Introduction

This is the 2024 Annual Plan and Budget for the Faculty of Social Sciences (FSW). The annual plan is the product of a number of interactive sessions organised within the faculty. On 6 September, department heads, directors and the board discussed the priority areas for 2024 at a joint away day. These priority areas were then presented at a faculty lunch meeting on 26 September, to which all staff and students of the faculty were invited. This lunch meeting also provided valuable input, which was incorporated into this annual plan. We worked with the department heads to identify the main risks in relation to the objectives. This will be followed up at a meeting between the board and directors in late 2023 or early 2024.

By acting together to create and flesh out the objectives and associated risks, we expect to increase support for the goals in the annual plan. We will also do this in 2024 by communicating the progress made on the objectives in a structural and visible way. On the one hand, we will consistently refer back to the goals of the annual plan in the newsletter and, on the other, we will display the annual plan prominently in the Maria Montessori building and add the progress to it during the year.

In line with the university's format, sections 1 and 2 present an overview of our most significant plans. The starting points for this are the university's strategy, 'A Significant Impact', and the 2021-2026 FSW Strategy. In addition, we are taking several other steps to achieve the aims described in the FSW Strategy. The budget follows in section 3. Section 4 explains a number of specific elements: the quality agreements and the use of the temporary funds from the National Education Programme (NPO). Section 5 presents risk management, which is linked to the formulated objectives.
1. Reflecting on the strategy

Making a significant impact. Again in 2024, we want to make a significant impact as a faculty, not only in terms of content, but also with regard to the associated framework. High-quality teaching, research and impact is what we are about. We can only achieve this by creating an environment where every student and employee is empowered to be the best they can be. Within this environment, students and staff have the courage to speak out and express new ideas and they work together harmoniously within and outside their own department, study and faculty.

Over the past year, we have taken many steps to create this desired environment. We have focused on social safety, on improving the gender balance, on leadership and on recognition and rewards. To this end, we have set up programmes that create the framework needed to realise a pleasant environment in which our staff and students can work and study. In recent weeks, however, we have had to face a harsh reality. We are not there yet. We have been confronted with a number of situations where transgressive behaviour has occurred. It has also become clear that discussing or reporting undesirable behaviour is still very difficult for most people. This has shocked us as a faculty board, as part of the faculty and as part of the university.

More than ever, we feel the urgency to work towards a pleasant environment in which to work and study. In 2024, we want to make a significant impact not only on our surroundings, but also, and most importantly, on our own staff and students. Where in 2023 we were deeply affected by the examples of transgressive behaviour, in 2024 we will turn this into togetherness. Together we will put our shoulders to the wheel, together we will work to create a psychologically and socially safe faculty, together we will make a significant impact.
### 2. Objectives

**Objective:** Research *(We conduct high-quality and internationally accredited academic research with a focus on collaboration to push the boundaries of our knowledge.)*

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<thead>
<tr>
<th>Concrete objectives (strategies)</th>
<th>Measurability (measures)</th>
<th>Actions and activities to achieve objectives</th>
<th>Action holder/coordinator</th>
<th>Required resources</th>
<th>Priority area from the policy letter</th>
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<tr>
<td>• We value quality over quantity in our research.</td>
<td>• 30% of Appointment Advisory Committee (BAC) members will attend training for BAC participation in 2024.</td>
<td>• Further to the meeting in 2023 on the meaning of high-quality research and joint initiatives to promote quality, we will work on the following in 2024:</td>
<td>R&amp;R programme</td>
<td>FSW has an incentive grant for the R&amp;R programme (€240k for four years). Currently unknown. No specific item included in the budget.</td>
<td>Implementation of the Recognition and Rewards programme plan.</td>
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<td></td>
<td>• Each BAC will include an HR advisor who has undergone bias training and who watches out for unconscious biases during BAC meetings.</td>
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<td>HR / Administrative Affairs</td>
<td>€300k from the sector plan funds included in the 2024 budget.</td>
<td>Implementation of the HR strategy ‘the best place for you to work’ with the focus on effective leadership along with finding, developing and retaining talent.</td>
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<td>• We have examined whether the FSW strategy would benefit from offering a standard development assessment when appointing full professors, associate professors and department heads, with a focus on soft skills, including leadership skills.</td>
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<td>F&amp;C Education &amp; Research policy</td>
<td>N.A.</td>
<td>We will invest in the continuity and renewal of existing infrastructure for high-level research.</td>
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<td>• The format for feedback from the BACs will be modified to make it clear how key elements of the profile have been taken into account.</td>
<td></td>
<td>N.A.</td>
<td>See breakdown of incentive and starter grants in section 3.4.2.</td>
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<td>• A multi-year investment forecast has been prepared for the next 10 years to identify and prioritise investment needs, with at least 30% per year to be spent on infrastructure for top research.</td>
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<td>• At the autumn 2024 meetings, we will work with a quality assurance cycle for research.</td>
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<td>• Our research is transparent, honest and reproducible.</td>
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<td>• In our research and teaching, we are committed to ‘team science’.</td>
<td>• In early 2024, new forms explicitly including team science will be implemented for annual appraisal interviews. A portion of the incentive and starter grants will be awarded to teams in 2024 to promote team science.</td>
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<td>• Team science will receive explicit attention during the annual appraisal interview. Incentive and starter grants will be used to promote team science wherever possible.</td>
<td>HR MD research inst.</td>
<td>N.A.</td>
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### Concrete objectives (strategies)

- Interdisciplinary theme groups/teams that encourage team science have been formed for the themes in the social sciences sector plan.
- By the end of 2024, at least one faculty-wide session will have been organised to exchange knowledge on ongoing research projects and impact activities, and to promote interdisciplinary collaboration.

### Measurability (measures)

- In 2024, we will translate the university's educational vision into a faculty educational vision: how will we put the educational vision into practice? In doing so, we are at least committed to an optimal mix of educational activities, with the basic principle being that students learn together on campus. We are also committed to balanced assessment: the student's learning process must be central. And, lastly, we are committed to adequate student guidance. In addition, we will reinforce the process for exam inspections within the faculty.

### Actions and activities to achieve objectives

- Within the sector plan funds, we will continue to pay attention to knowledge exchange between research institutes to contribute to the cross-sector themes formulated in the social sciences sector plan.
- We will organise faculty-wide sessions where we exchange knowledge and information about the research taking place within the faculty. This will enhance the relationships between professionals. This meeting will focus specifically on team science in education and research.

### Action holder/Coordinator

- Vice Dean / Education & Research policy

### Required resources

- €2.9m from the sector plan funds included in the 2024 budget.

### Priority area from the policy letter

- Implementation of the new educational vision.

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

#### Concrete objectives (strategies)

- Quality, commitment and flexibility are at the heart of our teaching.

#### Measurability (measures)

- Students give our study programmes an average score of 7.0 (on a 10-point scale) in the alumni monitor.
- Students give our study programmes at least a score of 3.5 (on a 5-point scale) in the NSS for the 'commitment and connection' theme.
- The faculty translation of the university's educational vision will be ready by the end of 2024.
- The transition from summative assessment to formative practice has begun.

#### Actions and activities to achieve objectives

- In 2024, we will translate the university's educational vision into a faculty educational vision: how will we put the educational vision into practice? In doing so, we are at least committed to an optimal mix of educational activities, with the basic principle being that students learn together on campus. We are also committed to balanced assessment: the student's learning process must be central. And, lastly, we are committed to adequate student guidance. In addition, we will reinforce the process for exam inspections within the faculty.

#### Action holder

- Director of Education

#### Required resources

- Required funds are part of the quality agreements. See section 4.1.

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### Concrete objectives (strategies)

- Our education forms a strong chain: Bachelor's -> Master's <-> Post-Master's

#### Measurability (measures)

- Improve the intake for the (research) Master's based on the action plan made at the end of 2023.
- A head educator and a deputy/substitute have been appointed at the Radboud Centre for Social Sciences for all study programme clusters at FSW. They focus on the connection between Bachelor's, Master's and Post-Master's programmes.

#### Actions and activities to achieve objectives

- Increase the (research) Master's intake based on the through-flow analysis to be completed in autumn 2023 and in line with the differentiated growth strategy.
- Offer academic staff the option of contributing to Post-Master's education within their existing teaching duties.
- Monitor the connection between the 'clinical Master's programmes' in Psychology and Orthopedagogy and the Post-Master's programmes in Health Psychology and Orthopedagogy by, on the one hand, perpetuating the existing consultation structure between the Programme Director for Pedagogical Sciences & Educational Sciences, the Psychology Programme Director and the Director of the Radboud Centre for Social Sciences. On the other hand, by setting up the psychology work groups connecting the Master's programme to

#### Action holder

- Director of Education

#### Required resources

- N.A.
Concrete objectives (strategies) | Measurability (measures) | Actions and activities to achieve objectives | Action holder | Required resources | Priority area from the policy letter
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**Our education and research are interconnected and of equal importance.**
- The results of the workload project within the Recognition & Rewards programme have been presented to the faculty.
- Various career paths have been described and adopted. Recruitment will take place in accordance with these descriptions by the end of 2024.
- The initial results of the workload project within the Recognition & Rewards programme will be delivered. Harmonising the task load model is part of this project.
- The career paths project within the Recognition & Rewards programme will be delivered, focusing on research, teaching, impact and leadership.
R&R programme  
R&R programme  
FSW has an incentive grant for the R&R programme (£240k for four years).
Implementation of the Recognition and Rewards programme plan.

**Objective:** **Impact (From a multi- and interdisciplinary approach, we contribute to solving diverse social issues).**

Concrete objectives (strategies) | Measurability (measures) | Actions and activities to achieve objectives | Action holder | Required resources | Priority area from the policy letter
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**Our education and research have a scientific and social impact.**
- The faculty impact strategy will be ready by the end of 2024.
- Project plans have been delivered for the sector plan themes, and the first progress reports are ready.
- By the end of 2024, at least one faculty-wide session (impact day) will have been organised to exchange knowledge on ongoing research projects and impact activities and to promote interdisciplinary collaboration. In early 2024, new forms explicitly including impact will be implemented for annual appraisal interviews.
- In 2024, a faculty impact strategy will be drawn up that describes the different ways of having an impact, including FSW’s ambition.
- Sector plans will be elaborated further in collaboration with other Dutch universities relating to social themes. For the theme of ‘the human factor in new technologies’, FSW is the national initiator.
- Research projects with a strong potential social impact – such as NOLAI, Healthy Data, Active Living and research into human communication as joint epistemic engineering – will be implemented. The focus will be on content and support for the implementation of the projects.
- There will be active monitoring of opportunities in terms of scientific and social impact so we can proactively respond to developments (e.g. relating to the growth fund and sector plans). For instance, the growth fund proposal ‘Broad prosperity for GenZ’ will be worked on in 2024.
- An ‘Impact Day’ will be organised for staff and students, where examples and best practices will be shared.
- Scientific and social impact will receive explicit attention during the annual appraisal interview.
Education & Research policy  
Vice Dean / Education & Research policy  
Vice Dean  
Education & Research policy  
Education & Research policy  
HR  
N.A.  
Currently unknown. No specific item included in the budget.
Investing in existing and new collaborations with external partners and in supporting them both in their applications for grants and in their implementation after grant allocation.

We focus on sustainability in each of the five domains.
- Starting in the 2023-2024 academic year, FSW students who qualify will receive a sustainability testimony.
- The SDG course classes offered will be attended by a minimum of 20 staff with teaching appointments > 0.4 FTE per course.
- By the end of 2024, we will have a concrete picture of how to integrate sustainable AI into teaching, research and operations within the faculty.
- Students who deliberately delve into sustainability issues during their studies will be able to receive a sustainability testimony with their Bachelor’s diploma starting from the 2023-2024 academic year. This will bring the faculty into line with the Radboud University-wide initiative.
- All new staff with teaching appointments will take the SDGs in Education course, which was designed to help the faculty’s lecturers embed sustainability in their teaching (even better). Existing staff will be actively encouraged to follow this course.
- In 2024, there will be a focus on making the Maria Montessori building sustainability management / sustainability initiative  
Sustainability initiative  
The SDG course is part of the quality agreements. See section 4.1.
Continuing to devote attention to sustainability in education, research and operational management.
Concrete objectives | Measurability (measures) | Actions and activities to achieve objectives | Action holder | Required resources | Priority area from the policy letter
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even more sustainable. Seven key areas have been identified for the 2021-2026 period, and the faculty’s sustainability committee will contribute to them. In 2024, the focus will be on sustainable AI and on raising awareness of sustainable choices within the Maria Montessori building.
- In terms of the sustainability priority area, the emphasis in 2024 will be on sustainable AI. An assessment will be made in terms of how to further embed this topic in teaching and research.

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

Objectives:
- We provide a pleasant study environment.
  - The ‘study load’ theme will receive a score of at least 3.5 (on a 5-point scale) in the NSS.
  - Personal-Professional Development will be implemented in all curricula in 2024, including embedding in the EER.
  - The faculty social safety programme will be implemented within the faculty by the end of 2024.
  - A pleasant study environment from a student perspective will be a standard agenda item during the spring and autumn meetings between programme directors and the faculty board.

- As part of a focus on personal-professional development, individual and group mentoring and coaching will be offered to all Bachelor’s students.
- The Social Safety project will be further implemented and carried out in 2024. This programme focuses on three pillars: behaviour and culture (providing a framework for action at individual and team level), the support organisation and communication on the topic. The aim of this programme is to create a socially safe environment in which to work and study and to help create a culture of accountability. The programme aligns one-to-one with university-wide initiatives.
  - Programme directors and student advisors will periodically discuss with students what is going on with regard to the study environment and the prevailing culture. Possible areas of concern and areas for improvement will be addressed within the study programmes and discussed during the spring and autumn meetings with the faculty board.

- Investing in a safe campus: social safety.
We provide a pleasant work environment.

- The first concrete improvement measures will be delivered from the ‘more balanced recognition and rewards of academic achievement at the Faculty of Social Sciences’ project.
- The faculty social safety programme will be implemented within the faculty by the end of 2024.
- The gap between perceived workload and desired workload will be reduced, compared to the rate reported in the 2022 staff survey. Has this got smaller? Do we want to leave this for 2024?
- The percentage of sick leave due to psychological complaints (currently 40%) will be reduced. So, what action will we take on this?
- All supervisors will have attended or will be registered for one of the university’s leadership programmes.
- The new form for annual appraisal interviews will have been implemented in 2024.
- We will achieve an equal gender ratio up to the highest organisational levels. For 2024, our aim is that 40% of professors will be women.
- The faculty office’s ambition is well known within the faculty, and clear steps have been taken towards its realisation. This is reviewed annually both within the faculty office and with directors of education, programme directors and directors of research.

The faculty programme Recognition and Rewards results in concrete improvement measures in the areas of workload reduction, career paths (development) and ‘low-hanging fruit’. In 2024, the focus will be on academic staff. From 2025, support and management staff will be included.

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- The faculty recognises that leadership should be seen as a ‘subject’ and supervisors are required to participate in one of the four leadership programmes offered by HR Development.
- In 2024, a new form will be implemented for annual appraisal interviews, which will explicitly include leadership, team science, impact, social safety and personal development of employees.
- Several measures will be applied to increase the number of female professors. Firstly, applications will be submitted to the Mohrmann Fund to enable women who are ready for it to be promoted to professor earlier. Secondly, gender biases will be addressed in regular recruitment. HR advisors who will participate in each Appointment Advisory Committee have been trained for this purpose.
- Within the faculty office, an annual cycle will be in place in 2024, incorporating away days, joint meetings and team days aimed at fostering connection, a culture of accountability and implementation of the ambition for operations, as formulated within the faculty in 2023.

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<td>R&amp;R programme</td>
<td>FSW has an incentive grant for the R&amp;R programme (€240k for four years). These funds benefit the entire faculty.</td>
<td>Implementation of the HR strategy ‘the best place for you to work’ with the focus in 2024 on effective leadership along with finding, developing and retaining talent.</td>
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<td>Social Safety programme</td>
<td>€290k has been set aside for the social safety programme within FSW.</td>
<td>Implementation of the Recognition and Rewards programme plan.</td>
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<td>The faculty recognises that leadership should be seen as a ‘subject’ and supervisors are required to participate in one of the four leadership programmes offered by HR Development.</td>
<td>HR</td>
<td>Part of departmental budgets.</td>
<td>Investing in a safe campus: social safety, information security and knowledge security.</td>
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<td>HR/Administrative Affairs</td>
<td>N.A.</td>
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<td>Within the faculty office, an annual cycle will be in place in 2024, incorporating away days, joint meetings and team days aimed at fostering connection, a culture of accountability and implementation of the ambition for operations, as formulated within the faculty in 2023.</td>
<td>Administrative Director</td>
<td>Part of the regular budget of the faculty office.</td>
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Faculty of Social Sciences
**Objective: **Facilities (We have a digital and physical campus that is sustainable and safe and conducive to studying, working, collaboration and interaction).

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<tr>
<td>With the Maria Montessori building, we offer excellent facilities for students and staff.</td>
<td>The list of concerns and initial problems related to the Maria Montessori building will be resolved by the end of 2024.</td>
<td>• Concerns and initial problems related to the Maria Montessori building will be addressed (e.g. reduction in vibration in research spaces caused by the current floors and the temperature settings). • In terms of digital security, the faculty will be aligned with the policy plan for information security and its rollout to faculties that is still being drafted by the Information &amp; Library Services division. • In terms of knowledge security, the faculty will be aligned with the policy plan for knowledge security and its rollout to faculties that is still being drafted by the Campus &amp; Facilities division.</td>
<td>Head of Housing Administrative Affairs/Administrative Director</td>
<td>Part of the housing budget.</td>
<td>Investing in a safe campus: information security and knowledge security.</td>
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**Objective: **Finances (We are committed to maintaining a strong and balanced financial position to ensure the continuity of research, education and support).

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<tr>
<td>Effective resource spending in which a negative balance can also be responsibly budgeted if there is reason to do so.</td>
<td>The budget will be balanced in terms of our multi-year perspective. A new faculty distribution model in line with the faculty strategy will be introduced in 2024.</td>
<td>• The four-month and eight-month reports will include the financial results to date and the end-of-year forecast. In 2024, the four-month and eight-month reports will also include the progress made on objectives, linked to finances, so that timely adjustments can be made if necessary. • A work group was set up in 2023 to introduce a new faculty distribution model that is transparent, simple and aligned with the faculty's strategy. The new distribution model will also encourage long-term thinking. If necessary, a transition period will be used.</td>
<td>F&amp;C F&amp;C / Administrative Director</td>
<td>N.A.</td>
<td>N.A.</td>
</tr>
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</table>