of the research is to better understand people's everyday lives and how the brain influences human behaviour.

The Executive Board provided the committee with further information about the research inspections and evaluations. For discussion of this agenda item, the committee received an overview of all strategy evaluation protocol (SEP) scores from recent years. The committee concluded that it is satisfied with the scores achieved. An extra compliment goes to the Centre for Language Studies (CLS), which scored a five three times. That rarely happens. Underlying the scores are many useful recommendations to further improve what is good.

For a better understanding of what is happening within the faculties, a faculty dean was regularly hosted at the committee meetings to present the relevant developments in their faculty. In the year under review, this was the Dean of the Faculty of Medical Sciences.

Remuneration Committee

The Remuneration Committee comprised L.M.L.H.A. Hermans (chair) and L.Y. Gonçalves-Ho Kang You until 17 October 2020. From that date, it comprised W. van der Meeren and P.A. Morshuis RC. The committee conducted the annual appraisal interviews with the members of the Executive Board in 2020, prior to which input was gathered from all members of the Foundation Board. The committee reported its findings to the Foundation Board.

The remuneration of Executive Board members is done in accordance with the WNT (law on the standardisation of top-tier incomes). Two members are paid at the WNT-2 level. The third member is paid in accordance with the provisions of WNT-1. The associated reduction process commenced on 1 January 2020.
The annual account includes an overview of compensations paid to and expense claims submitted by individual members of the Executive Board. An overview of the 2020 expenses from invoices and expense claims from the Executive Board has been included on the website.

Meetings between the Foundation Board and the Executive Board

The Primary Processes – Education and Research

Due to the outbreak of COVID-19, the majority of education in 2020 took place online. From 16 March, lecturers and students had to switch from in-person to online education. The newly established Teaching and Learning Centre was operating at full capacity to support lecturers and share knowledge and experiences related to online teaching. In-person education also continued, where possible. However, the required one-and-a-half-metre distance limited capacity. Additional accommodations were found to mitigate this.

The Foundation Board and the Executive Board are satisfied with the way in which the entire university made an effort to effectively manage the coronavirus crisis for students.

Partly on the basis of reports from the Committee for Education and Research Quality, the Foundation Board discussed a wide range of topics. The Executive Board gave the Foundation Board more information about the results of research into the binding study advice (BSA). The Foundation Board was interested to hear the conclusion that the BSA works well as a selection tool and that the standard used appears to be less important. The Executive Board has decided that the evaluation shows that the BSA is a good instrument to make students realise at an early stage that they are not following the right degree programme.

Contacts with the Internal Stakeholders

Normally, delegates from the Foundation Board, in varying combinations, attend a few special Radboud University sessions, such as the opening of the academic year, the New Year’s gathering, and the Lustrum. Unfortunately, due to the outbreak of COVID-19, this could rarely be done this year.

Provision of Information

Annual presentations are made to the Foundation Board to provide the members with insight into the developments in education and research and the processes within the university, and to offer them the opportunity to meet with professionals.

Campus Property

Accommodation for the Faculty of Science

The need for the accommodation plan is based on the steady growth of students and staff members at the Faculty of Science (FNWI). FNWI and the Department of Property Management researched the expected growth, drew up scenarios and provided recommendations. This applies in particular to office workplaces in the Huygens building, Mercator I and Mercator III.
Catering in Huygens
The aim of this project is to combine and optimise the use of the catering area, so that this area (ground floor and mezzanine) can be used for general purposes between 8 am and 8 pm. This will result, among other things, in the creation of several types of (study) workplaces. The number of study workplaces will increase from 430 to 550–600. This also responds to the increasing demand for study workplaces and is in line with the ambition of the Executive Board. The number of examination spaces has increased from 500 to 900. The faculty had been promised at least 500 places by January 2021.

Maria Montessori Building
The campus has a new building: the Maria Montessori building for the Faculty of Social Sciences. The building is energy-neutral, and it is expected to be occupied in early 2021.

Geert Grooteplein Zuid
In addition, the Foundation Board has decided to cancel the division into apartment rights in the Geert Grooteplein Zuid 26-30 building (including the ‘research tower’).

People
The Executive Board informed the Foundation Board of growth in the number of students and bottlenecks in the (staff) organisation. The Foundation Board discussed progress and development in this regard with the Executive Board and gave recommendations for potential solutions.

On 6 March, the Foundation Board was given a short presentation that illustrated the concept for Radboud Recharge. One of its aims is to achieve greater, continuing alumni involvement at Radboud University. There are now some 16,000 members, a large number of whom are alumni. The concept has led to interest from other universities.

The Foundation Board decided to reappoint Prof. Han van Krieken as a member of the Executive Board and Rector Magnificus of Radboud University for a period of four years, with effect from 19 May 2020. On 11 December 2020, the Foundation Board also decided to appoint Prof. Daniël Wigboldus as president of the Executive Board at Radboud University for a period of four years, with effect from 20 May 2021.

From the Governance Agenda to the Annual Plan
The Executive Board reveals its intentions with regard to the Strategic Plan for the upcoming year in the annual plan.

During discussions regarding the 2019 annual account and the 2019 annual report, the Foundation Board and Executive Board evaluated the 2019 governance agenda, with the Executive Board explaining the necessity of task prioritisation. The objectives achieved were clarified and other topics for which insufficient steps have been taken were discussed.

In line with the discussion of the 2021 budget, the Foundation Board also addressed the 2021 annual plan and approved the 2021 Annual Calendar.
Management Model

In response to recommendations based on the Institutional Quality Assurance Audit, the Executive Board set up a work group led by Prof. Daniël Wigboldus in September 2018. This group was tasked with describing the university's management model and making a proposal for harmonising the organisation and management. The work group first took stock of the current situation, partly by conducting a large number of interviews. Next, the work group discussed the results of this inventory and various proposals for harmonisation with the deans and directors. The results of this discussion were incorporated into a first draft description of Radboud University's management model.

The draft model was first discussed with faculty administrators (deans, directors) and then presented to the Foundation Board for information purposes.

Finance and Operational Management

The Foundation Board discussed the four and eight-month figures with the Executive Board. For these, the Executive Board reported the expected operating results. The 2020 Audit Plan from PwC was approved. The Foundation Board has ensured that an appropriate internal monitoring and management system has been put into place at Radboud University.

In December 2020, the 2021 Budget for Radboud University was approved.

Based on the ‘Regeling normering topinkomens OCW-sectoren’ (regulation for standardisation of top-tier incomes ECS sectors), the Foundation Board has set the remuneration class for Radboud University for 2021 at class G, and it has established a remuneration maximum of €209,000.

At the meeting on 30 April 2021, the Foundation Board, in the presence of the external accountant and based on a positive recommendation from the Audit Committee, approved the 2020 Radboud University annual report and the 2020 Radboud University annual account, and endorsed the actions of the Executive Board.

Cybersecurity

In November 2020, the Audit Committee was given a presentation on the state of affairs regarding information security. Many improvements have been made over the past year, such as conducting audits and modifying systems. This has resolved the most critical issues. Among other things, an ethical hack was carried out. Prevention is very important; security measures must be in order.
Composition of the Foundation Board as of 31 December 2020

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<th>2020 RU</th>
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<th>Cie. R&amp;E</th>
<th>Joint Assembly</th>
<th>Remuneration Committee</th>
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W.A. van der Meeren (1955), chair
• Appointment committees
• Radboud University Remuneration Committee
• Radboud university medical center Remuneration Committee
• Radboud university medical center Works Council (OR) regular meeting
Term ending on 16 October 2024

Prof. C.G.J.M. Hilders (1965)
• Committee for Quality & Safety Radboud university medical center
• Member of the delegation for Stafconvent, VAR, and PAR

P.A. Morshuis RC (1959)
• Audit Committee of Radboud university medical center
• Audit Committee of Radboud University
Term ending on 11 December 2022

Prof. J.C. Stoof (1946)
• Committee for Education & Research Quality Radboud University
• Committee for Quality & Safety Radboud university medical center
• Member of the delegation for Stafconvent, VAR, and PAR
• Radboud university medical center
Term ending on 1 January 2021

F. Leeflang (1969)
• Audit Committee of Radboud university medical center
• Audit Committee of Radboud University
Term ending on 16 October 2024

Prof. V.A.J. Frissen (1960)
• Term ending on 16 October 2024

Governance

On 27 March 2020, Stichting Katholieke Universiteit (SKU) asked the Enterprise Division to allow them to separate Radboud University and Radboud university medical center with new governance and to allow the SKU to appoint new directors. This request was the result of a dispute about the way in which the Bishops’ Conference exercised its authority to appoint the members of the SKU's board and the composition of the supervisory boards after the demerger of Radboud University and Radboud university medical center that was envisaged by the SKU. Furthermore, the proposed demerger of Radboud University and Radboud university medical center was in danger of being delayed because the Bishops’ Conference did not agree with the new governance model.
On 21 July 2020, the Enterprise Division of the Court of Amsterdam ruled in the dispute between the SKU board and the Bishops’ Conference. They ruled that the SKU could temporarily appoint board members itself and could go forward with the demerger of Radboud University and Radboud university medical center. On 10 August 2020, the board decided to appoint:

- W.A. van der Meeren as chair of Stichting Katholieke Universiteit
- Prof. D.C. van den Boom as member of the board of Stichting Katholieke Universiteit (Education & Research portfolio)
- Prof. V.A.J. Frissen as member of the board of Stichting Katholieke Universiteit (Public Policy & Communication portfolio)
- F. Loek Leeflang as member of the board of Stichting Katholieke Universiteit (Legal Domain & Governance portfolio)

with effect from 17 October 2020 until the date of demerger of the SKU, with a maximum of four years. As of 17 October 2020, the board of the SKU is composed as follows:

- W.A. van der Meeren (chair)
- Prof. C. G. J. M. Hilders
- P.A. Morshuis RC
- Prof. D.C. van den Boom
- F. Leeflang
- Prof. V.A.J. Frissen
- Prof. J.C. Stoof

On 16 October 2020, L.M.L.H.A. Hermans, L.Y. Goenca-Ho Kang You and M.L. Henneman stepped down from the board. Prof. J.C. Stoof stepped down on 1 January 2021. With effect from 1 January 2021, the composition of the Foundation Board changed as a result of the demerger. From that date, W.A. van der Meeren, Prof. C.G.J.M. Hilders, P.A. Morshuis RC, Prof. D.C. van den Boom and F. Leeflang became members of the supervisory board of Radboud university medical center. From that same date, Prof. D.C. van den Boom, Prof. V.A.J. Frissen and P.A. Morshuis RC became the supervisory board of Radboud University.

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

**Committees**

The Foundation Board appointed a committee headed by Wim Deetman to investigate a difference of opinion between the Executive Board and the University Joint Assembly concerning participation rights regarding online proctoring. The committee ruled that the University Joint Assembly has a right of consent on this matter, starting from the 2021–2022 academic year. That decision was based on Article 2.3.1, Paragraph 1, Sub e of the University Joint Assembly-Faculty Joint Assembly regulation (‘rules in the area of safety, health and well-being’).

There was also a difference of opinion between the University Student Council and the Executive Board concerning the right of consent to the Emergency Fund for students, in particular whether the right of consent relates to the regulations or also to the contents of the fund. At the behest of the Executive Board, a committee of three lawyers was set up to investigate this matter. It has yet to reach a decision.
Good Governance Code for Dutch Universities

Radboud University complies with the main points of the Good Governance Code for Dutch Universities. Partly due to the demerger of Radboud university medical center and Radboud University, a number of necessary amendments to the regulations have been postponed until after 1 January 2021, in order to make the process of separation and amendment of the regulations as efficient as possible.

The points on which the university deviates from the Good Governance Code for Dutch Universities are limited, relate to the regulations of the Supervisory Board, and were followed up on in early 2021. This has not affected the quality of management, supervision and employee participation.

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

General Consultation

The Foundation Board meets periodically with the Executive Boards of Radboud University and Radboud university medical center together. In the year under review, the Foundation Board mainly spent time on the demerger project. The intention to demerge was based on both strategic and administrative considerations. The university and Radboud university medical center are separate organisations that have separate strategic considerations and independent business models. The objective of this type of demerger is to make both organisations more decisive in an increasingly dynamic and complex environment. Both organisations, each from their own responsibility, continue to collaborate in terms of both content and strategy. The demerger is a modernising effort to create a suitable and current governance model for each of the newly independent institutions.

The unbundling was further developed in 2020, with the aim to have Radboud University and Radboud university medical center operate as two separate legal entities from 1 January 2021. Part of the development is the aforementioned procedure before the Enterprise Division through which, in addition to the exclusive power to appoint directors of the SKU, it was also ruled that the SKU has the power to decide on the amendment of the articles of association without the approval of the Bishops’ Conference, as well as to establish the articles of association of the foundation to be established upon demerger.

Based on its supervisory responsibility, the Foundation Board wants to establish a clear set of standards for expenses to be declared by the management of Radboud University and Radboud university medical center and facilities to be allocated to them. Part of the standards are structured separately in the management employment contracts. The general rule is that all costs, incurred within reason and necessary for the proper fulfilment of the employment, will be reimbursed by SKU. During the year in review, a change was made to the regeling kostenvergoeding (reimbursement regulations) to clarify the standards framework for representation costs.

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

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