



**Strategisch plan for 2026-2031**  
**Nijmegen School of Management**  
**Wisdom in action: the perfect way to sustainable solutions**

## Mission

Our mission is: **Responsible Governance for Sustainable Societies**. At the Nijmegen School of Management (NSM), we train students and professionals to become critical thinkers, leaders and decision-makers who analyse, shape and assess responsible governance of and in public, private and hybrid organisations and networks against the backdrop of pressing complex societal challenges relating to sustainable societies. Our innovative teaching is firmly rooted in leading disciplinary, interdisciplinary and transdisciplinary research. We conduct high-quality and internationally accredited academic research with a focus on collaboration and pushing the boundaries of our knowledge. Working closely with civil society partners and students, we develop new scientific insights and contribute to the development of practical solutions to pressing challenges in the transition to sustainable societies.

In research, teaching and impact activities, our faculty focuses on **responsible governance**, composed of three dimensions that reflect the faculty's fundamental areas of expertise and disciplines:

1. Politics & Democracy: how citizens, politicians and interest groups exert influence, engage in co-production processes and deal with power dynamics;
2. Government & Policy: how values, institutions and rules on different scales structure societies and can reinforce each other;
3. Management & Organisation: how societal challenges are addressed through strategy, design, leadership and coordination, both within and between organisations.

On the subject of **responsible governance**, we conduct both basic research and research into three interrelated themes around **sustainable societies**, which we link to one another from an analytical and an intervention perspective:

### Theme 1. Social Economy

We examine the impact of economic choices on inequality and future societies. We analyse how economies can become more sustainable by doing business responsibly, organising inclusively and working together from shared values. Think of initiatives relating to social enterprises, equitable distribution, values-driven deployment of AI and digitisation, and sustainable business models.

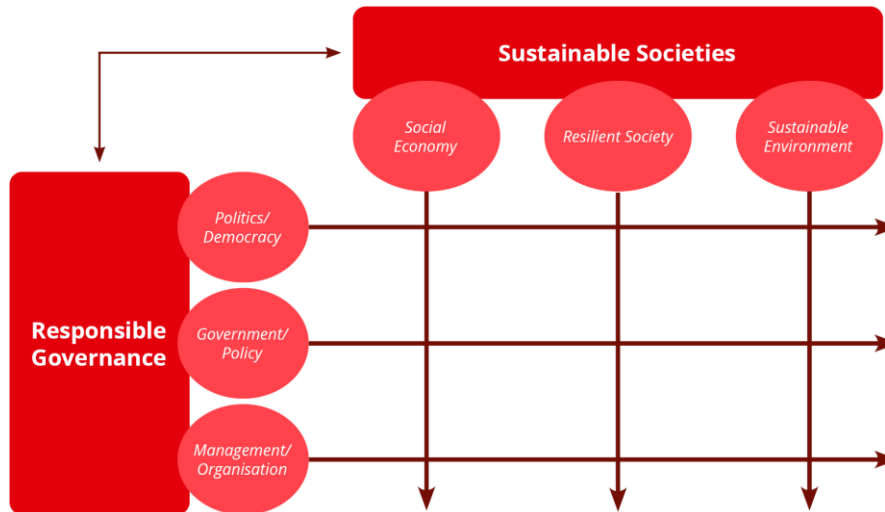
### Theme 2. Resilient Society

We examine which institutions, forms of organisation and collaboration, and processes make our societies more resilient to crises, social tensions and polarisation, injustice and the increasing concentration of influence and power in large corporations (including in the tech sector). Themes include inequality, emancipation, sustainable democracy, equitable institutions and safe societies.

### Theme 3. Sustainable and Healthy Living Environment

We focus on a healthy and liveable ecosystem, addressing issues of governance, organisation, citizen engagement, the design of a healthy living environment and climate change, looking at climate mitigation and climate adaptation. We work on issues relating to sustainable water management, energy transition, biodiversity restoration and sustainable care systems.

We take RU-wide research themes forward from there, in particular the themes of 'social inequality and emancipation', 'sustainable health' and 'values-driven AI and digitisation'. Disciplinary research in our unique combination of departments gives rise to new inter- and transdisciplinary partnerships within the Nijmegen School of Management (NSM), within Radboud University, in the region, and at national and international level.



## Vision

The Nijmegen School of Management: **where science and society come together** to achieve responsible governance of the transition to sustainable societies.

The Nijmegen School of Management offers a unique combination of disciplines: political science, public administration, social geography, spatial planning, environmental and social sciences, business administration, and economics & business economics. With this broad scientific base and strong methodological expertise, we are excellently placed to approach complex social issues from different angles. In doing so, we take a broad approach to the concept of sustainability and focus on the governance, management/organisation and political/democratic aspect of transitions to sustainable societies and the complex social issues involved.

Demographic trends, technological innovations and financial challenges demand that we work on our mission even more visibly and recognisably. We need to raise the profile of our themes, research and teaching, strengthen our partnerships and tap new sources of income. We must keep our educational offerings attractive and affordable.

Over the next five years, the Nijmegen School of Management will develop into a meeting place where knowledge about excellent education and research with societal impact and knowledge about transdisciplinary cooperation is shared and renewed. Coming together from the seven disciplines, scientists, students, professionals and civil society partners will visibly co-create potential solutions to major social issues and realise measurable and significant societal impact. The academic autonomy of researchers is paramount when it comes to the substance of their research, but the limited resources for support will be allocated to research that is in line with the research agendas of the faculty and of Radboud University.

### A broad view of sustainability

For us, sustainability means more than just attention to the environment and climate. We align ourselves with the concept of broad prosperity. We focus on the connection between a sustainable living environment, strong and capable democracies, resilient and healthy societies, responsible corporate and public governance, inclusiveness and equal opportunities. Our approach is deliberately inter- and transdisciplinary. Based on a solid disciplinary platform, we combine insights from different disciplines and perspectives to arrive at new solutions and innovative research for the major (transition) issues of our time. We work in accordance with the core values of Radboud University: Connecting, Innovative, Responsible.

## **Regional, national and international**

We create impact in our teaching, research and operations by acting purposefully at every level, by collaborating with academic and civil society partners as well as by seamlessly linking these levels regionally, nationally and internationally. This is how we sustain progress beyond borders.

## **Academic citizenship**

We ask critical questions, dare to question the mainstream and connect different perspectives, locally, nationally and internationally. Students and staff learn skills to discuss difficult and controversial topics in a respectful and inclusive manner. Our researchers work creatively and innovatively with civil society partners, at all levels, to make a societal impact. This leads to academic citizenship.

## **Working together for change**

Our employees work closely with students as well as national and international civil society partners on pressing sustainability issues. Through co-creation, new scientific insights and practical solutions emerge that make a real difference in society. In five years' time, we will be a go-to partner and thought leader for issues relating to our three themes. We will be part of an ecosystem in which we are virtually and physically a meeting place where science and society come together. This ecosystem will create fertile conditions for building future-proof partnerships and building relevant and unique research consortia.

## **High-quality and future-proof education**

Teaching at our faculty is innovative, high-quality and closely linked to our disciplinary, interdisciplinary and transdisciplinary research. Over the coming years, we will ensure that the education of the future remains student-friendly, feasible for lecturers, easy to organise and affordable. Students will be given a solid disciplinary platform and the space to build bridges between disciplines. They will develop the skills to transform scientific knowledge into solutions and applications with societal impact. Current scientific insights will be integrated directly into Bachelor's, Master's and post-initial study programmes. During their studies, students will gain experience of local, regional, national and international issues in various ways and collaborate with civil society partners.

## **Leading the way in sustainability research**

Our disciplinary, interdisciplinary and transdisciplinary teaching and research lead the way nationally and internationally in innovative approaches to governance, management and political/democratic processes for tackling the issues involved in a responsible transition to sustainable societies. We focus on pressing themes such as capable democracies, health, climate and energy transition, conflict studies and security, inequality and emancipation, migration, and responsible use of AI and digitisation. We make a recognisable and visible contribution to public and scientific debate.

## **Values-driven AI and digitisation**

AI and digitisation are here to stay, offering opportunities but also risks for a fair and just world. Values-driven AI and digitisation recognise technologies as transformative forces that have a major impact on fundamental societal values and can actively reshape them, requiring conscious governance to protect values such as privacy, transparency, security, justice, expertise and meaningful work. In our teaching, research and operations, based on our mission of *Responsible Governance for Sustainable Societies*, we look at the use and impact of values-driven AI and digitisation from different critical (legal, ethical, didactic, ecological, digital security) perspectives as a tool that can support the learning and research process and not as an end in itself.

## **Personal and relevant**

We offer personalised education, with numerous opportunities for direct contact between students and lecturers, and between students themselves. We value interaction and connection, and pay attention to diversity among students. We are also strongly committed to lifelong learning for our



employees and for professionals. Our offerings for professionals are aligned with current labour market needs and faculty themes. Intensive cooperation with civil society partners at all levels allows us to respond better to current labour market needs. By targeting education for professionals, we are developing new earning capacity that will boost the faculty's finances.

### **A vibrant and inclusive campus**

Our campus is a green, welcoming and inclusive meeting place for students, employees and partners. The campus is a place where living, learning and leisure come together. Our close collaboration with civil society partners and our personalised approach make us a magnet for talented professionals and students who love coming back to the campus for inspiration, reflection, learning and co-creation.

## Strategic ambitions

We have formulated four strategic ambitions for the 2026-2031 period:

1. We will form a resilient and connected academic community;
2. We will be recognised as a go-to partner for our three themes;
3. We will create future-proof education;
4. We will deliver high-quality, impactful research that is recognised nationally and internationally.

### Ambition 1. A resilient and connected academic community

We will strive to build a faculty where everyone - student, staff member, alumnus and partner - feels comfortable, safe, secure and challenged. We will be a place that revolves around personal and professional growth, where together we bring out the best in ourselves and each other. Our faculty will be an intellectually stimulating, enjoyable and inclusive environment, with an open outlook on the world around us. Our culture will be characterised by openness, sustainable collaboration and connection both within and outside the faculty. We will work together, across disciplines, departments and faculty, embracing diverse ideas and perspectives. We will have space for critical reflection, dialogue and debate, always in an atmosphere of mutual respect and with respect for the norms and values associated with freedom of expression and academic freedom. This will require personal leadership, a feedback culture and ownership at all levels. Everyone in our faculty will actively contribute to an open, inspiring and inclusive culture (of dialogue).

For **a resilient and connected academic community**, we have formulated three strategic goals:

1. We will make work and study more enjoyable, with space for critical reflection, dialogue and debate. We will ensure that the workload is acceptable, promote personal and professional development, create space for assuming and giving responsibility, and work continuously on social safety.
2. We will realise more intensive collaboration between departments, between academic and professional staff, between faculties and with the participational bodies, so that we add more value to our strategic themes, teaching, research and impact.
3. We will arrive at a stable organisation that is resilient financially and organisationally.

### Strategic goal 1. Enjoyment, development and safety in work and study

We want to be a faculty where it is enjoyable to work and study. The workload has increased in recent years. Managing this workload is complicated, but it does need to be reduced. Workload, social safety and well-being remain high on the agenda. We will continue to invest in guidance, professional development and leadership. Team Science, with shared responsibilities, will be the starting point for our faculty. Team Science involves more intensive collaboration and efficient distribution of tasks within teams, minimising competition between individuals and spreading the workload more evenly. This means that some team members will take responsibility for research applications, while others focus on teaching, impact creation or leadership roles. Priorities can be set for employees through development profiles in these areas. This way of working will require a change of culture, shifting the emphasis from individual performance to collective agreements and responsibilities. For this to work, all tasks must be recognised and appreciated, taking into account different career stages and the possibility of rotating tasks over time. Our intention will be to introduce flexibility into the careers of our employees.

#### Goals:

- We will make work and study more enjoyable, with space for critical reflection, dialogue and debate, with respect for the values and norms associated with freedom of expression and academic freedom. We will develop a vibrant and inclusive culture characterised by collaboration, respect, collegiality and care for one another.
- We will ensure that the workload is acceptable; we will work continuously on social safety and see this increase in the faculty.



- We will use the Recognition & Rewards programme to create opportunities for employees to develop their full potential by giving them responsibility and space for personal and professional growth.
- We will ensure that the Elinor Ostrom building is a pleasant meeting place with all the facilities required to encourage people to come to the campus.

#### Lines of action:

- We will strengthen the (personal) leadership of our employees, students and supervisors in the areas of inclusion, giving continuous feedback, good conversation, social safety, dealing with change and absorbing all changes into business processes.
- We will provide tools for conducting constructive dialogue and debate while respecting the norms and values associated with freedom of expression and academic freedom.
- We will develop a faculty version of the Recognition & Rewards policy, including the elaboration and implementation of development profiles in the areas of teaching, research, impact and leadership. Departments will adopt the Team Science mindset, where every task is completed within the team, but not every single person works on everything at once.
- We will establish a stronger connection between research and teaching in order to make the best possible use of the time allocated to each. We will facilitate efficient use of our research time for research and activities that are directly related to research. We will generate new ideas for this.
- We will continue to flesh out the RU social safety plan *Prevent-Care-Cure* and apply it.
- We will apply *Radboud Sustainable Work*, including workspace policy, vitality and employability (personal control over health, employability and career).
- We will develop a faculty framework for personal and professional development for both academic and professional staff and students.
- We will encourage social and group bonding by investing in community-building activities.

## **Strategic goal 2. More intensive collaboration**

#### **Goal:**

We will build an organisation with increasingly intensive and effective collaboration between departments, the Faculty Board, academic and professional staff, faculties and participational bodies. By combining knowledge, experience and perspectives, we will add value to our strategic themes, teaching, research and impact.

#### Lines of action:

- We will identify financial and organisational barriers to cooperation and remove them where possible.
- We will encourage equitable collaboration between academic staff and professional staff.
- We will foster a culture of Recognition & Rewards for interdisciplinary, interdepartmental and interfaculty collaboration.
- We will work with the participational bodies to establish a stronger connection between them and the faculty.

## **Strategic goal 3. Resilient community**

The world around us is changing due to economic uncertainty, geopolitical changes, technological developments, the impact of climate change, societal shifts, laws and regulations, and polarisation. This calls for a sound academic community that is agile, decisive and future-proof. Our focus will be on strengthening a stable, sustainable and responsive platform, enabling us not only to respond to change but also to actively shape it. We will create an environment in which employees and students are resilient in the face of challenges and we seize opportunities for sustainable foundations and further (technological) development.

#### **Goal:**

We will arrive at a stable organisation that is resilient financially and organisationally.



Lines of action:

- We will explore additional sources of funding (including philanthropic funding and private funds) and aim for substantial cash flows to ensure independent knowledge development.
- We will create space for flexibility and response capability. We will set up the right processes for this and communicate clearly and transparently.
- We will use the RU-wide AI & Digitisation guideline to develop a faculty framework for AI in teaching, research and operations.

## Ambition 2. Be recognised as a go-to partner for our three themes

We aim to be a faculty that helps solve complex societal challenges based on a strong disciplinary platform and with a critical interdisciplinary and transdisciplinary outlook in teaching and research. Over the coming period, the faculty will develop into a go-to partner for the regional ecosystem and a thought leader within our themes. We will be a meeting place where external partners, students and researchers from all faculties come together to explore societal challenges together and to develop potential solutions. Through cooperation in line with principles of academic integrity, connection and co-creation with external stakeholders, we aim to be a reliable, independent and expert partner that works actively and jointly on solutions to social issues within our themes of Social Economy, Resilient Society, and Sustainable and Healthy Living Environment.

For **be recognised as a go-to partner**, we have formulated one strategic goal:

### Strategic goal 1. Strengthen our contribution to the region as well as nationally and internationally

#### Goal:

We will strengthen our role as a reliable and expert go-to partner for companies and organisations in the region as well as nationally and internationally. In this role, we will seek to increase appreciation for - and trust in - academia, specifically with regard to the responsible governance aspects of our three interrelated themes. We will make a scientific and independent contribution to companies and organisations in the region as well as nationally and internationally, helping accelerate solutions in relation to the responsible governance of transitions to sustainable societies and for sustainability issues. We will work strategically and sustainably with a select number of partners, generating more impact and revenue.

#### Lines of action:

- Using a stakeholder engagement plan, we will develop strategic partnerships with a select group of organisations and deploy support more efficiently and effectively.
- We will actively contribute to Radboud University's ambition to be a catalyst of a regional ecosystem.
- We will develop a marketing and communication approach, including positioning and a branding plan, and a reputation plan for each target group and level (regional, national and international).
- We will realise a sustainable and impactful alumni network, actively and structurally involving alumni as strategic partners in realising our strategic ambitions in education, research and impact.
- We will use our project partners and advisory boards to form new partnerships with external parties and for collaborative project applications.
- We will offer our students internships at civil society organisations.
- We will develop a clear framework for recognising and appreciating external activities by our employees.

### Ambition 3. Future-proof education

The Nijmegen School of Management will develop students into academic professionals, ready for a changing world, and capable of linking different perspectives analytically and developing innovative solutions. Our students will learn the skills to assist and lead transitions in public, private and hybrid organisations. Personal interaction, collaboration and a vibrant academic community are crucial for developing students into professionals who make responsible and significant contributions to society. Our teaching will be distinctive for its focus on the responsible governance of sustainability transitions and will be continuously linked to our research into the three themes. The Bachelor's programmes will offer a strong disciplinary platform based on solid knowledge of the field. At Master's level, our programmes will allow students to apply and combine different theoretical and practical insights from a strong disciplinary platform, enabling them to develop interdisciplinary perspectives and be well prepared for the job market. Such an ambition will require high-quality programmes, innovative teaching methods and an organisation that supports lecturers in this. At the same time, continued attention to student and staff well-being will be needed.

We face major challenges to education funding, particularly from demographic contraction and severe budget cuts. In addition, there are societal and technological changes that are having a huge impact on the character and quality of education, such as the advent of AI and digitisation, that demand a response in the short term. This also presents opportunities: we will take a critical look at the potential for deploying AI and digitisation in a values-driven manner.

There are also many untapped opportunities for collaboration within the faculty, which embraces a unique combination of disciplines, and with other faculties. This will make our education future-proof, both financially and qualitatively. Such collaboration will take various forms, ranging from shared subjects to shared minors, specialisations and study programmes, combining different perspectives on the responsible governance of organisations and networks. A key challenge for the coming years will be to make this collaboration easier, through improved management information and more flexible procedures. Collaboration will lead to interdisciplinary minors and specialisations relating to priority areas for the faculty, such as sustainability, migration and security. It will also strengthen collaboration with other faculties such as Law, Arts, Science and Social Sciences. For this to happen, the capacity and creativity needed to realise such initiatives must be released and structural barriers must be removed.

For **future-proof education**, we have formulated five strategic goals:

1. Boosting education portfolios;
2. Matching education to human and other resources;
3. Strengthening Education for Professionals;
4. Improving critical literacy in relation to Artificial Intelligence;
5. Decreasing the stress and pressures of teaching.

#### Strategic goal 1. Boosting education portfolios

Given the unique combination of disciplines within the faculty, there is potential for special, distinctive inter- and transdisciplinary teaching that can attract new groups of (national and international) students. A more collaborative approach involving the basic disciplines will create a better connection to the responsible governance of the social themes from the mission and will make the study programmes appeal more to future students. Effective utilisation of that potential will make our education future-proof and lead to a strong, stable position in the changing landscape of higher education. Given the pressure on staff capacity, the emphasis here must be on (1) new combinations of existing subjects, (2) better student awareness of existing offerings, (3) better utilisation of alumni and stakeholders, and (4) cooperation between study programmes, within and outside the faculty. The aim here is to achieve a stable market share within the competitive and shrinking market in which we operate. In doing so, we will take into account the needs of students and developments in the (regional) business community, government and social institutions. The organisation must be set

up to support management teams at all levels in such choices as effectively as possible. That means having sufficient market information to make the right strategic choices.

**Goals:**

- We will achieve a stable or higher intake by making choices about the existing offerings based on a market analysis for each study programme (and content considerations). We will develop shared subjects and/or new faculty and interfaculty minors, specialisations and study programmes where necessary.
- We will realise more flexibility in study programmes and a better link between (faculty and interfaculty) Bachelor's and Master's.
- We will remove organisational and financial barriers to interdepartmental and interfaculty collaboration.
- We will increase the social relevance of our study programmes and their connection to the job market by cooperating more with stakeholders, such as on subjects (e.g. community-engaged learning, challenge-based learning), thesis support, career management and internship policy.
- We will strengthen the substantive connection between research and teaching.

Lines of action:

- We will develop clear procedures to evaluate the education portfolio and the impact of changes to it so that the information base for decisions is made stronger.
- In cooperation with the study programmes, we will conduct a market analysis of the different target groups of (prospective) students, employers and the offerings of other universities. Based on this, we will make good decisions about the educational offerings together with the study programmes.
- We will develop a shared vision of the future of our education, based on which we will create new shared subjects and/or new faculty and interfaculty minors, specialisations and study programmes. Within study programmes, we will make space where necessary to incorporate them.
- We will identify and address organisational barriers to the development of new cross-departmental study programmes based on existing offerings.
- We will develop and implement a reputation and information plan based on the analysis to make the educational offerings more visible to potential students (Bachelor's, pre-Master's and Master's).
- We will improve the visibility and clarity of educational information (electives, minors, internship opportunities, internationalisation) to make the educational offerings more visible to current students.

**Strategic goal 2. Matching education to human and other resources**

Given the decline in revenue, it will only be possible to replace departing personnel to a limited extent. This means that we will have to adapt the education portfolio to a smaller complement of staff. This implies eliminating duplicate offerings, carefully considering the alternation of intensive and extensive subjects, reducing overruns and designing education efficiently, for instance by using different modes of instruction and reducing testing. Collaboration between Bachelor's and Master's programmes will contribute to a healthy cost-benefit balance, for example through shared subjects relating to methods and the EU, and joint minors. Innovation in teaching and in the administrative processes that support it will be aimed at saving costs, such as by employing different teaching methods, improving efficiency and scaling up. MTs will be sufficiently clear about the financial consequences of choices relating to subjects and study programmes. Efficiency gains will always be weighed against non-financial considerations, such as the public interest, the quality of the education, the possibility of assessing students at an individual level, the social importance of direct contact and the function of subjects for the profile of a study programme.

**Goals:**

- Study programmes will work together to create a portfolio that balances costs and benefits. For this, they will be able to rely on clear management information on the costs and benefits of education, at all levels.
- We will realise efficiencies in the study programmes to cushion the expected decrease in personnel capacity.
- We will improve the feasibility of study programmes so that study delays are reduced while respecting the quality of the study programme. There will still be scope to take into account individual circumstances (e.g. care duties, management duties and the like).
- The redesign of education administration processes will lead to more efficient processes so that these require less capacity from both lecturers and support staff.
- We will explore, internally and in collaboration with other faculties, whether partially scaling up administrative processes to faculty or university level will lead to financial economies of scale.

Lines of action:

- We will work with the relevant management teams to determine what management information they need and in what form.
- Study programmes will jointly develop plans to revise and possibly merge existing subjects and study programmes, with the aim of reducing the teaching capacity required.
- Study programmes will put more emphasis on modes of instruction in which the role of the lecturer is reduced and students do more independent work.
- Study programmes will develop revised admission policies aimed at preventing students from being unnecessarily referred to the pre-Master's or even rejected.
- The study programme management and professional staff will work closely together to review and simplify education administration processes.

**Strategic goal 3. Strengthening Education for Professionals**

Graduates will continue to learn (lifelong learning). Given the tight labour market, retraining, further training and refresher courses will become increasingly important. Education for Professionals will contribute to the development and retention of knowledge in the region from a social perspective. The direct application of knowledge in practice and feedback from the field will in turn provide input for academic reflection. The Nijmegen School of Management will help companies and organisations to strengthen their talents with the latest knowledge and immediately applicable skills. Our combination of an academic foundation and social orientation will ensure that professionals not only keep up with their field, but also stay ahead of it. Collaboration between lecturers, alumni and external partners will be a two-way street, generating new knowledge and insights for our teaching as well as opportunities for research and collaboration.

**Goals:**

- Education for Professionals will provide a stable source of income for the faculty. The number of trained professionals will increase.
- We will develop a plan for the design and content of Education for Professionals that will enable the faculty to respond effectively to market needs. Strategic discussions about regular education and Education for Professionals will be integrated further and the chain strengthened.
- We will work more intensively for Education for Professionals with the other Postgraduate Training Centres for Professionals (POPs), faculties and the Knowledge Transfer Office (KTO).
- We will place a greater focus on forming partnerships with employers for structural participation in study programmes, courses and tailor-made programmes.
- We will encourage lecturers and study programmes to engage with Education for Professionals and to develop teaching skills.

Lines of action:

- We will set up an efficient and flexible organisation for offering Education for Professionals.

- We will create a systematic overview of the existing education environment for professionals, combined with an analysis of the expected demand for Education for Professionals and the likely costs and benefits of new modules.
- In co-creation with partners, we will look at how we can and must respond to relevant themes in the offerings. We will explore options for new flexible offerings (modules, tailor-made programmes and short certificate courses).
- We will continue to develop current study programmes and tailor-made programmes based on a clear quality cycle.
- We will develop a clear framework for recognising and appreciating Education for Professionals lecturers.

#### **Strategic goal 4. Critical literacy in relation to Artificial Intelligence**

Artificial Intelligence will impact our work and education in various ways. Firstly, it is likely to have a far-reaching influence on professional practice. Students, staff and study programmes will need to be equipped with critical literacy in relation to AI so that they can move with these developments. We will develop different critical (didactic, ethical, legal and digital security) perspectives to look at the use and impact of AI. In line with our mission and vision, this approach must be guided by a values-driven perspective.

At the same time, AI also offers the opportunity for an innovative educational setup, possibly easing the teaching burden on lecturers. The downside of AI is that it makes certain forms of examination more susceptible to fraud and less effective. Clarity regarding examination must be provided.

##### **Goals:**

- Students and lecturers will be able to critically assess AI and use it responsibly.
- We will deploy AI to reduce the workload of lecturers in education where possible and to support students in the learning process.

##### Lines of action:

- We will make AI literacy training for lecturers part of lecturer professionalisation.
- We will draw up a guideline regarding the use of AI in education, in collaboration with the study programmes and the university.

#### **Strategic goal 5. Decreasing the stress and pressures of teaching**

The well-being of students and employees is under pressure from study- and work-related factors as well as broader societal developments. Reduced resources and capacity within education may exacerbate this problem. Given the financial situation, additional support from lecturers and student advisors will be limited, so the primary aim will be to address the causes of the perceived stress and pressures.

##### **Goals:**

- We will alleviate the education-related workload wherever possible, thereby improving employee well-being.
- We will spread the study load better and, if necessary, alleviate it so that student well-being improves.

##### Lines of action:

- We will tackle the causes of stress by, for example, making schedule changes and adapting the modes of instruction, spreading out testing more, reducing summative assessment and expanding the compensation policy.
- We will include better distribution and, if necessary, reduction of the study load in study programmes' plans to revise teaching.
- Study programmes and professional staff will work together to achieve more efficient administrative processes.



- A joint project group will come up with proposals to improve students' studying skills and resilience.

## Ambition 4. High-quality, impactful research that is recognised nationally and internationally

We will conduct high-quality and internationally accredited academic research with a focus on collaboration and pushing the boundaries of our knowledge. We will deliver high-quality, transparent and widely accessible scientific results that contribute to scientific debate and help solve social issues. We will ensure that individual and team performance is recognised and rewarded. We will recognise the diversity of the duties of our academics (teaching, research, leadership, societal impact) and appreciate the talents and ambitions of all employees.

We will generate new knowledge and insights relating to the responsible governance of issues that match the themes of Social Economy, Resilient Society, and Sustainable and Healthy Living Environment and contribute to the international academic debate on these themes. Disciplinary research in our unique combination of departments will give rise to new inter- and transdisciplinary partnerships within the faculty, and within and outside Radboud University.

Based on our strengths stemming from our unique combination of disciplines, our Hot Spots as forums for inter- and transdisciplinary research, and our strategic partnerships with both academic and civil society stakeholders, we have formulated three strategic goals:

1. We will raise our profile in the three themes and increase our external visibility with a clear academic and societal impact agenda.
2. We will generate diversified research portfolio funding consisting of individual and collaborative grants and commissioned research, focusing on both basic and applied research.
3. We will cultivate sustainable research careers that do justice to researchers' different backgrounds and to their differing needs at the various stages of their career. This will be done on the basis of clear criteria for research quality in which the DORA and CoARA guidelines will form the building blocks of our appointment and promotion policy.

### Strategic goal 1. Profiling, external visibility, impact

Despite the research institute's great potential in inter- and transdisciplinary research into socially relevant themes, our research is not visible enough in the outside world. The research institute must raise its profile with regard to the societal challenges related to the three themes and increase its external visibility in relevant strategic networks with a clear academic and societal impact agenda. The applications of science for society and the implications of science for policy are numerous and could be highlighted better. The current political and social climate surrounding specific research themes will be taken into account in shaping the support for academic staff, in making research visible and in participating in the scientific and public debate.

#### Goals:

- We will improve the external visibility of research by clearly spotlighting the three themes and clearly highlighting what we are good at.
- We will encourage collaboration with parties outside the research institute so that we are recognised regionally, nationally and internationally as an excellent and relevant research partner that contributes to major societal and scientific challenges.
- We will actively intensify and maintain our networks with academic and civil society stakeholders in the region, in the Netherlands, in Europe and worldwide.
- We will increase the visibility of the impact of our research by demonstrably contributing to science, policy, the economy and society.

#### Lines of action:

- We will draw up a Strategic Research Programme for each department and Hot Spot that also addresses profiling, impact and external networking (within the frameworks of the NSM's Marketing & Communication approach).

- Based on the NSM's Marketing & Communication approach, we will draw up a reputation plan and strengthen our media visibility through monthly communication regarding our impact activities in the form of impact narratives.
- We will communicate specifically about our impact on regional, national and international policy-making (science for policy), and we will deploy our figureheads for socially relevant themes.
- We will nominate scientists for science awards and prestigious memberships of scientific and civil society organisations.

### **Strategic goal 2. Diversified research portfolio funding**

To be future-proof, the faculty must have a research portfolio funded from a diverse mix of national, international and private resources, ensuring research continuity and independence. The increasing pressure on applications in research funding calls, on the one hand, for effective deployment of the manpower and resources of individual researchers, research teams and the research institute with the submission of applications and, on the other, for a diversified portfolio to reduce dependence on only a limited number of sources of subsidies. While the possibility of matching for projects funded indirectly by the government is limited, it is important to (continue to) focus on selecting funding sources where there is little or no matching and little or no complex administration involved so that we can fund PhD research and researchers (such as in Horizon consortia, NWA or ERC). Broadening the research portfolio to include Brussels-based programmes (where the matching pressure is low and budgets have increased) and acquiring contract funding from companies and civil society partners, in the form of contract research and via creative solutions such as private funds, crowdfunding and donations by alumni, will be increasingly desirable here.

#### **Goals:**

- We will create a diverse research portfolio combining indirect government funding and contract funding, commissioned research, large and small grants, and individual and collaborative grants that are promising for our researchers.
- We will expand our active networks to include businesses, organisations and other civil society stakeholders with whom we can apply for grants in co-creation or who can provide research resources in the form of contract research.

#### Lines of action:

- We will develop a grant and research acquisition plan for each department (and/or section) and Hot Spot that is based on Team Science and takes into account limited research time.
- We will provide clear information on indirect government funding and contract funding grants that are promising for submission in relation to the three themes. We will screen grants for their financial implications.
- We will work towards a higher success rate through better coordination and selection of grant applications in teams, sections and departments. We will focus on those grants that are financially attractive, require little or no matching from the stream of direct government funding and cover as many salary and equipment costs as possible.
- We will increase our influence in the drafting of NWO, Horizon and FP10 calls.
- We will support the formation and maintenance of the research networks necessary for the acquisition of indirect government funding and contract funding.
- We will work programmatically with civil society partners for sustainable funding.
- We will organise network meetings and work sessions with relevant civil society partners for the co-creation of common research agendas.
- We will monitor the success rate and impact of our policy for a diversified research portfolio on different groups of researchers.

### **Strategic goal 3. Sustainable research careers**

The faculty will offer sustainable research careers with clear, diverse and achievable career prospects, careers that are attractive to new talent and combine development opportunities and social value. Researchers with their different backgrounds and at different stages of their career have different

needs for support in their research activities and in fostering their specific talents and strengths. Senior researchers (associate and full professors) will be expected to apply for research funding themselves and to support younger researchers in doing so. All the different research activities will require their own support to enable a sustainable research career. In line with the Recognition & Rewards programme, the Inclusive Gender Equality Plan and the guidelines around Social Safety, the research institute's ambition will be to support and appreciate these different needs and to create and support diverse and inclusive teams in their activities. The policy relating to the careers of PhD candidates will deserve attention here as some of these people will make moves inside research at the university and others outside it. The assessment of research quality will increasingly involve not only publications, but also other outputs in the domain of the societal impact of research results (such as policy letters and co-creation with civil society partners). Here we will work in line with international initiatives such as The Declaration on Research Assessment (DORA) and The Coalition of Advancing Research Assessment (CoARA). The criteria for research quality will also be building blocks to keep HR policies regarding assistant-associate professor promotions up-to-date so that these criteria can be used in the day-to-day practice of research evaluation by individual researchers and teams for self-reflection and in appointment advisory (BAC) committees.

**Goals:**

- We will recognise, appreciate and support the diversity of academic skills needed to conduct research and apply for research funding at different stages of a research career.
- We will develop a robust and transparent set of criteria for assessing the quality of research. These quantitative and qualitative criteria will focus on both the individual and the group. We will align ourselves with international initiatives for drawing up indicators and assessment criteria for research. These criteria will also feed into our own assistant-associate professor promotion policy.
- We will promote Team Science, embracing the principles of Recognition & Rewards, Radboud's Inclusive Gender Equality Plan and the Social Safety policy.
- We will pay attention to the careers of PhD candidates.

Lines of action:

- We will promote Team Science by forming diverse and inclusive teams of researchers, paying attention to the division of work between junior and senior researchers and a research mentoring system.
- We will develop skills and support researchers in writing research proposals, in project acquisition and management, in building networks and in strengthening academic and societal impact.
- We will develop a mobility programme for temporary positions in the business community and in civil society organisations.
- We will develop a policy document on quantitative and qualitative guidelines for research quality assessment, in line with international guidelines.
- We will support our PhD candidates in all their efforts to complete their PhD successfully and satisfactorily within the allotted time and will prepare them for subsequent career moves, whether within or outside the university.