



Annual
Report 2017

Erasmus
University
Rotterdam

Contents

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Introduction	06
1. Message From The Supervisory Board	09
2. Education	15
3. Research & valorisation	31
4. Organisation & operational management	49
5. Finance	61

Appendices

Appendix 1 • Governance and Participatory bodies	82
Appendix 2 • Laureates and prize winners	86
Appendix 3 • Overview programmes	90
Appendix 4 • Staff composition	92
Appendix 5 • Information on EUR as a legal entity	98
Appendix 6 • List of abbreviations	99



Annual Report

Introduction

We hereby present the 2017 Annual Report for Erasmus University Rotterdam (EUR). In this report, the university describes its most important activities in 2017. The current Strategic Plan 2014-2018, entitled 'Impact and Relevance', formed the basis for these activities. In 2017, EUR was also able to demonstrate that it is a pioneering world-class university that contributes towards finding solutions for today's societal issues.

Quality is key. In 2017, the quality assurance system was evaluated at university level. The results of the preparations for this Institutional Quality Assurance Assessment (ITK) - which was a major operation for the university - have been compiled in a report entitled "Samenwerken aan onderwijs van wereldklasse" (Working together towards world-class education). The report gives good examples of evidence-based educational innovation, expanding on the educational vision established in 2016. We are proud of the degree of solidarity and collaboration in and outside the university, which resulted in a positive conclusion for the ITK in 2018.

The Community for Learning & Innovation (CLI) was established in 2017 for the purpose of continuing enhancement of the quality of education, as well as encouraging technological and other innovations in the field of education. The CLI is a community foreveryone: students, lecturers, sponsors and researchers. The community focuses on professionalising lecturers, educational innovation, educational research, student projects and knowledge sharing. In 2018, the CLI will have a physical location and facilities in the Learning & Innovation Lab and will be the key factor in educational innovation.

In 2017, the university also introduced important activities and achieved results in the field of research. The three Erasmus Initiatives have made progress: the interdisciplinary research projects have commenced, new and eminent academic staff have been recruited and communities have been established. Moreover, three ERC Starting Grants, one ERC Advanced Grant and two ERC Proof of Concept Grants were awarded to the university in addition to the eight VENIs and six VIDIs via the NWO Innovation Incentive. Progress has been made in the professionalisation of support for researchers through the Programme Research

Services, which commenced in 2017. The faculties and support services are continuing their collaboration for the purpose of ensuring the best possible support for our top-quality researchers.

The university participates fully in our diverse society. Together with the diversity officers appointed at the faculties, we are continuous working towards an inclusive campus and university through a EUR-wide Diversity & Inclusion Programme.

The university was able to contribute towards societal impact in the region this year as well, in collaboration with our various partners. We signed a new cooperation agreement with the Municipality of Rotterdam to the effect that we will take joint action in addressing metropolitan issues. In 2017, we co-signed the City Deal Kennis Maken project, which is intended to encourage more students to work on issues in the city in actual practice.

We are also addressing societal issues in the region through the Leiden-Delft-Erasmus strategic alliance, in centres such as Sustainability, Metropolis & Mainport, and Bold Cities. In 2017, we commenced the procedure for compiling a new strategic plan for LDE between 2019 and 2024.

We were proud to launch the "Challenge Accepted" campaign during EUR's 104th birthday. As a top-class university, we will be addressing the societal issues of the 21st century in collaboration with the Erasmus Trust Fund. The Endowment Fund, which was established for the purpose of raising the sum of € 100 million by 2025, will considerably enhance the opportunities for socially relevant education & research. As an enterprising university, we benefit from this independent source of income. € 26 million had already been raised when it was launched in November.



We simultaneously launched the 'EURconnect' online community, in which students, scholars, alumni and other interested parties share knowledge, experience and networks.

We were facing considerable challenges in 2017. Last October, Polak Building on campus Woudestein had to be evacuated and closed with immediate effect. This had to be done in order to guarantee the safety of students, staff and other users. It had emerged that a floor structure had been used in this building which might result in unsafe situations. However, thanks to the university's prompt and satisfactory action, there were no interruptions to education and research. Fortunately, Polak Building could be reopened in March 2018 after undergoing adjustments to its structure.

The mid-term review of the Impact & Relevance strategy, which commenced in 2016, was completed in 2017. The committee's recommendations were carried out and the results of the strategic programmes will be enshrined in the regular organisation with effect from the end of 2017. The recommendations resulting from the mid-term review will be included when compiling the new strategy of the university in 2018.

The necessary preparations for the implementation of the General Data Protection Regulation in 2018 were made at the university. Supervised by the Chief Information Office, the

university is drawing up policy and guidelines and implementing a programme to create awareness based on the Digital Safety & Privacy Master Plan, and it provides tools and training courses in this respect as well.

The university's new website was launched at the end of 2017. This new website is more user-friendly, more secure technically, simpler to manage, and suitable for use with all mobile devices. The external website is intended for EUR's various target groups such as future students and businesses. The digital working environment -the Intranet - has also been updated, thereby ensuring that all students and staff can find the information they require in a secure environment. This will be further developed in 2018 in a technical as well as a substantive sense.

In 2017, the focus was on positive results and major challenges. We are able to look back on a successful year thanks to our students and staff. We also held positive consultations with the participatory bodies for the purpose of further enhancing education, research and operational management at EUR. Since entrepreneurship is deeply entrenched at Erasmus University, we will be continuing to address future societal issues in 2018 as a committed university, in collaboration with our partners.

Kristel Baele, President of the Executive Board



1 Message from the supervisory board



1 Message from the supervisory board

Through this report, the Supervisory Board accounts for its supervision of Erasmus University Rotterdam (EUR)'s Executive Board in 2017.

Supervisory Board

The Supervisory Board respects the principle of independence. In 2017, the composition of the Supervisory Board was such that the members of the board were able to operate independently and critically vis-à-vis one another and the Executive Board. The composition of the Supervisory Board did not change in the course of 2017.

Independent

The Supervisory Board is of the opinion that it once again carried out its duties in an independent manner in 2017.

Profile

The Supervisory Board has compiled a profile for its scope and composition, thereby taking the nature of the university, the activities and the required expertise into consideration. This profile is public. For additional details, please consult the website (<https://www.eur.nl/over-de-eur/bestuur-en-organisatie/raad-van-toezicht>).

Committees

In 2017, the Supervisory Board continued the existing Audit Committee and Quality Committee. The Audit Committee focuses on the set-up and performance of EUR's internal audit systems and financial risk management systems. The Quality Committee focuses on the organising and functioning of quality assurance for education and research.

Audit Committee

In 2017, the Audit Committee held six meetings and provided advice in respect of the 2016 Annual Report, the 2016 Annual Accounts, the 2018 Budget and the Joint Implementation Agreement (GUO) with Erasmus MC, Risk Management and the Audit & Review Charter. The external auditor, appointed by the Supervisory Board, reported his findings during an Audit Committee meeting.

Quality Committee

The Quality Committee held three meetings. During these meetings, the agenda items included the annual plan for quality assurance, the faculties' annual reports, the Institutional Quality Assurance Assessment and the mid-term review of EUR's strategy. Furthermore, those present extensively discussed the establishing of the Community for Learning and Innovation on campus Woudestein. Various aspects of quality assurance were examined during all the meetings in respect of scientific work at EUR.

Supervisory Board Meetings

During the Supervisory Board's meetings with the Executive Board, the following matters were discussed:

The 2016 Annual Report & the 2016 Annual Accounts

In May 2017, the Audit Committee and the Supervisory Board discussed the 2016 Annual Report, the 2016 Annual Accounts and the auditor's report based on the 2016 Annual Accounts. The Supervisory Board subsequently adopted the Annual Report and the Annual Accounts.

2018 Framework Policy Document and 2018 Budget

The Supervisory Board discussed the 2018 Framework Policy Document in the spring of 2017. The Framework Policy Document gave the initial impetus to the 2018 Budget, which was handled by the Audit Committee and subsequently discussed and adopted by the Supervisory Board in December.

Long-term scenarios and funding plans

The Executive Board and the Supervisory Board discussed the scenarios and long-term plan set out in the Framework Policy Document. These scenarios form the basis of the 2018-2021 multi-year budget.



Quality assurance for research

In 2017, the Supervisory Board extensively discussed the Executive Board's encouragement of interdisciplinary research, in consultation with the deans. The three Erasmus Initiatives constitute a satisfactory framework for the creating of new research programmes. A generous financial budget is intended to provide an additional incentive for scientists wishing to link interdisciplinary research to societal impact.

Mid-term review strategy for the "Impact & Relevance" strategy and the Institutional Quality Assurance Assessment

In 2016, a start was made on the mid-term review strategy for the current "Impact & Relevance" strategy. The final report was submitted and discussed during the year under review. It emerged that this report could provide a sound basis for the Institutional Quality Assurance Assessment (ITK). The Internal Evaluation, which continues along the same lines, achieved a good balance between a sense of pride in what has been achieved so far and a critical attitude towards matters which have to be developed further. The NVAO Committee spoke with the Supervisory Board during the ITK-EUR site visit.

Erasmus Trust Fund Collaboration

In collaboration with the Executive Board, the Erasmus Trust Fund commenced a fundraising campaign for the creation of an Endowment Fund. These funds will be used to finance research at EUR, particularly research carried out in the Erasmus Initiatives. The Supervisory Board expressed its appreciation of this initiative.

Administration and Management Regulations

During the year under review, the Supervisory Board updated the Administration and Management Regulations.

Dutch Executives' Pay (Standardisation) Act

The Supervisory Board strictly complied with the Executives' Pay (Standardisation) Act in respect of remuneration of members of the Executive Board. This also applied to the remuneration of the members of the Supervisory Board.

Evaluation of the Supervisory Board

The Supervisory Board evaluated its own performance during the year under review. It also evaluated the Executive Board's performance and discussed this with the members.



Other consultations held by the Supervisory Board

Consultations with the Presidents of the Supervisory Boards of Dutch universities

The presidents of the supervisory boards at the 13 Dutch universities held two joint meetings during the year under review, one of which was attended by the Minister of Education, Culture and Science and the other by her representative. During these consultations, the new expense report regulations for members of the Executive Board were adopted.

Partnership between Leiden University, Delft University of Technology and EUR (LDE)

The annual meeting of the joint Executive Boards and Supervisory Boards was held during the year under review. It was agreed at VSNU level that the LDE consortium would elaborate the 'Digitale Samenleving' (Digital Society) issue and include proposals for national policy in this.

Consultations with the University Council

In the year under review, the President and one member of the Supervisory Board held two meetings with a large delegation from the University Council. The Supervisory Board considers these consultations to be positive.

Executive Board

There were no changes in the composition of the Executive Board in 2017. Due to illness, however, one member of the Executive Board was replaced on a temporary basis by Mr E.P. Hus with effect from 1 June 2017. During the year under review, the Supervisory Board took the initiative for appointing a new Rector Magnificus and a new member of the Executive Board, which we anticipate during the course of 2018. The Supervisory Board approved the Executive Board members' ancillary activities.

Governance and Compliance

In 2017, the Supervisory Board once again acted in accordance with the Dutch Universities' Code of Good Governance as adopted in 2014. This means (inter alia) that the annual report must account for the Supervisory Board's actions and specify the way in which the Code was complied with.

Contacts at EUR

During the year under review, members of the Supervisory Board also held several informal meetings among themselves and/or with members of the Executive Board. One or more members of the Executive Board and the faculty deans notify the Supervisory Board wherever necessary - at these meetings as well as outside them - of important developments at EUR and outside it, such as elaborating the Internationalisation and Diversity themes and the Erasmus Initiatives. During the regular meetings between the Supervisory Board and the Executive Board, those present resolved to invite the deans to attend a presentation on the faculty. In addition, those present resolved to hold on-site meetings at the faculties more frequently.

Conclusion

In 2017, the Executive Board did all in its power to ensure that initiatives launched in previous years were carried out. This will enable EUR to maintain and enhance its strong position. The Deans of the various faculties were closely involved in the university's general policy and made a significant contribution to the relevant discussions.

The Supervisory Board is satisfied with its interaction with the Executive Board and the way in which the Executive Board keeps the Supervisory Board updated on significant developments. This has allowed the Supervisory Board to exercise its supervisory duties satisfactorily and to advise the Executive Board on important decisions.

The Supervisory Board would like to express its sincere appreciation of all the efforts made by EUR staff. Thanks to the constant commitment of academic and support staff alike, EUR is able to achieve its strategic objectives and ambitions.

The composition of the Supervisory Board is given in Appendix 1.

Erasmus University Rotterdam Supervisory Board,
Hans Smits, Chairman



A photograph of two young women with long hair, one in a pink top and one in a white top, looking intently at something out of frame. A large teal circular graphic is overlaid on the top right of the image, containing the text '2 Education'.

2 Education

2 Education

EUR fosters and facilitates a community where academic staff mutually share their knowledge on educational innovation and developments. Staff members challenge each other to provide innovative, outstanding and effective education. EUR offers students and staff a demanding and challenging learning environment in which active academic learning is the guiding principle.

Students' learning process is a key factor in this, with teaching methods intended to activate, motivate and encourage them. The campus functions as a meeting place where knowledge is developed and exchanged in and among various disciplines. Personal contact on campus is enhanced by interactive online education. The wider community - national and international - is accessed online and involved in the academic debate. The education provided by EUR complies with the increasing regional and international demand for academic education.

Facts & Figures Internationalisation

11
International
Bachelor programmes



48
English-language minors

49
International initial
and post-initial master
programmes



15
International Classroom
training session with
participants

Approximately 23,855
Dutch students



5,810
International
students

21.6%
International students



8 of the 9
Erasmus+ applications
were awarded

At least 26%
of EUR's bachelor students
will follow part of their
academic programme abroad





The current initial education consists of 22 bachelor programmes, 42 master programmes and 11 research masters. A further 19 post-initial accredited master programmes are available for professionals. These programmes are offered at 7 faculties and 2 institutes.

Internationalisation

At EUR, we feel that further internationalisation of the education we provide is closely linked to maintaining and enhancing the quality of this education. A large number of activities are carried out in the Internationalisation of Education programme to further this objective.

Internationalisation of the curriculum

The objective is to ensure that all international EUR programmes are based on International & Intercultural Intended Learning Outcomes (ILOs) by the time of their subsequent accreditation. At the end of 2017, approximately 40% of the programmes at EUR complied with this.

International Classroom

Applying ILOs serves to simplify working with the International Classroom concept. In this respect, the diverse composition of the student population in a given programme is regarded as providing additional quality, and this is propagated through the teaching methods used and the curriculum.

An evaluation carried out in a mid-term review strategy was positive.

A training course entitled 'Teaching in the International Classroom' (TIC) has been developed for EUR lecturers in order to foster use of ILOs and the International Classroom. This training course was held once again in 2017.

Services & Hospitality

It is essential for us to ensure that international students soon feel at home at EUR. A number of activities have been developed for this purpose. Our helpful pick-up service crew comprising 20 Dutch and international students go to Schiphol Airport to collect some of the new arrivals among the international students and to give them a warm welcome. They explain to these new students everything that they need to know about Rotterdam, public transport, housing, the university and nightlife in the city. A 'buddy' is then assigned to each student to help them find their way about during the first few weeks. All these buddies follow the same training course. They learn what being a buddy is all about and how to communicate with people of various nationalities. The 'One Stop Shop' was popular among international students in 2017 as well. Students receive personal assistance with respect to registering with the municipality, opening a bank account and buying insurance. Comprehensive information on all the campus facilities is also available. More than 2,000 students took advantage of this information.

Language training

New students may follow language training courses provided at the Taal en Training Centrum (Language & Training Centre). More than 600 students were given discount for following a Dutch or English language course. During the Erasmus Language Sharing students' initiative in 2017, more than 500 students studying Dutch,

English, French, German, Spanish, Italian, Arabic, Mandarin, Japanese, Korean or Russian language exchanged information on the culture in the relevant countries.

International master programme development, Erasmus+ and external funding

Erasmus+ is the European subsidy programme for education, youth & sport. EUR has submitted several applications for this subsidy every year since 2015. We submitted 9 applications in 2017, 8 of which were granted.

This refers to two Erasmus Mundus programmes, i.e. master programmes at three or more European universities offering a joint programme. The Erasmus Mundus fund awards a number of grants to participating students every year. At Erasmus School of Health Policy Management (ESHPM), the European Master in Health Economics and Management (EU-HEM, Professor Antoinette de Bont) was awarded Mundus status, while at the International Institute of Social Studies (ISS), this concerned the Erasmus Mundus Master Programme in Public Policy (Mundus MAPP, coordinated by the Central European University).

In addition, three Strategic Partnerships were awarded:

- Graduate School Programme for International Researchers and Interdisciplinary Training (Graduate SPIRIT, Professor Liesbet van Zoonen, ESSB);
- Big Data in Psychological Assessment (BDPA, Professor Marise Born, ESSB, coordinator at Universität des Saarlandes);
- Online Learning Agreement + (OLA+, ESHCC, coordinator at European University Foundation).

An application for a Jean Monnet Chair (EU Global Health Law) was granted to Dr André den Exter at ESPHM. Erasmus Sport is a partner in the approved Collaborative Partnership Sport and Academic Talent Integration through Exchange Programmes in Hockey (STICK, coordinated by Atlètic Terrassa Hockey Club). Furthermore, an application on behalf of various faculties was approved for travel grants to Bosnia and Herzegovina (University of Sarajevo, International Burch University), Iran (University of Tehran), Kosovo (University of Priština), Russia (Lomonosov University Moscow, Moscow State Institute of International Relations University), and South Africa (University of Pretoria, Rhodes University, Stellenbosch University, University of Witwatersrand).

Diversity & inclusion

The Executive Board considers the Diversity & Inclusion programme to be of paramount importance, which has resulted in continuation of this programme until 2022 at the earliest. One major development in 2017 was the appointment of Faculty Diversity Officers. A diversity officer and/or a diversity team was assigned to each faculty. They also compiled an action plan for fostering diversity and inclusion. This plan was based on the context and challenges at their own faculty.

The task force entitled 'The Future is Diversity' - a collaborative project with Leiden University and VU University Amsterdam, established in 2016 - resulted in four deliverables in 2017. These are as follows:

- a database containing data on all three universities which can be used as a tool;
- establishment of inter-university collaboration in the field of accessibility and progression;
- development of new forms of intervention and collaboration in respect of entering the employment market;
- new networks such as close cooperation with NADOHE in the United States, and establishment of a new network of academic diversity officers (LaNDO) in collaboration with VSNU.

In addition, various other initiatives were devised in 2017. The 'Lead your Future' initiative was launched in November. Its mission is to



increase opportunities for a new generation of young women. In collaboration with other organisations and the Municipality of Rotterdam, EUR contributes to the empowerment of young women and the accessibility of our university. Successful activities that contributed to the visibility and awareness of the Diversity & Inclusion theme were International Women's Day, attention devoted to the theme during the introduction week for all students (Eureka Week), the annual hoisting of the EUR rainbow flag, and the first edition of the 'College Café', a discussion among students on all kinds of topics relating to diversity and inclusion.

Erasmus Preparatory Year for refugee students

The Erasmus University Language & Training Centre (LTC) offers Dutch-language courses for highly-qualified refugees. The LTC commenced this course for 32 refugee students in October 2016. These students were divided into two groups and they all learnt Dutch extremely quickly. During the course of 2017, the number of groups increased from 2 to 5, with a total of 56 participants. One group for the Erasmus Preparatory Year (VJE) was added to the course during the last quarter of 2017.

This group was participating in the Erasmus Preparatory Year pilot programme for 2017-2018. 16 students with refugee status are spending one academic year on campus preparing for the admission examinations for a study programme in higher education. The Language & Training Centre offers the following lessons: Dutch, English, Knowledge of Dutch Society (KNM) and Orientation on the Employment Market (ONA). Participants also complete the civic integration course during the VJE. Seven out of the 16 participants in 2017-2018 intend to study at EUR, seven more intend to study at Rotterdam University of Applied Sciences, and the remaining two will be studying at other higher educational institutions.

Community for learning & innovation

The Community for Learning and Innovation (CLI) was created in 2017. As a follow-up to the Digital = Normal strategic programme, the CLI focuses on joint innovation activities and improving the quality of education by enhancing the combination of online, blended and on-campus education. The CLI organises good-quality support and facilities for lecturers

and the faculty Learning Innovation teams (LI teams), which are consistent with their own innovative projects. In addition, the Student4Students project provides support to students, enabling them to set up projects themselves in order to enhance and improve their education. The support and facilities provided are customised and demand-driven.

Existing projects in the Digital=Normal strategic programme have been incorporated into the CLI with effect from the end of 2017, and the themes of lecturer professionalisation, educational research and student projects have been added to these.

Professionalisation of lecturers

(development of customised training sessions for lecturers as a supplement to the present BUTQ, SUTQ and LEC training courses), with particular attention devoted to effective use of the new LMS system Canvas.

Educational innovation (providing support for the redevelopment of education, support in the computerisation of education and implementation of digital examinations, and innovation of the examination procedure).

Educational research: integration of Erasmus Education Research (EER) and the EER research database for the purpose of further encouraging research into educational innovation, resulting in publications and input for new developments and policy in the field of education, and student projects: providing support in the setting up of projects by and for students for the purpose of enhancement and innovation in education.

Support provided to faculties in the setting up of LI teams wherever necessary, which - in collaboration with the CLI team - can focus on educational innovation and professional development for lecturers.

As a centralised facility, a Learning Innovation Lab (LI lab) will be created, featuring a state-of-the-art studio. Lecturers, students and support staff will use the LI lab to collaborate on projects focusing on educational innovation and the improvement of quality in education.

This is supported through an online platform on MyEUR, the Lab Online (sharing news, events and experiences for the community). Our objective is to open the LI lab at a central location on campus in 2018.

Erasmus Education Research: Quality of Education and Graduation Rates Research Agenda

The Quality of Education and Graduation Rates Research Agenda ensures that EUR can enhance its many years of expertise in the field of educational research, and project an image as a university that attaches importance not only to educational innovation, but also to the empirical evaluation of the effects.

At the end of 2017, the Research Agenda formed part of the CLI as an Educational Research community of practice. The objective is to enable empirical research to be carried out - on a broader base than previously - into the effectiveness of education, educational innovation and educational intervention. CLI Educational Research - or Erasmus Education Research (EER) - emphatically does not function as a separate key feature of the CLI. It should be regarded as an umbrella activity operating as a clearly visible link between all the CLI's activities in the field of curriculum design and redesign, educational innovation and professionalisation of lecturers. In addition, EER mainly focuses on issues relating to EUR's strategic themes such as internationalisation, Diversity & Inclusion, and implementation of active small-scale blended learning. EER also collaborates closely with the Institute of Medical Education Research (iMERR).

PhD projects

Five PhD students are carrying out research in connection with this Research Agenda. The relevant research questions relate to the quality of the compensatory tests (i.e. their validity and reliability) and the graduation rates in relation to small-scale active learning.

- Iris Yocarini is carrying out a simulation study to investigate the accuracy of binding study advice (BSA) decisions in various testing systems. The project commenced on 1 April 2015 and will run until 1 April 2020.
- Marit Wijnen investigated the effectiveness

of problem-based education (PGO) at Erasmus School of Law. The project has since been completed, Marit's thesis has reached the completion phase, and we anticipate that she will obtain her doctorate in the autumn of 2018.

- Rob Kickert is assessing which characteristics and behavioural patterns displayed by students could be associated with academic performance, and their impact on study progress. The project commenced on 1 April 2015 and will run until 1 April 2020, with 0.8 FTEs.
- Matthijs Oosterveen is doing his PhD at Erasmus School of Economics. His research has demonstrated that in addition to cognitive skills, motivation is essential to obtaining high marks in examinations. The project commenced on 1 September 2014 and will run until 1 September 2018.
- Job Hudig is doing his PhD at Rotterdam School of Management. He is conducting research into the effects of a 'Goal Setting' intervention relating to academic performance and students who drop out of their programme. The project commenced on 1 October 2017 and will run until 1 October 2021.

Various PhD projects have started at EER. In addition, work is being carried out on a research database for education. The background data, prior education data and study progress data for first-year students from the 2015 cohort were added to this database in the second half of 2017. Furthermore, all study results for second-year students from the 2014 and 2015 cohorts have been added to the database for each programme. This serves to guarantee students' privacy in accordance with relevant legislation and regulations. Lunch meetings are held at EER for the purpose of fostering collaboration in educational research and sharing best practices. In 2017, various themes were addressed such as the effects of 'serious games' on skills and motivation in physicians and students, the effect of N=N on study performance, motivation and student characteristics, the transition from pre-university education to university education, and social tools for New Dutch students with a non-European background in higher education. The information on research projects, the research agenda and research database is also



shared on a website launched in 2016: www.erasmuseducationresearch.com. Blog articles relating to student yield or educational quality are posted regularly on this website as well. This is enriched by contributions from various researchers. The website also has a library with relevant articles concerning student yield in higher education.

Leiden – Delft – Erasmus

Contributions to the Innovation Rooms at the LDE Centre for Education and Learning

Erasmus Education Research organised two Innovation Rooms for the LDE Centre for Education and Learning. These were held at Erasmus University College on 18 March 2016 and 9 June 2017. During the Innovation Rooms, researchers shared their findings in the field of online learning, motivation, student yield and examinations.

LDE Education Initiatives

The joint Technical Medicine master programme (Delft University of Technology, Erasmus MC, LUMC) and the LDE minor 'Geo Resources for the future' commenced in September 2017.

The very first diplomas for the joint Nanobiology master programme (Delft-Erasmus), for the joint Clinical Technology bachelor programme (Delft, Erasmus MC, LUMC) and for the LDE Governance of Migration and Diversity master specialisation were awarded to graduates in September. The first students in the Netherlands were presented with their Master of Science diploma for the Cyber Security executive master programme (Leiden-Delft-The Hague University of Applied Sciences) on 9 February.

Careers in education

An important part of EUR's strategy is to reinforce the steering of educational talent and to display appreciation of outstanding performance in the educational field. This serves to foster evidence-based educational innovation and ensure more targeted working on the professionalisation of lecturers.

The purpose of this is to achieve greater balance in careers focusing on research and education. Under the current policy, which includes two education-oriented profiles at associate professor and professor level, seven education professors or professors are employed with a (partial) education assignment, including Erasmus MC. In 2017, the policy relating to careers in education underwent further recalibration, and a firm link was established for comprehensive policy development in the field of educational innovation, professionalisation of lecturers and HR policy. Further development of HR policy for careers in education ran parallel to the formation of the CLI. A group of experts was established within the CLI community for professionalisation of lecturers, whose task is to compile an inventory of the training courses available for professionalisation of lecturers at EUR and to develop ideas for innovation in the range of options available for lecturers. With respect to the current training courses available for professionalisation of lecturers, a start was made in 2017 on redesigning the BUTQ and transforming it into a 'new style' BUTQ. This BUTQ procedure will be adjusted as part of the customary quality assurance cycle, which means it will fit in better with the recalibrated educational vision. The BUTQ will acquire a 'blended' and active design due to implementation of the new LMS system (Canvas). In addition to the BUTQ, new and successful editions of the Senior University Teaching

Qualification (SUTQ) and the Leadership in Education Course (LEC) were implemented.

Overviews for 2017:

- BUTQ: 65 courses completed;
- SUTQ: 11 courses completed and 15 participants started;
- LEC: 5 participants from EUR (this course will be completed in 2018).

Quality and graduation rates

Institutional Quality Assurance Assessment (ITK)

The first part of the on-site visit by the NVAO in connection with the ITK took place in 2017. In preparation for this visit, an Internal Evaluation Report was compiled, entitled 'Working together towards achieving world-class education'. This report contains our educational vision: 'Erasmus University Rotterdam trains students to become connective world citizens who will play an active role in developing academic knowledge for society.' The faculties wrote down their own views of this educational vision based on their own situations, in which they specified

what is already proceeding smoothly as well as what challenges they will face in the future. A dinner with EUR alumni Vincent Karremans, Jan Anthonie Bruin and Coen van Oostrom as guest speakers was held for the purpose of providing additional support to faculties in their coordination of the professional field and the alumni. Videos were also filmed in support of the internal evaluation.

The quality of EUR is defined on the basis of three core themes:

- graduation rates;
- internationalisation;
- online learning.

The following themes were also discussed:

- a vibrant and enterprising university;
- focus on student graduation rates;
- challenging and inspiring education;
- an international and diverse university;
- online learning;
- high-quality academic education.

Internal and external education evaluations

The external evaluation of the bachelor and master programmes in Medicine, the Erasmus

Facts & Figures Quality and graduation rates

43 Study Choice Workshops at 50 secondary schools

5th The fourth ESL Pre Academic Programme

350 Visitors to the open day for parents

135 Intake restriction Criminology

410 Intake restriction Medicine

575 Intake restriction International Bachelor in Communication and Media

736 Students were granted financial support from the Profiling Fund; this support amounted to a total of **€ 1,609,195.43**

54 Faculty projects about the student grant advance

Mundus Masters Programme in Public Policy (joint degree), and the Master of Public Administration (MPA) was carried out in 2017. These were brought to a successful conclusion. Internal evaluations were carried out on the Erasmus University College bachelor programme, the Sociology bachelor programme and the Sociology master programme.

Resources for student grant advances

In anticipation of extra funding from the Ministry of Education, Culture and Science in 2018, the university has been investing € 18,000,000 in intensification of education with effect from 2015. The faculties worked on 54 different faculty projects in 2017, following the themes in the Ministry of Education, Culture and Science's Strategic Agenda. The majority concentrated on small-scale and intensive education, one of EUR's strategic objectives. Examples include the following:

- decreasing the number of students in working groups;
- additional endeavours in skills training;
- enlargement of individual thesis supervision;
- IT-related educational innovations;
- professionalisation of lecturers.

In addition, the innovation fund was deployed for the creation of the Community for Learning and Innovation (CLI). This part is being elaborated in collaboration with the University Council.

Choice of Programme Workshops

Due to the complexity involved in choosing a suitable bachelor programme, EUR maintains the viewpoint that pre-university students' choice of programme is the joint responsibility of their secondary schools and the university. Providing prompt and sound advice in this respect contributes to more positive graduation rates. Based on this viewpoint, EUR once again held Choice of Programme workshops (CPWs) at 43 secondary schools in the region in 2017. These CPWs were devised in collaboration with school deans. A total of 721 secondary school students in pre-university education participated in these workshops. After the first visit to their school (CPW 1), 60% of them (429 students) will come to EUR in order to acquaint themselves further with the university (CPW 2).

EUR is still the only university to organise this type of pre-university intervention. These workshops also help enhance and expand EUR's relationship with secondary schools. The

participating schools (the school deans) and the secondary school students themselves were exceptionally enthusiastic about this programme. They rated it with a generous 8 out of 10.

Unfortunately, secondary school students in our overseas departments do not have the opportunity to visit EUR in person and familiarise themselves with the university. Since this is the very group with a large number of drop-outs, thorough and in-depth preparation is absolutely essential. For this reason, EUR is also organising these CPWs at schools on Curaçao. An experienced and extremely dedicated former school dean is responsible for organising the workshops.

All the faculties and programmes participated in the CPW programme.

Pre-Academic Programme

Besides the orientation activities specified in the foregoing, such as the CPWs, it is important to ensure that new students - especially the group of first-generation students - are well prepared for their academic studies.

In 2017, EUR organised a Pre-Academic Programme (PAP) for first-year students for the fifth time. This was held during the summer vacation, three weeks before lectures started. This programme is primarily intended to prepare students for a successful start to their studies. First-year students in Medicine, Liberal Arts & Science and Health Sciences also participated this year, in addition to students at Erasmus School of Law (ESL). More than 200 students applied to participate in the programme. This also appears to be the limit for that kind of empowerment programme.

As a sequel to this, and based on certain parts of the PAP, ESL has commenced the 'My Future' programme. This is a personal leadership programme for students in all years.

This means that the PAP is having a wonderful flywheel effect. In order to increase the impact of the programme, EUR resolved to organise a sequel to the programme with repeat events. The programme has received extremely high ratings in the evaluations. An assessment of its impact during the past years will be carried out in 2018. EUR is still the sole university to organise a Pre-Academic Programme. Other higher education institutions have meanwhile displayed a great deal of interest in this programme.

Career services

University graduates are facing changes on the employment market. Although the VSNU

(*Academics on the employment market*, June 2016) does not anticipate that many jobs for university graduates will cease to exist, it has warned that the substance of these jobs will change. This is due to three major trends on the employment market: computerisation, flexibilisation and internationalisation. EUR is of the opinion that it is important for alumni to fulfil a leading role in society, now and in the future. That is why we are investing in coordination with the employment market.

Besides the attention devoted to this theme in EUR's recalibrated educational vision, we have launched a EUR website in collaboration with the faculties and with student and study associations: www.eur.nl/careerservices. Students and alumni can find all the relevant information and career-related activities throughout EUR on this website, which is in English. Thanks to frequent attention for these activities in the social media, a great many people have been able to locate and access the website.

The MyFuture programme, which commenced as a pilot programme at Erasmus School of Law (ESL), now has a sequel for Bachelor-1 students and Dutch and international master programme students. The programme in Bachelor-1 has a natural starting point in the existing Pre-Academic Programme. On commencement of their studies, all full-time ESL students are invited to participate in a goal-setting module. This is based on successful experiences at Rotterdam School of Management (RSM). One out of every two first-year students has completed this module. Professor Michaela Schippers (RSM) is conducting research into its impact. In addition, we offer students workshops and events in connection with Personal Leadership. Master students are offered workshops to help them prepare for their entry on the employment market.

International Skills Week

EUR organised an International Skills Week for the first time in 2017. During this week, workshops and activities were provided for the special benefit of international students. This first edition of the Skills Week was well attended, and participants were enthusiastic about the activities. The workshop entitled 'Survival Kit for international students starting a job in the Netherlands' is offered by EUR's Career Services. This workshop prepares

students for a successful start to their employment in the Netherlands. The topics addressed include Dutch corporate culture and communication styles, intercultural skills and practical matters such as insurance, taxes and regulations for non-EU citizens. Students can have their CVs assessed, and have professional photos taken for LinkedIn as well. International EUR alumni held a 'Coach Café'. In the MyFuture International pilot project, international master students at Erasmus School of Law could attend 6 workshops to help them prepare for their future careers. The topics addressed ranged from goal setting and stress management to job marketing. The objective was to prepare students for taking the first steps towards their professional careers.

Parents' Open Day

Parents play an increasingly important role in influencing their children's choice of programme, and they are frequently the deciding factor in this respect. There is an increasing need for information on matters such as finance, choice of programme, graduation rates, decentralised selection and the binding study advice. In January 2017, M&C once again held an informative evening for parents of secondary school students in pre-university education. The evening was well attended, with approximately 350 parents present. EUR is one of the few universities to organise a parents' day.

Intake restriction for bachelor programmes

Due to their limited education capacity, the Criminology, Medicine and International Business Administration bachelor programmes imposed an intake restriction for the 2017-2018 academic year. This was the first time that placement was not carried out through DUO. The programmes themselves were entirely responsible for the ranking of candidates. Candidate placement was carried out through Studielink. Unfortunately, the new system prescribed by law has resulted in the fact that not all the available places are occupied, in spite of considerable interest in them. Students tend to cancel their places at a late stage in the proceedings due to the fact that they are unable to obtain a visa.



Since 2017, the Communication and Media International Bachelor Programme has had the opportunity to set additional admission

requirements for candidates (Article 7.26 of the Higher Education & Research Act) to enable them to form an international classroom.

Table 2.1: Intake restriction for bachelor programmes

Bachelor programme	Capacity	Number of candidates ranked	Enrolment on 1 October 2017*
Criminology	135	249	123
Medicine	410	829	407
International Business Administration	575	1,506	508

* Source BICC: New enrolment for the programme, counts for 1 October count

Table 2.2: Binding Study Advice

Programme	# BSA	% Positive BSA
B International Bachelors Programme in Communication and Media	179	85.5
B Liberal Arts and Sciences	179	85.5
B Business Administration	185	81.1
B Legal Studies	765	55.8
B Economy and Business Economics	876	54.3
IB Economics & Business Economics	431	63.1
B International Business Administration	300	71.7
B History	546	79.1
IB History	65	76.9
B Philosophy	36	86.1
B Fiscal Economics	38	42.1
B Criminology	68	67.6
B Medicine	129	60.5
B Health Sciences	414	67.9
B Sociology	95	66.3
IB Psychology	58	55.2
B Psychology	141	78.0
B Pedagogical and Educational Sciences	379	67.5
B Public Administration	114	58.8
IB Bachelor in Management of International Social Challenges	133	63.9
B General Culture Sciences	64	70.3
IB Arts and Culture Studies	31	83.9
B Tax Law	87	70.1
IB Econometrics and Operations Research	335	70.4
B Econometrics and Operations Research	52	80.8
	243	63.4
		66%

* Source Osiris

Profiling Fund and grants

The Profiling Fund regulations provide financial compensation to students who fall behind in their studies due to personal circumstances, as

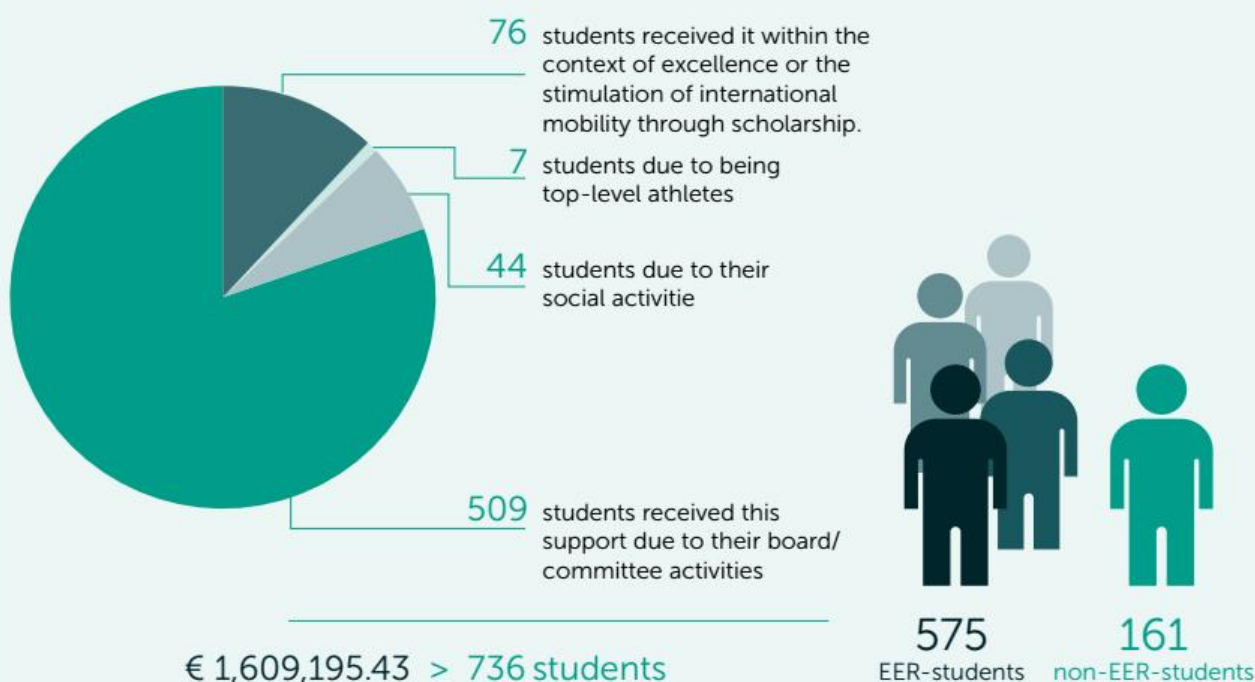
well as grants for board membership and fee waivers. In 2017, 736 students received financial support from the Profiling Fund.

Table 2.3: Financial support

Grounds for support	Number of students applying for support	Number of students applying for support	Amount (total amount payable by the Profiling Fund)	EER students	Non-EER students
PhD students at ISS	not available	9	153,769.44	0	9
Force majeure	44	44	57,685.47	41	3
Individual board/committee membership	156	156	186,784.59	146	10
Student association committee membership	367	353	794,393.46	348	19
Social activities & top-class sport	7	7	7,714.47	7	0
EER Excellence Scholarship	6	5	44,670	5	0
Non-EER Excellence Scholarship	453	71	212,428	0	71
Holland Scholarship Programme - outgoing	N.A.	34	21,250	34	0
Holland Scholarship Programme - incoming	425	49	122,500	0	49
NAHSS	not available	8	8,000	8	0
Fulbright	3	0	0	0	0
Total	1461	736	1,609,195.43	589	161

Fact & Figures Profiling fund and grants

In 2017, a total amount of € 1,609,195.43 was granted to provide financial support to 736 students. Of the 736 students, 575 were EER students and 161 non-EER.



Honours education

Excellence in education

EUR has pursued a sound Honours policy during the past years. All faculties at EUR offer one or more Honours programmes for their most talented bachelor students. In addition, students in all EUR disciplines can participate in the interdisciplinary Erasmus Honours Programmes entitled 'Over Grenzen' and 'Grand Challenges'. A Personal Leadership Programme is also available for 50 Honours students, while the EHA selects students for the Netherlands-Asia Honours Summer School.

The HonEURs alumni association changed its course in 2017 in order to reinforce the Honours community. The HonEURs association currently focuses more emphatically on the present Honours students, and regularly holds debates and get-togethers in the EHA room at the Erasmus Pavillion. Alumni are welcome to attend these as well.

In 2017, the assembled Honours coordinators held a number of brainstorming sessions to discuss future and further enhancement of EUR's Honours policy. One major point for attention was collaboration with the nationwide platform for Honours Academies, which will result in mutual visitations (peer reviews) and a joint quality label during the coming years. Moreover, it is also important - in respect of the future of EUR's Honours policy - to offer Honours programmes during the master phase as well. Interdisciplinary student teams will be conducting national and international research relating to the three Erasmus Initiatives.

Table 2.4: Honours students in figures

Faculty	Bachelor Honours students in 2017
ESE	31
RSM	40
ESL	42
EMC	20
ESHPM	11
ESSB (including EUC)	35
ESHCC	37
FW	1
EHP	50
Total	267

9% of all bachelor students at EUR participated in an Honours programme. This exceeds the performance agreement concluded with the Ministry (8%).

Student satisfaction

According to the National Student Survey results, EUR students are satisfied, but they also expressed criticism. EUR obtained a positive score for the following: 'Your study in general' (a score of 4.08 out of a total of 5 points). This is the same as the previous score. In 2017, EUR scored 3.88 for 'Study timetable' and 3.38 for 'Internationalisation', both of which exceed the national average. An increase in the first items was observed in comparison to previous years. Internalisation is a new item. EUR scored 4.16 for the question: 'Would you recommend your programme to friends, family or colleagues?' In 2016, the score for this item was still 4.24. EUR is devoting its full attention to the items which obtained lower scores, as it did last year. For this reason, a project group has been formed to ensure that the results are more firmly entrenched in the policy cycle. Items that obtained lower scores are preparation for a professional career, student counselling, internship and study programme, study facilities and quality assurance. In the majority of cases, these scores did not greatly deviate from the national average.

The 'Study facilities' item has obtained a consecutively low score which is even lower than the national benchmark (3.66). The subject of the study facilities appeared in this context for the first time in 2017, and the ensuing score once again resulted in the EUR being designated as 'unsatisfactory' in the higher education choice guide (Keuzegids). This was due to the temporary closing of the University Library. However, additional study areas have been opened on campus.

Alumni policy

Erasmus University Rotterdam is very proud of its graduates. It is essential for us to maintain and enhance contacts with our graduates, wherever in the world these graduates may be. Moreover, it is important for us to know where our alumni are working and how their studies have helped them in their careers. This gives us the opportunity to improve the information we provide to future students and use it as a basis for improvement. In addition, alumni can help today's students to settle in and find their feet. Alumni can help each other in their own networks as well, while experienced alumni can coach younger ones.

The university can keep them updated on relevant academic developments. Alumni also contribute by acting as guest speakers, student mentors, providers of internship posts, guest lecturers, advisors, ambassadors for the university, investors or donors. They constitute a valuable link with actual practice for academics.

'Challenge Accepted' campaign

In 2017, the university and the Erasmus Trust Fund Foundation compiled a joint campaign for intensifying alumni policy and recruiting funds. This campaign, entitled Challenge Accepted, was publicly launched on the EUR Dies Natalis (8 November 2017). Its core message is that the university and the Trust Fund will join forces to address 21st-century societal issues relating to living together in urban areas, improving public health and healthcare, and sustainable welfare. Everyone can contribute to this: scholars, scientists, alumni, students and staff. If we all work together, we can achieve a great deal. The 'EURConnect' online community (eurconnect.nl) was launched simultaneously with the Challenge Accepted campaign. This is an environment in which alumni, students, scientists, scholars and staff can find each other and enter into dialogue. They can also find a mentor, do some networking and share photos. Faculties, institutes and the central administration collaborate closely with the Trust Fund on the programming for alumni and on establishing contact between alumni, students, scientists and scholars.







KUN JE NOG
WEL ONBEZORGD
SHOPPEN?

3 Research & valorisation



3 Research & valorisation

In 2017, we took major steps in projecting the content of research at Erasmus University as well as the support provided for it. The Executive Board made considerable investments in this.

There is increasing emphasis on creating an impact (societal relevance) based on the output and outcome of research conducted at Erasmus University. This has emerged from the faculties' contributions to the joint EUR strategy, as well as from the Challenge Accepted campaign addressed by the Erasmus Trust Fund and EUR. In view of these developments, we will be examining the subject of valorisation in relation to the faculties' contributions, and including a limited supplementary overview of valorisation indicators at the end of this section.

We should not omit the information that three ERC starting grants and an ERC advanced grant have been awarded to EUR in addition to various other research prizes.

Erasmus initiatives

Erasmus University compiled three ambitious plans for streamlining academic initiatives and efforts and increasing societal and economic impact. Since a detailed description is given on the EUR website (<https://www.eur.nl/en/research/erasmus-initiatives/>), we will limit ourselves to the developments in 2017 in this annual report.

Erasmus Vital Cities and Citizens Initiative

Three faculties - ESSB, ESHCC and ISS - are participating in the Erasmus Vital Cities and Citizens Initiative (EI VCC), which was developed in 2017. It devotes particular attention to compiling and endorsing research projects and to searching for suitable researchers. At the end of 2017, 13 out of the 24 research vacancies had been filled. Each of the three faculties involved in the Initiative has included two eminent scholars in a supervision team for PhD students, post-docs and assistant professors. At present, 23 projects have been nominated, although this number will increase in connection with the internally and externally available funds. The three sub-themes in the Initiative - i.e. Migration & Diversity, Safety & Resilience and Culture & Creativity - are based on an interdisciplinary approach that is

characteristic of the Erasmus Initiatives.

All the projects will have been completely set up in 2018 and a formal 'kick-off' meeting will be held during the first half of this year. During the subsequent years, collaboration between partners at EUR and with external stakeholders will result in the dissemination of results in the academic community and in society.

Smarter Choices for Better Health

In 2017, the 'Smarter Choices for Better Health' Initiative - in which the participating faculties are ESHMP, Erasmus MC and ESE - further elaborated the research along four 'Action Lines':

- prevention of healthcare;
- cost control for healthcare;
- evaluating the effects of healthcare;
- inequalities in public health.

We sought and found four extremely talented researchers to provide leadership for these Action Lines. Each of them has recruited two PhD students and two post-docs, while two more post-docs will be recruited in 2018. This means that two PhD students and one post-doc are employed in each Action Line. Each PhD student is supervised by scholars from two of the participating faculties. We have also taken

major steps to involve two eminent international researchers with an interdisciplinary orientation in the Erasmus Initiative on a part-time basis. We anticipate that this will be confirmed during the first few months of 2018. In 2018, we will be continuing the preparation of a website, including an engine for interaction with external partners and a virtual community for the initiative, with a 'kick-off' conference in September 2018 as a significant tool for reinforcing our ties with these organisations.

Dynamics of Inclusive Prosperity

In May 2017, the Executive Board definitively endorsed commencement of the third Initiative, entitled 'Dynamics of Inclusive Prosperity' (DoIP) and released the funds required for this. Subsequent to this, we immediately commenced appointment of three trail-blazers from the three relevant faculties (ESL, RSM and ESPhil). They have undertaken to fill the vacant assistant and associate posts.

Preparations for the recruitment of PhD candidates and appointment of a director of research for 2018 have also been completed.

A number of matching events have been successfully organised. The objective was to acquaint scholars from the three relevant faculties with each other's research, to promote personal contact and to invite them to collaborate. This resulted in 5 multidisciplinary groups of EUR scholars being awarded a small grant from the Initiative (<15 k€). These grants were intended for the setting up of new research.

With respect to external visibility, the Initiative has joined forces with a number of social partners in order to organise and hold a large-scale international conference on Dynamics of Inclusive Prosperity in 2018.

Doctorate conferrals

The total number of doctorate conferrals showed a decrease in 2017. An increase was observed at a number of faculties; one remarkable fact in this respect is that the number of doctorate conferrals at ESL had doubled. This can be seen in the table below.

Table 3.1: Doctorate conferrals

Doctorate conferrals	2017	M	F	2016	M	F	2015	M	F	2014	M	F	2013	M	F
Erasmus MC	218	88	130	256	96	160	243	95	148	227	107	120	233	94	139
ESHPM	4	1	3	17	5	12	22	5	17	12	4	8	13	7	6
ESE	23	14	9	26	18	8	21	17	4	30	107	9	25	19	6
RSM	21	9	12	32	19	13	25	17	8	23	14	9	19	11	8
ESL	27	17	10	13	7	6	23	14	9	21	13	8	17	10	7
ESSB	19	10	9	30	18	12	22	8	14	21	11	10	17	5	12
ESHCC	10	6	4	7	3	4	4	3	1	10	4	6	7	5	2
ESPhil	2	0	2	2	1	1	5	3	2	2	1	1	3	2	1
ISS	12	4	8	12	6	6	9	6	3	8	4	4	7	3	4
Total	336	149	187	395	173	222	374	168	206	354	179	175	341	156	185

These figures reveal that this decrease (in percentages) is the greatest at ESHPM, RSM and ESSB. The number of doctorate conferrals in absolute figures dropped the most at Erasmus MC. One major reason for this decline appears to be the decrease in external funding for research positions.



Graduate schools

Erasmus Graduate School of Law (EGSL)

At the end of 2017, there were 130 PhD researchers at Erasmus School of Law (ESL); 67 (52%) of these PhD students came under Erasmus Graduate School of Law, 54 (41%) PhD students were following the European Doctorate in Law and Economics (EDLE) programme, and 9 (7%) PhD students were part of the Erasmus China Law Centre (ECLC). The PhD students who came under ECLC participated in the EGSL study programme. A further 47 external PhD students were affiliated with EGSL as well.

At the beginning of 2017, the results of the ESL research review for 2009-2015 were announced. An international panel led by Professor Gormley of Groningen University expressed its appreciation of the development of the PhD programme and of EGSL's working methods. The panel members were particularly enthusiastic about the entrenchment of the international PhD students in EGSL. They were also appreciative of the way in which EGSL has succeeded in arranging for the PhD students to work in annual cohorts and to participate as researchers in the ESL sections and research programmes. The panel rated EGSL as 'very good'. It also made a few recommendations to EGSL to develop further into an outstanding

graduate school by means of e.g. continuously increasing opportunities for PhD students to do a research stay outside the Netherlands and to gain teaching experience.

At present, EGSL is engaged in enlarging its international network in order to promote PhD students' mobility, and it has devised a PhD track in which PhD students can gain considerable teaching experience as well. EGSL has concluded an Inter-Institutional Agreement with one of the partners in connection with the ATLAS cooperative network (Association of Transnational Law Schools). It is currently investigating the possibilities for concluding a similar agreement with its other partners as well. New initiatives in 2017 that contribute to continued expansion of EGSL included participation in the 'Rechtswetenschappelijk Onderzoek' (legal research) Research Master at RuG, RU, VU and EUR, and development of a digital educational programme for external PhD students (among others) in connection with Digital = Normal. The last-named initiative commenced in collaboration with RISBO.

Erasmus Graduate School of Social Sciences and Humanities (EGSH)

The Erasmus Graduate School for Social Sciences and Humanities (EGSH) is the Graduate School for 4 faculties, 7 departments, 3 research institutes and more than 20 research groups.



There are approximately 500 PhD students at EGSH.

EGSH provides a multidisciplinary academic environment for PhD students from different countries. This environment offers them the opportunity to acquaint themselves with methods and theories which are necessary for their research, as well as with a diversity of people and viewpoints.

EGSH has organised more than 40 courses and workshops that promote the School's multidisciplinary approach. Two of these that deserve a special mention are the Dean's Master Class and two Philosophy courses. All the courses have been positively rated, with an average of 4.2 on a 5-point scale.

EGSH presents prizes every year for research carried out by PhD students that expresses the School's multidisciplinary nature to the greatest possible extent. A total of 72 PhD students submitted their work for this prize-giving.

In 2017, EGSH extended its scope by concluding a contractual alliance with Erasmus School of Health Policy & Management (ESHPM). This alliance enables PhD students at ESHPM to follow courses at EGSH. EGSH has also signed a cooperative agreement with the Institute for Housing and Urban Development Studies covering the period from 2017 to 2022.

An Erasmus+ application has been prepared with the aid of an internal EUR-SNIP subsidy (Support Programme for National and International Projects) amounting to € 10,000. This has resulted in an EU Erasmus+ subsidy amounting to € 400,000 for a programme to improve PhD programmes in Europe. This subsidy has enabled EGSH to coordinate the Graduate SPIRIT project (Graduate School Programme for International Researchers and Interdisciplinary Training). The project is carried out in a consortium of 9 European Graduate Schools with a comparable profile. The purpose of the project is to test a number of innovations relating to international, interdisciplinary and intersectoral training. The idea here is to develop a "blueprint" containing elements relevant to the Graduate Schools which can be used by these schools.

Erasmus Research Institute of Management (ERIM)

ERIM is the interfaculty research institute at Rotterdam School of Management, Erasmus University (RSM) and Erasmus School of Economics (ESE). This research institute brings together more than 350 researchers in the field of management research; at least 150 of these are doctoral students. The ERIM Doctoral

Programme in Business & Management encompasses the research master programme as well as the PhD programme.

At the beginning of 2017, an international peer review committee evaluated research carried out at ERIM between 2010 and 2015 in accordance with the Standard Evaluation Protocol. The committee was extremely impressed with the quality of this research, as well as with the progress achieved since the previous evaluation in 2010. In particular, the committee expressed appreciation of the collaboration between the two faculties and the interdisciplinary research environment at ERIM. The committee also complimented the ERIM office's support for the research, the transparent procedures, access to and rapid decision-making on applications for up to €10, and the support provided to those submitting internal and external research proposals. In addition, the committee was very positive about the procedures for rating the ERIM research community in a broad sense. ERIM fosters an active research environment, and characterises EUR as a good place to pursue an academic career. The committee was most appreciative of the impact narratives as a way of providing insight into the societal relevance of the research carried out.

The committee also made recommendations for the years to come, which are in line with the strategic priorities that ERIM had already set at an earlier date. These recommendations were addressed and elaborated in 2017. In mid-July 2017, Pursey Heugens took over the role of Director of Research from Marno Verbeek, who had occupied this position at ERIM since 2011.

Erasmus MC Graduate School of Medicine

Erasmus MC has resolved to dissolve the present research schools under its responsibility (Coeur, MGC, MolMed, Nihes and Onwar) and replace them with one sole Graduate School. This serves to combine the various tracks in the former research schools. The reasons for this decision were the termination of the ECOS accreditation at KNAW and the internal strategic desire to strengthen the links between research, education and patient care.

The Graduate School project was launched in 2017. A project manager was appointed to ensure good positioning of the Research Masters and PhD programmes at Erasmus MC Graduate School with the aid of a clear funding model.

Naturally, the high-quality programmes will continue to exist.

Parallel to this, Erasmus MC Graduate School is collaborating in the implementation of Hora Finita, a PhD registration system for PhD students, supervisors, administrators and the Graduate School itself. Analysing current PhD students' projects and their status is a condition for guaranteeing the high quality of the PhD programmes. These projects will be further elaborated and implemented in 2018, and additional PhD policy will be formulated wherever necessary.

Young Erasmus Academy

Young Erasmus Academy (YEA) is a network comprising young and outstanding scholars. The Executive Board appoints its members after their nomination by the deans. YEA's targets are as follows:

- enhancing interdisciplinary collaboration and contact among young and outstanding scholars;
- advising the Executive Board on scientific policy;
- raising EUR's profile in society.

In 2017, Young Erasmus Academy adopted various initiatives which emphatically contribute to the visibility and societal impact of research in Rotterdam. For example, a tremendous effort was made in the production of TEDx presentations, which can be retrieved on Youtube. These presentations provide insight into different lines of research at the institute, and appeal to people from all walks of life. In addition, YEA has made preparations for holding 'new style' inaugural lectures. YEA members intend to use these inaugural lectures for branding at the university and improving the conversion of knowledge for society.

Quality assurance for research

The results of the mid-term reviews and formal evaluations in accordance with the Standard Evaluation Protocol (SEP) are given below.

The figures in the tables should be interpreted as follows:

- 1 = excellent/world leading
- 2 = very good
- 3 = good
- 4 = unsatisfactory

Internal evaluations

A mid-term evaluation was carried out on the History and Erasmus Research Centre for Media, Communication (ERMeCC) research units at Erasmus School of History, Culture and Communication (ESHCC).

ESHCC	Re-search Quality	Societal Relevance	Via-bility
History	2	2	3
Erasmus Research Centre for Media, Communication	2	1	2

A mid-term evaluation has been prepared for Public Administration at ESSB. The Evaluation Committee paid ESSB a visit in December and will formally announce the results at the beginning of 2018.

External evaluations

The complete external evaluation reports on research conducted at each faculty may be accessed via the collective page for external evaluations on the EUR website (<https://www.eur.nl/en/research/research-matters/research-intelligence/evaluation-and-results>). We will limit ourselves to giving a summary of the respective committees' evaluations in this annual report.

In 2017, the piece of research entitled "Global Development and Social Justice" at the Institute of Social Studies (ISS) was evaluated externally for the period between 2011 and 2016.

ISS	Re-search Quality	Societal Relevance	Via-bility
Global Development and Social Justice	2	1	1

At ESSB, the Psychology research group was evaluated simultaneously with all research carried out at departments of psychology in the Netherlands.

ESSB	Re-search Quality	Societal Relevance	Via-bility
Psychology	2	2	2

The external research evaluation at ESL resulted in a report that was published in 2017.

ESL	Re-search Quality	Societal Relevance	Via-bility
ESL	2	2	2

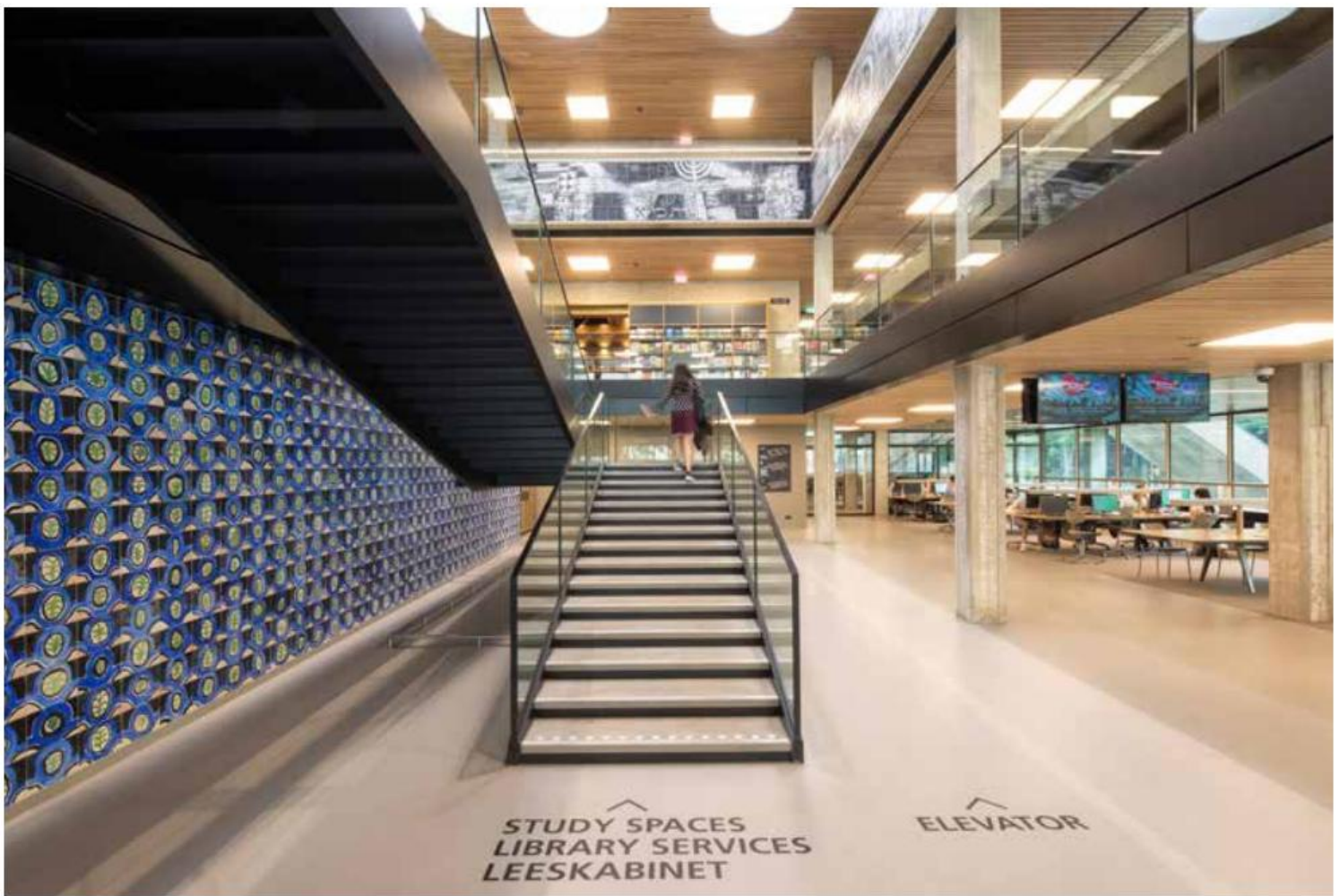
In 2017, we also received the report on the external evaluation of research carried out at ERIM (RSM/ESE).

ERIM	Re-search Quality	Societal Relevance	Via-bility
Business Processes, Logistics and Information Systems	2	2	1
Organisation	1	1	3
Marketing	2	2	1
Finance and Accounting	2	1	3
Strategy and Entrepreneurship	1	1	2

Coordinating Scientific Integrity

The reference check (plagiarism scan) has been implemented and is used to check all theses. The support specialists at the Graduate Schools and the faculties have held meetings on a number of occasions in order to exchange their personal experiences with this reference check.

No cases of plagiarism were detected in 2017. Discussions on the advantages and disadvantages of the current system were held during the course of 2017. The policy relating to reference checks will be evaluated in 2018. The scientific integrity coordinator gave a presentation on the reference check during the World Conference on Research Integrity. During the ensuing debate, it emerged that greater attention must be devoted to privacy, IP protection and scanning for plagiarism. Progress made on the procedure for creating online education in the field of scientific integrity and professional conduct that corresponds to the situation in the Netherlands has undergone a delay. EUR is closely involved in the nationwide working group that wishes to



make agreements on a subsequent procedure during the first quarter of 2018, in consultation with a company in London.

In December 2017, EUR and Erasmus MC organised a number of activities on campus Woudestein and at Erasmus MC in connection with the 2017 Integrity Week. This concerned two lectures on post-publication peer review delivered by Professor Boris Barbour in Paris. A workshop on integrity and data management was held for PhD students, as well as a debate on clinical research and patient information. The programme also included a play entitled "The Conscience App" and a film entitled "On being a scientist". The Marketing and Communications department presented students on Facebook with a dilemma relating to the re-using of theses. About 200 students responded to this. After an evaluation, agreements were made on further improvements to be made to the programme this coming year.

Consultations for the faculty coordinators are held three times a year in order to discuss scientific integrity at EUR. During these consultations, the coordinators exchange their own experiences and best practices. A training

session for confidential counsellors specialising in scientific integrity and their support staff is scheduled to be held in 2018. Opening up the issue for discussion through a confidential counsellor for scientific integrity helps prevent violations. The regular workshops for PhD students and personal advisory talks fulfil a significant role in this as well.

In 2017, a start was made on drawing up an action plan for expanding and consolidating the ethical testing of research at EUR. The presidents and support staff of the existing ethics committees are involved in the compiling of this action plan, the basic principle being that all faculties must form their own ethics committee or join one of the existing ones. In 2018, the Executive Board will deliver its opinion on the main points in the policy and the proposed activities. The activities relating to ethical testing will be carried out under the aegis of the Research Services Programme.

Ancillary activities: revising policy and updating registration

Collaboration between the university and commercial and non-commercial civic society organisations contributes towards optimisation

of the amassing and transfer of knowledge. This also applies to the carrying out of ancillary activities. As long as academic independence is safeguarded, EUR is in favour of its university staff performing ancillary activities from this viewpoint.

EUR attaches considerable importance to the integrity of its university staff. Conflicts of interest or the appearance of such conflicts must be avoided at all times. In this context, proper registration of the ancillary activities of academic staff is essential. By doing so, we provide complete transparency to the outside world in this respect. For this reason, the Sectoral Regulation for Ancillary Activities, which entered into force on 1 July 2017, is being widely disseminated throughout the university, while correct and complete registration of ancillary activities is being monitored.

The following basic principles have been formulated and elaborated in the new EUR Administrative Procedure for Ancillary Activities:

- no ancillary activities may be carried out without permission;
- these activities may not involve any unacceptable competition;
- they may not give rise to any conflicts of interests;
- they may not impede the proper performance of duties;
- they may not conflict with EUR's vision and core values;
- profitable discussions must be held at regular intervals;
- there must be 100% openness regarding ancillary activities.

A questionnaire has also been compiled to help managers and staff answer the question of whether any of their ancillary activities are permissible or not.

Research support services

Open access

In 2017, VSNU/UKB conducted negotiations with the major publishers in order to ensure that all research carried out in the Netherlands is published in open access. In 2017, authors of articles were able to have these articles published

in open access at 13 publishing firms without incurring any additional expense.

The percentage of open access publications in the institutional repository was 41% in 2017. This percentage will increase even further in 2018 due to embargoes on publications in the second half of 2017. In 2017, the repository registered 1.7 million online visitors.

Medical Library

A reorganisation is being carried out at the Medical Library with effect from 1 December 2017. In this respect, the most significant change is the conversion to 100% digital information provision. Moreover, additional investments will be made in top-quality information services such as support for research data management, searching for literature and information skills courses.

Reader regulation

In 2017, the new reader regulation agreed upon by the VSNU with the Netherlands Publishers' Association entered into force. This new regulation was modelled on research carried out by the University Library in collaboration with the Stichting PRO Foundation. One new feature is that the regulation provides for a copyright fee for long-term as well as short-term takeovers. This means that lecturers do not have to spend so much time on administration when compiling their readers.

Research Services Programme

The Research Services Programme was launched in 2017. The purpose of this programme is to create a 'one-stop shop' for providing support to all researchers. Faculties are collaborating with each other on this programme, and they make use of the available facilities at central administration level. The programme also provides for the necessary investments for raising this support to the requisite level.

To achieve this, a number of experienced professionals with expertise in the field of Research Intelligence, Research Data Management, Legal Research Support, Research Grants and Research Information Management have joined forces under the leadership of Professor Werner Brouwer. The Research Services Programme team has a shared location right in the centre of campus Woudestein. Its objective is to provide harmonised and comprehensive research services.

Harmonisation refers to making services available throughout EUR in such a way as to ensure

that all researchers have access to the same professional support, regardless of the faculty or institute where they work.

Comprehensive means that support is provided for each research project in a cohesive manner, and that this support relates to all the requisite aspects.

The aim of the programme is to achieve a large degree of transparency in respect of the interrelationship between individual researchers' needs and the advice they receive. This is intended to help researchers conduct ambitious research in a sound manner. To this end, collaboration on the aforesaid matters among all professionals throughout the entire university is absolutely essential. As examples of the first results for 2017, we cite the joint session for applicants for specific research subsidies, use of research intelligence tools throughout EUR, access to legal advice and the availability of facilities for extremely secure transfer or storage of research data throughout EUR. It is evident that a great deal of work still needs to be done during the course of the programme until 2020. The idea is to ensure that the innovation achieved becomes a structural part of the regular operational management ('the line') at EUR.

Leiden-Delft-Erasmus (LDE)

In 2017, a start was made on the procedure for compiling a new strategy for LDE for the period

between 2019 and 2024. An evaluation of the LDE Centres - in close collaboration among the Executive Boards, the Deans and the LDE Centres - forms part of this procedure for creating a new strategy. This evaluation examines internal and external stakeholders' performance and expectations in respect of research, education and creating an impact (societal relevance).

- 20 postdocs were selected during the first round of recruitments for the LEaDing Fellows Postdocs Programme. The second round will be open with effect from 1 November 2017. The three universities, LUMC and Erasmus MC offer post-doc positions at one of these 5 knowledge institutes to 90 young scientists from all over the world who have just obtained their doctorate.
- The Centre for BOLD Cities received funds from the National Science Agenda (NWA)'s Startimpuls (start-up incentive) for a project entitled 'Big Data voor Jongerenbeleid' (Big Data for Youth Policy) during the themed programme 'JOIN – Jongeren in een veerkrachtige samenleving' (Young people in a resilient society). The Centre also received a subsidy from ZonMw for a project on how to use data and link it up in order to develop personalised reintegration procedures on the employment market.
- On 22 June 2017, entrepreneurs in the horticulture sector, students and scientists in Berkel en Rodenrijs launched the Greenport Hub at the Leiden-Delft-Erasmus Centre for



Sustainability. The Greenport Hub is the third Circular Innovation Hub at this Centre for Sustainability. At these Circular Innovation Hubs, scientists, students and civic society stakeholders collaborate for the purpose of creating sustainable innovations, which are advancing one step at a time.

- The Centre for Global Heritage and Development received a KIEM subsidy for a project concerning 'the making of 3D scans and prints of existing moulds of clay tablets with cuneiform script which have been destroyed or stolen from the museum in the city of Raqqa in northern Syria'.
- In November 2017, the Centre for Frugal Innovation in Africa held an international conference on Frugal Innovation for Sustainable Global Development.
- As a result of the NWA, universities have been focusing at VSNU level on the pooling of resources in connection with the Digitale Samenleving (Digital Society, DS) theme. The purpose of this is to ensure that the Netherlands leads the field all over the world in creating satisfactory links between digital technology and people and their societies, and investing in innovative research in this connection.

Valorisation

The Standard Evaluation Protocol (SEP) evaluates societal impact and societal relevance as well as research quality and feasibility. A number of points emerged during preparations for and perusal of the SEP procedures, which constitute building blocks for more widely-supported policy relating to the societal relevance of research and the way in which this can be presented:

- Societal impact is based on extremely good or outstanding research.
- 'Narratives' as examples of converting research into societal relevance.
- 'Benchmarks' with similar institutes outside the Netherlands.
- In addition to the examples of societal relevance, a structured compilation of data on research and its conversion into societal relevance is important.

Valorisation indicators

The table below shows the new data for the indicators for societal relevance throughout EUR which were established several years ago. This table combines the available data at EUR and Erasmus MC.

Table 3.2: Valorisation indicators

	2015	2016	2017
Number of students following entrepreneurship courses	1618	1769	2500 (3)
Number of new spin-offs	3	3	3
Number of patents applied for	14	20	12
Number of patents granted	6	5	4
Number of patents pending (total no. applied for and granted)	61	81	82
Number of post-initial master programmes at EUR	21	21	21
Number of BV post-initial educational activities	127	124	124
Revenue from contract research and contract research funding & endowments	126 M	158 M	(4)
Number of memberships of central government advisory boards	44	42	42 (5)
Number of media announcements and interviews	8798	8427	8440 (2)
Number of publications in professional journals	592 (1)	424 (1)	(1)
Number of memberships of academic boards	29	25	33 (5)

(1) Information from Metis; final situation just before publication of the annual report

(2) The average for 2015-2016 at Erasmus MC has been maintained; number of entries for EUR in 2017: 2401

(3) Statement ECE.NL

(4) These figures will be published through CPC-EUR at the end of March

(5) These figures are derived from the combination of data from the ancillary work registers at EUR & Erasmus MC and websites; they do not include the NWO and ZONMW assessment committees

During the first half of 2017, changes in the staff complement resulted in a decrease in the number of ideas recruited at Erasmus MC's Technology Transfer Office (TTO). This is the reason for the declining number of patent applications. Moreover, the TTO is gaining increasing insight into what can and what cannot be patented.

More activity was also observed further along in the Business Development process at the TTO: more licensing contracts and more spin-offs! This is good news, since the procedure from idea to licence takes between 3 and 5 years to complete. For this reason, we anticipate that the number of licences will increase further during the coming years.

Two of the spin-offs at Erasmus MC relate to innovations in healthcare. The Municipality of Rotterdam is making a financial contribution to the TTO's activities in the form of a € 50,000 subsidy on an annual basis, over a period of 4 years.

The number of memberships of central government advisory boards naturally depends on which advisory boards are included. The same applies to memberships of academic boards. One remarkable fact that has emerged from the registers for ancillary activities is a large degree of involvement in socially relevant activities. This varies from involvement in the administration of justice to involvement in banks and commercial consultancies. Contributions to the evaluation of research applications at NWO and reviews of publications for major scientific journals come into this category as well.

Faculties' contributions to the results and impact of research

Erasmus MC

The Research Intelligence & Strategy Unit became fully operational in 2017, and departments are increasingly involving this unit in the substantiation of research and talent strategy. The challenge we face in 2018 is to develop these tools further and integrate them into discussions on strategy and talent.

In 2017, the Academic Centres of Excellence (ACEs) started to take shape due to the fact that resources for fostering network initiatives were made available. As witnessed by a well-attended ACE day, it is evident that the creation of ACEs has resulted in new collaborative networks and

new and inspiring research ideas with the relevant conversion into applicability.

In 2017, major steps were taken in connection with the Research IT infrastructure and the digital research environment. The challenge we face during the coming years is to expand the various projects in the organisation - such as data storage, e-lab journal and privacy - in such a way as to comply with the most recent legislation and regulations.

Erasmus MC's Research & Development Office (RDO) has been operative for one year.

The Erasmus MC Board of Administrators paid a working visit to DG Research, DG Health and DG Connect in Brussels. Subsequent consultations were held with DG Health to discuss matters such as "Future-proof doctors for the digital society" and the conference entitled European Reference Networks for Rare Diseases (ERN) at Erasmus MC.

Attention was devoted to the options for external research funding in a "Shopping for Funding" event on 13 October, in collaboration with all the major subsidy providers. This event was attended by more than 200 participants. In 2017, a further 12 master classes were held, and more than 250 scientists participated in these.

Rotterdam School of Management (RSM)

Rotterdam School of Management, Erasmus University (RSM) launched its new mission entitled 'RSM is a force for positive change in the world' (<https://www.rsm.nl/positive-change/>) in 2017. Building on the entrepreneurial culture in Rotterdam (and in the Netherlands in general), RSM offers management research, education and societal commitment to enable people and organisations all over the world to prosper. Its objective is to transform students, academics and business people into critical, creative, caring and collaboration-oriented "thinkers and doers". This is done at the school itself - in research, education and valorisation - as well as in the role of 'thought leader' in the world of business, research and education. In this connection, the United Nations 17 Sustainable Development Goals (<http://www.un.org/sustainabledevelopment/>) were used as a reference framework.

Erasmus School of Economics (ESE)

Creating impact and contributing to valorisation constitute major elements in ESE's research work:

- **The economic impact of "Brexit"**
Frank van Oort, Professor of Urban & Regional Economics at ESE, is a member of the international research group investigating 'Brexit's economic impact on the UK, its regions, cities and sectors'. The purpose of this project is to carry out detailed research into the impact of "Brexit" on the various sectors, regions and cities in Britain and the remaining EU member states. The research results will be easily accessible for policy-makers, the business community, journalists and civic society organisations.
- **KidsRights Index**
ESE is proud of its contribution to the compilation and publication of the KidsRights Index. This index carries out an annual analysis of how different countries respect children's rights and how they are equipped to improve these rights. The KidsRights Index was devised by the KidsRights Foundation in close collaboration with ESE and ISS-EUR. It concerns the classification of all countries that have signed the United Nations Convention on the Rights of the Child (CRC), on which sufficient data is available. There were 165 countries on the list in 2017.
- **Amsterdam Rotterdam Consortium**
Collaboration with the University of Amsterdam and the VU University Amsterdam in respect of programmes for PhD students in Economics and Business has been renewed in order to create greater impact. The new agreement enables further collaboration in the development of new programmes in addition to the existing and successful graduate programmes in Economics at the Tinbergen Institute.

Erasmus School of Law (ESL)

Here are some examples of research with societal impact and societal recognition in 2017:

- **Sexual harassment on the streets**
Sexual harassment on the streets, such as catcalling at women, hissing at them, cornering them or following them, is regularly experienced by the 1200 female respondents from Rotterdam aged between 18 and 45. This has emerged from a large-scale research project conducted by criminologists Dr Tamar Fischer and Dr Natascha Sprado of Erasmus

School of Law. The project was commissioned by the Municipality of Rotterdam and the 'Kenniswerkplaats Leefbare Wijken' (Quality of Life in City Districts Knowledge Workplace).

On 22 February, professionals, MPs, administrators and victims held discussions on possible solutions during the National Street Harassment Conference (<https://www.eur.nl/esl/nieuws/seksuele-sstraatintimidatie-rotterdam-onderzocht-door-dr-tamar-fischer>).

- **Legal implications of "Brexit" for the internal market**

On 9 August 2017, the European Parliament published a EURO/CEFG study on the legal implications of "Brexit" for the internal market. This study was commissioned by the Committee on Internal Market and Consumer Protection (IMCO), which is one of the European Parliament's committees. It examines the implications of various scenarios for the United Kingdom's withdrawal from the EU Customs Union, the Internal Market Products and Services Act, and the Consumer Protection Act. The study pinpoints the greatest challenges to be addressed independently of the policy choices that will be made in due course (<http://www.euro-cefg.eu/news/euro-cefg-study-on-legal-implications-of-brexit-on-the-internal-market-published>).

- **Building EU Civil Justice**

In 2017, Professor Kramer and her team launched the ERC project entitled 'Building EU Civil Justice: challenges of procedural innovations bridging access to justice (2017-2022)'. This research focuses on improving access to civil procedural law in the European Union. Effective and equal access to the civil courts is of immense importance for consumers and businesses in the EU. The researchers are evaluating developments relating to computerisation, privatisation, conducting legal proceedings without a lawyer, and specialising in the civil administration of justice in five Member States, and they are also evaluating the impact of this on the emerging European civil law system (<http://www.euciviljustice.eu/en/team>).

Erasmus School of Social and Behavioural Sciences (ESSB)

Here are some examples of research with societal impact and societal recognition in 2017:

- The annual 'Rotterdam Lezing' lecture was delivered by Professor Liesbet van Zoonen, Professor of Sociology, Dean of the Erasmus

Graduate School of Social Sciences and Humanities, and director of research at the Centre for BOLD Cities. This 15th 'Rotterdam Lezing' focused entirely on smart cities and citizens' and administrators' involvement in this (<https://www.eur.nl/over-de-eur/corporate-events/rotterdam-lezing>).

- The Erasmus Governance Design Studio (<https://www.erasmusgds.com/>) with the Governance Design Lab (<https://www.eur.nl/essb/nieuws/werken-aan-slimme-oplossingen-voor-de-rotterdamse-buitenruimte-met-het-governance-design-lab>).
- The Living Lab for Spatial Adaptation for climate resilience in Dordrecht (<https://www.eur.nl/essb/nieuws/bestuurskunde-betrokken-bij-living-lab-ruimtelijke-adaptatie-dordrecht-voor>).
- Rotterdam Health Promotion Centre: Centrum voor Gezondheids promotie (<https://gezond010.nl/partner/healthyr/>) and BIG Rotterdam (BIG 'R') (<https://www.bigrotterdam.nl/onderzoek>).
- Both the last-named projects are led by Professor Semiha Denktas in collaboration with the Municipality of Rotterdam.
- Migration and migration-related diversity give rise to new societal and theoretical issues in society. For this reason, the parties concerned resolved to establish interdisciplinary collaboration on the migration and diversity issues, united at the Erasmus Migration and Diversity Institute (EMDI).

Erasmus School of History, Culture and Communication (ESHCC)

The ESHCC enlarges knowledge on how to deal with sensitive issues in our past, as well as diversity in popular culture, media and education.

- In 2017, the power of attraction attaching to war tourism was investigated by participating in the annual Peace March from Tuzla to Srebrenica. Dutch veterans of the Bosnian War were interviewed as well.
- In two other projects, visitors to the popular musical 'Soldaat van Oranje' were asked for their views on the Resistance movement during the Second World War, and commercial war games were screened to see whether these games gave a true and accurate picture of the wars in question.
- In 2017, doctoral research commenced into teachers' and schoolchildren's attitudes to

cultural diversity. The researchers are also investigating how urban policymakers and local politicians regard the role of the cultural sector in relation to cultural diversity and sensitive issues in our past.

- A large-scale project for the Municipality of Rotterdam on how Dutch people deal with their colonial past is currently being prepared. On 9 March 2018, the ESHCC will be making a significant contribution to the 4th National History Education Conference: "Dealing with sensitive history at schools".

Faculty of Philosophy (ESPhil)

- The first of EUR's philosophical MOOCs was launched at Coursera in May 2017. This was "The Politics of Scepticism" (<https://www.coursera.org/learn/erasmus-philosophy-skepticism>), given by W.L. van Bunge and T.K.A.M. de Mey. This in-depth course, which lasted for 8 weeks, addressed the history and systematics of scepticism and was recorded on video in Rotterdam, Haarlem, Oxford, Hamburg and Vienna. More than 1000 people actually participated in the course, and it was followed by more than 2000 viewers. The viewers gave it a rating of 4.7 out of 5 points.
- Professor M. Huijjer was the third 'Denker des Vaderlands' (Dutch National Thinker) between 2015 and 2017. This title was established by 'Stichting Maand van de Filosofie' (Philosophy Month Foundation) in order to acquaint the general public with philosophy to a greater extent. Its purpose is to contribute substantially to the public debate from a philosophical point of view.
- The 25th International Philosophy Olympiad was held in Rotterdam from 25 to 28 May 2017 (www.ipo2017.nl). Together with his organising committee, and with the support of the Ministry of OCW, the Municipality of Rotterdam, Erasmus University and various other partners, Professor Han van Ruler of the Faculty of Philosophy at EUR was able to arrange an extremely successful event. This event was attended by no fewer than 95 participants and delegations from at least 45 different countries all over the world (<http://ipo2017.nl/media/>).

International Institute of Social Studies (ISS)

The ISS celebrated its 65th anniversary in 2017. These celebrations were attended by Master students and PhD candidates (almost all of whom are non-Dutch), ISS staff and other



Dutch and international interested parties. ISS's mission remains unchanged: it still focuses on social equality and justice.

- ISS intends to continue along the way of societal relevance by sharing expertise with other research groups at EUR and developing a methodology for societal relevance and impact.
- EUR has been participating in the PhD student experiment since 2016. ISS has been granted permission to engage a total of 15 Experiment PhD students, and five of these students started in 2016. They have explored their own research proposals in greater depth and are currently completing the final preparations for field work. A further 5 PhD students started in 2017. Almost 50% of the PhD students are former top-class students in their respective master programmes.
- In 2017, the Joint Master in Public Policy received recognition and funding for a third phase of an Erasmus Mundus programme. In addition, the programme was successfully accredited in the Political Science cluster. Besides this accreditation, the Master Programme in Public Administration in Suriname has been accredited as well, while the Development Studies Master Programme was positively evaluated at the beginning of 2018. This programme was once again awarded the special Internationalisation attribute.

Erasmus School of Health Policy Management (ESHPM)

The Health Technology Assessment & Appraisal academic workplace is a good example of impact & relevance. Staff from Zorginstituut

Nederland (ZIN, the former Healthcare Insurance Board) and ESHPM compile research questions at this workplace. For this reason, research is not only relevant to policy but it also has considerable impact. This is because ZIN is responsible for the composition of the basic healthcare package.

- In 2017, *De Volkskrant* daily newspaper voted Carin Uyl an expert in the field of prices for expensive medicines. She provides important data which the Ministry of Health, Welfare & Sport (hereafter: 'VWS') uses as a basis for negotiating the prices of expensive medicines.
- The Health Systems and Insurance section is especially proud of the themed edition of the *Health Economics Journal* on health plan payment in regulated competition. The Netherlands has unique data and methods for risk equalisation, and is now firmly on the map thanks to successful collaboration with Harvard University.

Contributions throughout EUR to the results and impact of research

Some more examples of cross-faculty activities that are of especial value to society are given below.

▪ The Science Hub

In 2017, EUR's Science Hub collaborated with 42 primary schools. This collaboration resulted in 62 Erasmus Junior Lectures (attended by 930 schoolchildren), 72 in-depth workshops (attended by 1440 schoolchildren) and 2 children's lectures (attended by 157 schoolchildren).

The Science Hub collaborated with 32 secondary schools as well. This collaboration resulted in the Erasmus Discovery Programme (given 8 times, attended by 1035 secondary school students), the Erasmus Science Programme (given 7 times, attended by 115 students), and the Erasmus Research Programme (given 7 times, attended by 145 students).

In addition to the above activities, a further 50 primary schools received the E-tivities free of charge.

A teacher professionalisation session was given 5 times and attended by 100 teachers.

- **Knowledge workplaces (KWPs)**

In 2017, a new cooperation agreement was signed with the municipality of Rotterdam. The KWPs form part of this; they consist of scholars from various disciplines and representatives from the Municipality of Rotterdam and other knowledge institutes, and they link up with the Municipality of Rotterdam's knowledge questions. EUR intends to enhance these KWPs by making them international with a broader composition while applying them to education, seeking additional funding and examining whether there are still any matters in this plan that still have to be arranged. Together with the Municipality of Rotterdam, EUR also became a partner in the City Deal Kennis Maken project when it signed this cooperative agreement.

- **Studio Erasmus**

Studio Erasmus is Erasmus University's monthly talk show on science and current affairs. An audience comprising about 100 people attends these talk shows every month, which feature interviews, mini-lectures and live music. All this takes place in Rotterdam city centre (Theater Rotterdam, Schouwburg foyer). In 2017, a special film edition of Studio Erasmus as well as a 'Circus & Science' edition was featured in the Rotterdam Circusstad event during IFFR.

- **EUR's participation in the Rotterdam Knowledge Festival**

A number of EUR researchers contributed to the 2017 Rotterdam Knowledge Festival. This festival, which is organised by the Municipality of Rotterdam, is intended for everyone wishing to improve their use of knowledge during development and implementation of policy for Rotterdam and its residents.

- **Pop-up lectures**

In connection with the Dies Natalis and the launching of 'Challenge Accepted', EUR

held 'pop-up lectures' in Rotterdam on 8 November 2017. Academics from Erasmus University gave three street lectures at unique locations that were also typical of Rotterdam: at the Erasmusbrug, on the Beurstraverse steps, and at Central Station.

- **University of the Netherlands**

Various academics from Erasmus University delivered a lecture at the University of the Netherlands. This is the series of academic lectures broadcast online in which EUR is a partner. Two examples of questions on which these lectures focused are: Why do we have to pay so much tax? and: How can we prevent a second disaster occurring after the first one?

EUR is involved in cooperative schemes with its neighbours at various locations. In particular, it cooperates intensively with the Municipality of Rotterdam and the region in the 'knowledge workplaces'. The following knowledge workplaces were active in 2017:

- pleasant city districts;
- CEPHIR: Erasmus MC for the closing of the health gap;
- Rotterdams Talent: for improving educational policy and practice;
- SmartPort: fostering innovation at the ports in collaboration with the Ports of Rotterdam and Delft University of Technology;
- urban employment market: collaboration to improve employment market policy in Rotterdam;
- ST-RAW: broad-based collaboration to create a sound knowledge basis for municipal youth policy; Urban Big Data Rotterdam.

- EUR has resolved to join Innovation Quarter, the regional development corporation for the province of Zuid-Holland, in 2018.

- EUR, Erasmus MC and the EUR Holdings are devising an increasing number of activities at Rotterdam Science Tower. Two special examples of these are the ECE activities and the launching of the Life Sciences & Health Hub. This Hub offers business accommodation to small companies seeking office space, which are developing activities in the field of Life Sciences & Health. It offers starters additional opportunities to learn from each other and encourage each other.







4 Organisation & operational management

4 Organisation & operational management

In 2017, a great deal of attention was devoted to improving and modernising EUR's operational management, or in other words, implementing the Top Support concept. Since its introduction in 2013, this concept has been synonymous with service provision by focusing more on clients' wishes and ensuring the optimal linking up of service provision at faculties and the service organisational units (USC, UL and GMD).

This strategic line is mainly being implemented through the former Top Support programme. Its units focus on improvements in the following domains: administration & governance, processes & systems, organisation structuring, client approach, and behaviour & culture, all of these in relation to the support work.

Implementation strategy

The conclusions resulting from the mid-term review of EUR's strategy for 2104 to 2018, which was carried out in 2016, were implemented during the year under review. This mid-term review established (inter alia) that the strategic programmes Top Support, Internationalisation, Impact & Relevance, Digital = Normal and Study Quality and Success successfully gave shape to the implementation process. This made it possible to abandon separate programme-related management. As a result, the programmes have been formally terminated, while projects and activities which were still continuing have been prepared for completion or accelerated implementation on the basis of transitional plans by the line organisation (GMD, USC and UL) via reforms in the relevant project. Perfection of our service provision is an ongoing process. The mid-term review was also an incentive for critically evaluating the organisational layout of the service organisation. In this respect, an explicit wish was expressed in particular to gain greater control of the University Service Centre's service provision.

Digital information management system

Computerisation of operational management

The world around EUR is becoming increasingly computerised in many different ways. Anticipating these changes is essential in order to meet the demands of students, staff and the social environment, and to comply with statutory requirements and guidelines. This also affects EUR's operational management, which is equally important. Other examples include improving the Employee Self-Service, preparations for the introduction of a 'Procure to Pay' system, and the necessary modernisation of the key factor in all digital systems, i.e. the Identity & Access management system, as well as digital support for the Results & Development consultations.

EUR website

Due to a data leak in November 2016, the university has resolved to accelerate replacement of the content management system (CMS). In December 2017, this resulted in the successful launching of a completely modernised website: www.eur.nl. This new website is suitable for use with all screen sizes and fulfils the access requirements



for people with a functional impairment. The website has been cleaned up; it is more secure technically and simpler to manage. This will be further developed during the course of 2018 in a technical as well as a substantive sense. This means it can continue to make a substantial contribution to the university's general image and research image.

In 2017, the first version of a digital working environment (Intranet) for staff was implemented. During the course of 2018, MyEUR will be enlarged to include new functions for the purpose of further improving services to staff.

This will enable separate communication to be carried out with the internal and the external world.

Digital security and privacy

The comprehensive digitisation of education and research means that privacy for students,

staff and research assignments has become more vulnerable. EUR intends to safeguard privacy for all these groups, and attaches considerable importance to compliance with the General Data Protection Regulation (GDPR), which will enter into force in May 2018. For this reason, a digital security and privacy programme was launched in 2017. This programme comprises an awareness campaign directed at all the relevant target groups, as well as improvements to data security measures and operational procedures. It is equipped with an audit trajectory that monitors the programme's progress.

Integrated security

EUR's security policy consists of risk management and crisis management. In 2017, our key focus areas were secure



internationalisation, alarming behaviour and data security measures. This resulted in 24-7 accessibility for students and staff outside the Netherlands who are experiencing problems. In addition, workshops were held for student counsellors and student psychologists and a campaign was launched in the field of data security measures.

The increase in the number of Dutch and international students and the development of an open and lively campus have made EUR more vulnerable to urban problems. For this reason, collaboration with our security partners at the Municipality of Rotterdam and Rotterdam University of Applied Sciences has been intensified.

The crisis management organisation has been scaled up a number of times due to the need for operational and administrative coordination in the event of an incident. The sudden closure of the Polak Building on 19 October 2017 may serve as an example. Thanks to the contingency organisation's prompt and satisfactory action, there were no interruptions in education and research. Precautionary measures have also been taken to limit the risks for EUR in respect of events such as the EenVandaag leading candidates' debate and the Excelsior-Feyenoord football match.

Campus under construction

The renovation work on the Sanders Building and the University Library was completed at the beginning of 2017. The new University Library - a Municipal Monument in which 900 study areas were created as well - reopened on 29 May 2017. This meant that the University Library was able to leave its temporary quarters and return to the renovated building, in company with a huge number of enthusiastic students. The fact that top-quality renovation work was carried out emerged from the granting of the public award for the architecture prize in Rotterdam and welcoming groups of interested persons from the construction sector and the information provision sector, who come to admire the new EUR University Library every week. In addition, Erasmus School of Law and a large part of the University Support Centre were accommodated in the Sanders Building during the course of the year.

This picture of 2017 is overshadowed by the closure of the Polak Building. This building has wide-slab floors comparable to those at the multi-storey car park at Eindhoven Airport, which collapsed in May 2017. Although there was no immediate danger of collapse, EUR resolved to close the building as a precautionary measure. Since the university had a relatively

large number of vacant buildings, it was possible to find alternatives for the study areas, lecture halls, tutorial rooms and retail in the Polak Building within a short space of time. The Polak Building has undergone several successful repairs and has reopened in the meantime (April 2018).

This relatively large number of vacant buildings had been created on purpose in connection with the Campus under Construction programme, because renovation of the Tinbergen Building is scheduled to commence at the beginning of 2019. This renovation will be a complicated operation because it is a listed building and contains a great deal of asbestos. For this reason, the emphasis was on preparations for this renovation during 2017. A preliminary design has been adopted, which was converted into a definite design at the beginning of 2018.

To achieve a new sports pavilion, the university joined forces with the Stichting Erasmus Sport Foundation to seek collaboration with our neighbours at Rotterdam University of Applied Sciences. This collaborative venture means that Rotterdam University of Applied Sciences is committing itself to shared sports facilities for the long term. Preparations for the new sports pavilion at EUR Plaza will commence in 2018. Developments also took place in connection with student housing. After many years of searching for suitable premises, EUR has succeeded in creating student housing for first-year students at Erasmus University College right in the centre of Rotterdam, on the square by the city hall. A new student housing complex has also been constructed on the edge of the campus. This is occupied entirely by our international students. Moreover, preparations have commenced for a new student housing complex on the campus site itself. In 2018, the land will be allocated to a market party to enable EUR to continue meeting the demand for student housing.

Sustainability

As a university, EUR intends to function in a socially responsible manner. To this end, a sustainability team has been set up comprising participants from all units at the University Support Centre. One fine result achieved is that EUR was awarded the BREEAM-NL sustainability certificate for the design of the renovations for the Tinbergen Building at the end of December.



EUR has also received approval for the new Energy Efficiency Plan (2017-2020). This plan includes measures for achieving additional energy saving. In 2017, our heat consumption was compensated by purchasing carbon credits from the Cookstoves Africa project in order to reduce EUR's CO2 footprint. Together with the University Council, we commenced a procedure for the further enshrining of sustainability in the new strategic vision in 2018.

Reputation: a solid foundation

During the past year we have done all in our power to enhance Erasmus University's reputation. We systematically focused on reputation management through dialogue with stakeholders, brand development, media relations, and issue & crisis management. This has further consolidated EUR's position on the international market for higher education and scientific research.

Forming alliances, i.e. seeking meaningful collaboration with partner organisations outside the Academic Education & Research environment, also fits in with this ambition. Such collaboration can be found in e.g. the Make it Happen brand alliance, in which the Municipality of Rotterdam, Rotterdam Partners, the Port of Rotterdam and Erasmus University jointly

implement the Make it Happen brand promise. These parties collectively work towards improving the city of Rotterdam's international image. In 2017, the partners focused on joint content creation and distribution, brand activations and increasing Make it Happen's visibility through various channels including MTV Europe Music Awards 2016, TedXRotterdam and the StreetArt project. All these activities were chaired by the Municipality of Rotterdam.

Modern and attractive employer

It has been clear for several years that a 'war on talent' will be waged on the employment market for academic staff. The employment market is showing considerable improvement, and scarcity is actually starting to make itself felt, even for support staff. So it is hardly surprising that EUR has been making targeted investments in being a good employer for several years. We will be continuing this in the years to come. The university not only provides a challenge in the field of research & education; it also wishes to provide an attractive working environment and create preconditions for ensuring that our staff, the academy and the support organisation are able to excel. This is because enthusiastic people 'make it happen'; they are the ones who conduct

top-quality research and provide top-class education.

Staff talent management is the foundation of being a modern and attractive employer. This means linking up human capital in the best possible way to ambitions in the field of research & education. In other words, we need the right people in the right place, offering prospects for personal growth & development and outstanding preconditions for functioning. This goes hand in hand with attention for leadership and its development at the organisation in order to put these ambitions into practice and make them attainable. It is intended to result in a professional working environment with international appeal in combination with top-class facilities on campus.

In 2017, further investments were made in staff career and mobility development for the duration of our people's entire career. In this respect, the main focus was on one major problem area at the organisation, i.e. the perceived workload. After in-depth research, a targeted Workload Action Plan was compiled that supports and accelerates action taken at the faculties and service departments. The modernisation of our most important governance tool - Performance & Development (P&D) - has been completed, and this P&D tool will be implemented in 2018.

Examples of Mentality:

Career event for PhDs and PhD students: The purpose of this event is to get the target group thinking about the next step in their careers at an early stage, and to draw their attention to the support options the university provides in this connection. The career event was attended by about 50 participants, who rated it with 7.6 points.

Career Week on the theme of 'Share your knowledge': This resulted in 550 staff members registering for this event. The Career Week features workshops given by colleagues for colleagues. Staff members who put their names down for giving a workshop on a work-related issue on which they were able to share knowledge were offered a training session on how to give a workshop. A total of 40 workshops were given during the entire week. Participants gave the Career Week a rating of 8.1 points.

Symposium for managers: Managers were informed on all the facilities offered in the Career in Progress programme through a group session and two rounds of workshops. They were also encouraged to allow their staff to assume control over their own careers.

Training sessions focusing on the employment market: Staff could participate free of charge in training sessions focusing on the employment market such as 'Your next step', 'LinkedIn' and 'Personal Branding & Networking'. A training session entitled 'Leadership and Professionals' was offered for managers.

Tool for managers: Managers were furnished with a useful tool known as a 'fan', in which all the available HR tools are classified according to the relevant career phase. These can be linked up in a practical way to the questions and issues on the agenda during P&D and other consultations.

Information on Career in Progress: Information on Career in Progress and on all the available facilities was shared during informative meetings for management teams and workshops for staff. The purpose of these workshops was to get staff thinking about their own careers through various teaching methods.



It will have a results-oriented follow-up with strategic staff planning. Additional work was carried out on the policy for enhancing our gender diversity and other forms of diversity, the further development of leadership and support for internationalisation.

Development for an entire career

Career in Progress

The Career in Progress programme ensures new developments in the field of staff career development and professional mobility, and improves existing tools and activities. We use this method to work towards sustainable employability of our staff.

Mentality: assuming control

One of the most important key focus areas in the programme is to generate awareness of the necessity to address career development among managers and staff, and actively seek to achieve this. Subsequent to this, it is important to provide them with specific guidelines on how to achieve these objectives.

This was elaborated in 2017 by organising events, providing training sessions and utilising various means of communication.

Proper support

The following facilities provide staff with proper support when assuming control over their own careers.

- **Personal Career Budget:**
This regulation, which was implemented in 2016, has been evaluated and expanded on the basis of the results. Staff members may use the annual budget of € 500 to improve their position in the employment market. This resulted in an increase in the number of applications up to approximately 225 on an annual basis;
- **Career advice:**
Staff may take advantage of career advice free of charge. This service has been quantitatively and qualitatively evaluated and was given a rating of 8.3 points. Capacity has been enlarged in order to be able to cope with increasing demand.
- **Mobility manager:**
Staff members who are aware of the career steps they aspire to at EUR or outside it may obtain assistance from the mobility manager. The mobility manager has insight into all internal opportunities and has access to an extensive network. He can provide assistance in connection with temporary assignments as

well as 'permanent' vacancies. He helps staff achieve their ambitions without taking over control of their careers.

- Career in Progress portal:
The Career in Progress portal is the place where staff can find all the relevant information on career development and employment mobility. The portal has been enlarged to include the following:
 - testimonials and videos from staff members who describe their ambitions or share their experiences on the steps they have taken to advance their careers;
 - a competency and job map providing information on all positions at EUR and the competencies required for these;
 - the 'Rotterdam werkt' (Working Rotterdam) regional network: a regional network in which participating businesses exchange voluntary candidates and vacancies.

Career and advancement options for staff have been enlarged and made more visible due to the reinforcing of cooperative arrangements including those in LDE, as well as enhancement of the networks.

New Performance and Development Cycle (P&D): broad-based implementation

The Performance & Development Cycle is a basic HR tool used at the organisation to attain a balanced evaluation of results and talent development. EUR uses this to focus intentionally on talent development and management. Modernisation of this tool and the performance management cycle is mainly evidenced by the following:

- enhancing its cyclic nature by a preview and review and consciously considering one's 'fleet';
- focusing on talent and professional development through evaluation of competencies (support staff);
- standardising the assessment scales;
- focusing on educational performance and talent which was explicitly given shape in the new computerised form for academic staff.

After the final pilot project was successfully completed for academic staff in 2016, several faculties commenced implementation of the 'New P&D' in 2017. The entire support staff was transferred to this new system in 2017 as well.

We adhered as closely as possible to existing working methods when implementing the new system, which ensured that the changeover proceeded smoothly. Users receive maximum support through newsletters, instructions, demonstrations, training sessions and walk-in consultations.

Although they have had to accustom themselves to the new system, most users are pleased with its ease of use: all information is always available for staff and managers alike. There are no paper forms lying about, and compiling reports at team and/or organisational level is easy. This means that EUR in its entirety has improved insight into and control over staff performance & development. And this in turn enables more targeted talent management. The last faculties will be changing over to New P&D in 2018. Naturally, 'continuous improvement' will always remain our motto.

Talent management

Strategic Staff Planning (SSP)

Our ambition here is to link up substantive objectives with the right people. More conscious control is essential in order to excel simultaneously as an organisation and as a professional. Frameworks and tools are required for this. In respect of continuous development of the P&D Cycle, we have observed a need for improving the linking of content with staff consequences in budget and strategic plans (figures and content). After various cautious endeavours during the past years, the desire to commence working with SSP in a more targeted manner has substantially increased. However, no structural 'schedule' had yet been implemented throughout EUR at that time. Links with strategic objectives were frequently lacking.

In 2017, a start was made on fundamentally addressing SSP which is being further elaborated through pilot projects in 2018. A national expert is providing assistance in this connection, and a number of faculties and services have registered for participation. In 2017, EUR joined an SSP working group by Sofokles.

Young & talented staff and high-potential staff

A new intake of participants in the 'Opportunity Programme', the high-potential programme for support and management staff, commenced

in 2017. In this programme, EUR focuses on motivated and talented support staff with management potential.

A targeted Management Development trajectory will enable staff to take new steps in their careers. The programme was reviewed in 2017, and 8 candidates will graduate in June 2018. In 2017, we also decided to hold a third intake for participants in the successful trainee programme 'Rotterdam Talent 4 Erasmus' in 2018. The aim of this programme is to become a socially responsible employer. EUR wishes to use this programme to provide a successful start on the employment market for young graduates without any working experience.

Each talent counts: diversity

EUR expresses its strategic objective of diversity & inclusion in its talent policy in various ways. The Diversity & Inclusion programme, which is in force throughout EUR, is divided among three key focus areas: staff, education & students, and science.

The general management of the programme is carried out from the Diversity Office. In 2017, each faculty appointed a Faculty Diversity Officer. In addition, each faculty has compiled its own action plan to promote diversity and inclusion at its own organisational unit. Gender diversity is a major point for attention in most of the plans. Our aim is to attain the target figures for female ordinary professors by 2020 (20%) and 2025 (25%). The Diversity Officers provide support in implementation of the plans, and closely collaborate with the central Diversity Office. HR is continuing its work on the diversity policy in connection with staff. In this respect, the focus will be on gender diversity during the years to come, or on attaining greater numbers of women in higher academic positions. In 2017, a dedicated HR policy advisor was appointed for this purpose. The following results have been achieved:

- extending the maternity regulation to include all female assistant professors and associate professors, and offering customised services;
- implementing the Westerdijk regulation and offering two more places in addition to the Westerdijk Talent Incentive for the purpose of serving all faculties and institutes;
- an extremely successful first edition of the Erasmus Women in Academia programme, which is a special personal development programme targeted towards female academic staff;
- adopting a plan for developing implicit bias

training sessions for the entire organisation: this must be completed in 2018;

- conducting an analysis of remuneration in the academic world based on male-female differences in salaries;
- more attention for the LGBTI community by highlighting this community in certain ways, e.g. hoisting a specially-designed EUR rainbow flag on important days;
- In connection with 'Lead Your Future', a GirlPower event was held on campus in order to challenge female secondary school students to consider a scientific career by linking them up with professors.

The diversity policy relating to HR is first and foremost targeted towards gender. Talent development & management is targeted towards everyone, since this broadly concerns the right people at the right place.

The Diversity & Inclusion programme will continue during the years to come, and its funding has been secured. This will be used as a basis for taking the necessary steps for attaining the target figures and objectives in the field of gender equality in the academic world.

Sustainable employability

Addressing the workload

A targeted action plan for addressing the workload was completed at the end of 2017. This was the final component in a procedure that commenced in 2017 by compiling plans for each faculty and each service, based on the results of the periodic employee survey held in 2016. It revealed that staff perceived the workload in a number of different ways. On average, however, it also revealed a heavy workload at EUR.

On the basis of this signal, the local consultative body and our representative bodies (EUROPA and the University Council, united in the Workload Working Group), initiated a qualitative survey on the workload at EUR. This survey, together with the action plans compiled at the organisational units, constituted the basis for the Workload Action Plan in force throughout EUR, which was effected in collaboration with the organisation. This enabled us to respond specifically to ensure that widely-perceived problem areas in the sector, and certainly those at EUR, become manageable.

The Workload Action Plan in force throughout



Vitaal@work was implemented by Erasmus Sport in collaboration with the exercise consultants at Zilveren Kruis health insurance company. The concept was also rolled out at DSM and Eindhoven University, and a number of other universities will be visiting EUR in the near future to acquaint themselves with the concept. According to Zilveren Kruis, Vitaal@work means that Erasmus University has implemented one of the most successful vitality concepts in the Netherlands. In 2018, faculties will be offering sessions for small groups as well as various informative sessions on diet and preventing injuries while exercising. This will ensure that the programme fits in even better with all the participants' wishes.

EUR is an accelerator and driving force for the measures taken by the faculties and service units. Based on specific objectives, the university will actively address the workload issue in collaboration with the faculties and service units in 2018 and 2019. In this approach, underlying themes will also be addressed as part of a learning process, including career policy, communications and culture. And of course, we must continually monitor the situation by specifically evaluating the effects.

Vitality

EUR attaches importance to our staff's vitality in the broader sense of the word. The university has been pursuing targeted policy for several years in order to maintain staff vitality and to provide additional support in this respect where necessary. Examples of this include an annual Sports Day and health check-up.

Vitaal@work

This concept started off as a try-out in 2016, and has meanwhile become a great success. In response to a trend among EUR staff, i.e. that they are making less frequent use of the sports facilities, Erasmus Sport instructors started holding keep-fit sessions at the workplace. Led by one of the instructors, staff members do exercises for about 25 minutes under the motto "Guaranteed no sweat". Since nobody has to change their clothes, these sessions are extremely low-threshold. These group sessions commenced with 6 sessions a week in 2016, and more than 50 small groups of staff were joining in these Vitaal keep-fit sessions every week by the end of 2017. The sessions are also held at ISS and the Faculty of Medicine. This means that about 450 staff members do keep-fit exercises on a weekly basis, and they are given tips on exercising by themselves, sitting properly, and so on.

Sport passes for staff

EUR staff can make use of the university's sports facilities at extremely reduced rates. After many years of a declining trend in the number of sports passes acquired by staff members, there has now been a continuing increase since 2016. Vitaal@work has made a major contribution to this. Thanks to the keep-fit sessions, staff have greater energy and can do more, and they can find partners for squash, general exercising and spinning at the sessions as well. The number of activated sports passes among EUR staff increased from 480 to 590 between 2016 and the end of 2017.

Leadership

First New Academic Leadership course

The first edition of the updated Academic Leadership course was held in 2017. Two groups - one in Dutch and one in English - successfully completed the course, which is also valid as a management qualification. This year was a pilot year which was concluded with extremely positive evaluations. We resolved to continue this in 2018, in the same form but with a few adjustments. The changing context in the academic world, EUR's strategic ambitions and the intake of a new generation of staff members requires modern and uniting leadership. Managers can make all the difference in staff development and performance, as well as in their well-being. Since good leadership is vitally important at EUR, the new course develops the theme of personal leadership alone into a broader context of providing leadership at EUR. This offers a wide range of basic personal leadership skills, communication & intervision skills and practical fundamental management skills (HR and P&D, Financial Management, EU Grants, Valorisation and Diversity).

Supporting Ambitions Together

Further endeavours were made in 2017 in respect of the organisational development programme for support staff managers entitled 'Supporting Ambitions Together'. In this connection, we worked on fostering the effecting of changes in attitudes and behaviour among support staff in the Top Support programme. In this programme, a targeted range has been devised for support & management staff which was implemented in 2017. More than 100 support managers participated in 67 development activities between April and December 2017. It was given a positive evaluation and an average rating of 7.6 points. A number of collective meetings were held as well, in which participants exchanged views and were able to learn from one another. Participants also derived inspiration from various speakers. This programme was completed at the end of 2017. We were able to conclude that a major step was taken towards the core-value culture we are endeavouring to achieve at the support units. The support managers established a strong network, which created a solid foundation for focusing together on organisational objectives and opening up the issue of interpersonal conduct for discussion. It is clear that subsequent action must be taken in order to reinforce this development further. This will be further determined in 2018.

Internationalisation

A senior policy advisor for Internationalisation has been appointed in addition to the Internationalisation specialist, whose duties include providing support to international staff members who come to Rotterdam, and supervising the immigration procedure. This policy advisor has incorporated a conversion of our internationalisation ambitions into a strategic HR plan. The plan is fuelled by a previous survey on HR policy and the strategic Internationalisation programme and is intended to provide support to EUR's ambitions. In this respect, we have achieved results on various issues.

- **Continuation of HRS4R Logo (Human Resources Strategy for Researchers):**
EUR successfully completed the internal audit for the HRS4R procedure. This enables us to continue using the logo when recruiting researchers. Using the logo enables EUR to project an image as a good employer for these researchers. This logo is also an advantage for researchers when applying for European subsidies. It enables EUR to demonstrate that our preconditions for sound HR policy for researchers are perfectly in order.
- **Dual Career:**
EUR is investing in attracting international top-quality talented researchers and keeping them with us. Finding employment for the accompanying partners plays an important role in this respect. We have joined forces at LDE level to offer a Dual Career Programme. This programme provides support to EUR staff members' partners during the orientation, training and network phase to help these people find appropriate employment.
- **Assistance for refugee scholars:**
At EUR, we feel that providing assistance to our colleagues all over the world who have had to flee their homes is self-evident. In 2017, three scholars ('Scholars at Risk') were awarded grants through UAF, an organisation that helps refugee students and researchers to build up a new life here in the Netherlands.

EUR also participated in a survey held among our international staff, in which we investigated their needs and perceptions when working at EUR. The results have been incorporated into the Internationalisation strategic plan mentioned in the foregoing.



5 Finances



5 Finances

EUR's consolidated financial result for 2017 was M€ 7.8. The 2017 budget is based on a consolidated result of M€ -2.1. This means that the achievement of M€ 9.9 in 2017 is more positive than we anticipated.

Revenue

The differences compared to the budget on the credit side can mainly be found in the following:

- an increase of M€ 7.6 in the central government grant. This is due to various factors including compensation by the Ministry of OCW for the increase in salary and price level, and more funding of degrees;
- tuition fees did not exceed M€ 0.9;
- the revenue from work commissioned by third parties was M€ 14.3 higher than anticipated;
- the remaining sources of revenue showed a positive balance of M€ 7.0.

Expenditure

The differences compared to the budget on the debit side can mainly be found in the following:

- staff expenses exceeded the budget by M€ 21.7. This was mainly due to a 3% increase in our own staff complement (M€ 13.2). The increase in the number of non-employed staff amounted to M€ 8.1;
- housing expenses, including depreciation, were M€ 0.9 lower than anticipated;
- other expenditure, financial revenue & expenditure and taxes amounted to a total of M€ 2.7 lower than anticipated.

The results for third-party interest was higher than anticipated and eventually amounted to M€ 8.0, which may be attributed to Erasmus MC. Compared to the 2017 budget, this is M€ 5.0 higher. This means that the final net result for 2017 works out at M€ -0.2 for the 2017 budget which was M€ -5.1: a difference of M€ 4.9.

Table 5.1: Key indicators

Key indicators in M€	State- ment- for2016	State- ment- for2017	Budget- for2017	Budget- for 2018	Sche- dule for 2019	Sche- dule- for2020	Sche- dule- for2021	Sche- dule- for2022
Result	27.3	7.8	-2.1	-3.0	6.8	6.4	17.1	17.1
Netresult	27.1	-0.2	-5.1	-7.4	-0.7	-0.8	10.9	10.9
CentralGovernmentGrant	272.6	278.5	270.9	287.3	287.4	289.2	291.1	291.1
Tuitionfees	53.9	58.6	59.5	61.4	63.0	64.7	66.4	66.4
Revenuefromworkforthird- parties	177.0	186.9	172.6	169.0	174.5	183.2	187.1	187.1
Otherrevenue	86.3	92.9	85.9	104.6	110.0	111.3	117.1	117.1
Totalrevenue	589.8	616.9	588.9	622.2	634.9	648.4	661.7	661.7
EUR'sownassets	275.2	275.0	273.0	269.9	276.8	283.1	300.3	300.3
Liquidity	98.3	108.2	111.1	112.6	53.0	52.9	41.3	41.3
Long-termliabilities	9.3	9.2	0.6	0.6	19.9	16.0	1.4	1.4
Balancesheettotal	410.8	418.6	415.5	414.0	439.1	442.8	427.6	427.6
AveragenumberofFTEs								
Academicstaff	2,440.93	2,598.44	2,525.24	2,647.50	2,608.49	2,572.10	2,544.29	2,544.29
Supportandmanagement- staff	1,653.97	1,745.89	1,646.01	1,740.64	1,712.23	1,700.86	1,678.32	1,678.32
Otherstaff	341.05	347.9	436.75	438.05	441.05	442.05	443.05	443.05
Averagenumberofstudents	24,451	25,922	24,831	25,092	25,396	25,740	-	-
CurrentRatio	130.1%	126.3%	123.2%	120.6%	73.3%	73.1%	75.3%	75.3%
Solvency	72.2%	70.8%	71.3%	69.4%	69.3%	67.8%	73.3%	73.3%

Table 5.2: Results for 2017

in M€	State- ment for 2016	State- ment for 2017	Budget for 2017	Budget for 2018	Schedule for 2019	Schedule for 2020	Schedule for 2021	Schedule for 2022
Central Govern- ment Grant	262.6	269.4	270.9	287.3	287.4	289.2	291.1	291.1
Other govern- ment grants and subsidies	10.4	9.1						
Tuition fees	53.9	58.6	59.5	61.4	63.0	64.7	66.4	66.4
Revenue from work for third parties	177.0	186.9	172.6	169.0	174.5	183.2	187.1	187.1
Other revenue	86.3	92.9	85.9	104.6	110.0	111.3	117.1	117.1
Total revenue	589.8	616.9	588.9	622.2	634.9	648.4	661.7	661.7
Staff expenditure (EUR staff)	341.0	370.5	357.3	383.2	388.3	391.6	393.3	393.3
Non-employed staff	26.7	32.2	23.8	27.0	19.3	20.1	19.7	19.7
Depreciations	50.7	36.7	34.2	36.2	37.8	42.3	39.7	39.7
Housing expen- diture	31.9	29.1	32.5	29.1	18.6	19.8	18.9	18.9
Other expenditure	121.8	140.3	142.7	150.5	164.4	168.7	173.3	173.3
Total expenditure	572.2	606.8	590.4	626.0	628.5	642.5	645.0	645.0
Balance	17.6	8.1	-1.6	-3.8	6.4	6.0	16.7	16.7
Financial revenue & expenditure	9.7	-0.3	-0.5	0.8	0.4	0.4	0.4	0.4
Result	27.3	7.8	-2.1	-3.0	6.8	6.4	17.1	17.1
Third-party inte- rest in result	0.2	8.0	3.2	4.5	7.6	7.1	6.2	6.2
Net result	27.1	-0.2	-5.3	-7.5	-0.7	-0.7	10.9	10.9

Achievement compared to 2016 results

Compared to the net result for 2016 (M€ 27.1), the result for 2017 is M€ 27.3 lower. This is because there were number of non-recurring windfalls in 2016. This accounts for approximately M€ 25.4 of the positive result in 2016:

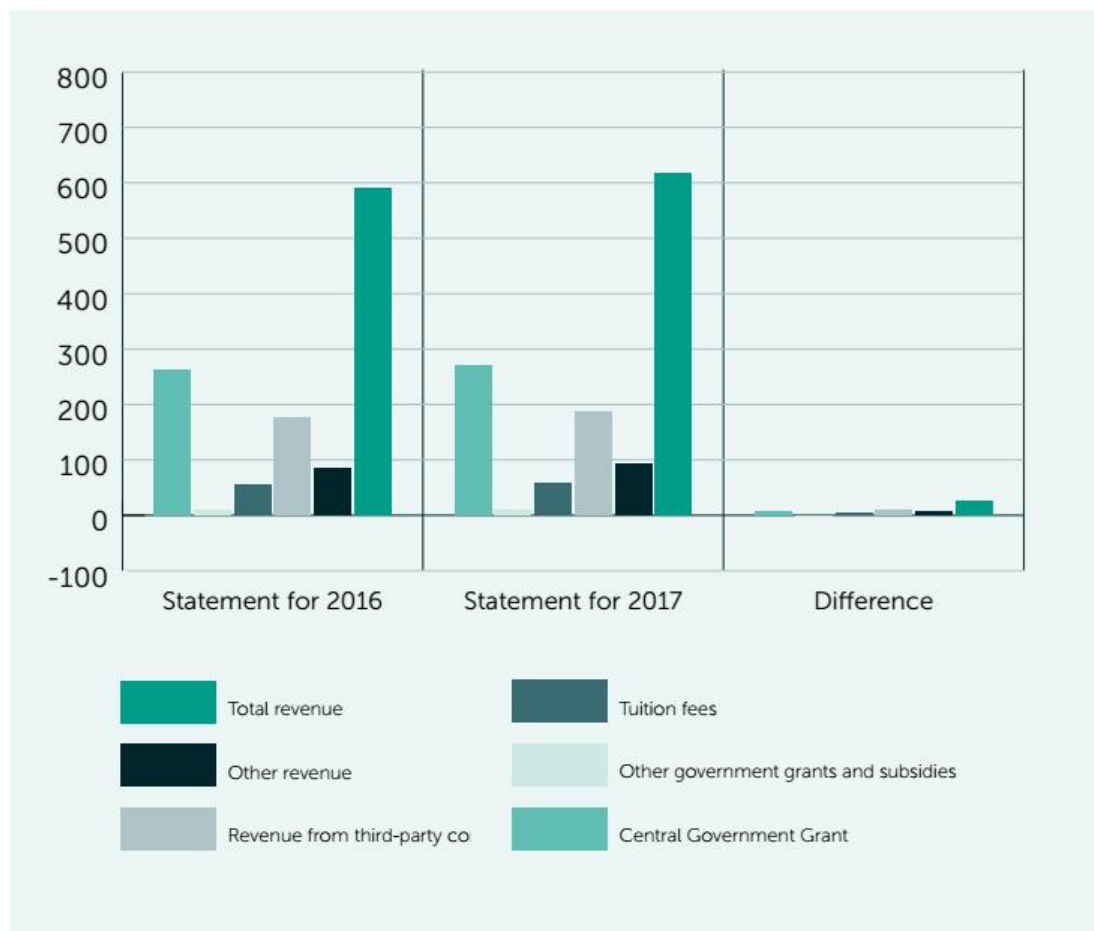
- one VAT windfall with retrospective effect (M€ 7.6);
- release and withdrawal from staff facilities (M€ 7.2);
- extra depreciation on accommodation as a consequence of campus development (M€ 3.2);

- delays in the execution of projects in connection with the Student Loans (Higher Education) Act (M€ 4.5);
- delays in the execution of strategic projects (M€ 3.6)
- positive results at the faculties and private limited companies (M€ 5.7).

If we correct the net result for 2017 against these non-recurring windfalls, we see that it is M€ 1.9 lower compared to 2016 (the corrected consolidated result for 2016 is M€ 1.7).

¹ The Ministry of OCW is assuming a solvency of 2 (EUR's own assets + facilities) ÷ total liabilities). EUR is following this calculation for comparison purposes, and has adjusted the figures.

Graph 5.1: Comparison of the revenue for 2016 and 2017



In 2017, the staff expenditure for EUR's own staff was M€ 29.5 above the 2016 level. This increase was due to an increase in the number of staff: academic staff and support & management staff alike. The staff complement, including Erasmus MC, increased by 6% in 2017 compared to the number of FTEs in 2016. We refer here to a total of 256.28 FTEs. This increase is distributed more or less equally among the academic staff and the support & management staff. The other staff, i.e. staff employed at EUR Holding, RSM BV and Erasmus Sport, increased by 2% in 2017. The increase in the number of staff members was almost entirely attributable to the faculties. In 2017, the non-employed staff increased by M€ 5.5 compared to 2016. The non-employed staff includes research and teaching staff who are not actually employed by EUR, but who conduct research or teach at EUR on a temporary basis, in accordance with a hospitality agreement. In 2017, investments were made in ICT in connection with 'Basis IT

op orde' and the CMS project. EUR engaged temporary staff for this purpose.

In 2017, the sum of M€ 0.4 was drawn down as provision for a transitional gratuity. As a consequence of the amended CAO (collective employment agreement), this transitional gratuity was implemented on 1 January 2018. This means that staff are paid a gratuity on termination of their employment. This serves to preclude accumulation of the transitional gratuity and the subsequent Netherlands Universities Enhanced Unemployment Scheme benefit if staff are dismissed for commercial reasons.

Housing expenditure for 2017 turned out to be M€ 2.8 lower than in 2016. This is primarily due to a total reduction of M€ 1.2 in the rental costs.

Other expenditure was M€ 18.5 lower than in 2016. This is primarily due to increased costs of fixtures, fittings and equipment, which increased by M€ 12 compared to 2016.

Other expenditure also included higher travel & accommodation expenses (M€ 4.9), which can be explained by an increase in the number of staff. In 2017, costs for work outsourced showed an increase of M€ 9.2, while general expenses showed an increase of M€ 6.3 compared to 2016. Moreover, there are some smaller deviations in expenses in a number of other categories compared to 2016, which amount to a total of M€ 13.9 for minor expenses.

Result versus 2017 budget

The budget for 2017 showed a net deficit of M€ 5.1. The main reasons for this are as follows:

- pre-investments in the quality of education amounting to M€ 11.0 in connection with the Student Loans (Higher Education) Act;
- additional investments in the IT infrastructure amounting to M€ 1.5;
- an additional depletion of the annual strategic reserve amounting to M€ 2.0.

During the course of 2017, it became evident that the deficit had been too cautiously estimated. The consolidated result exceeds the budget by M€ 9.9. As we mentioned in the preamble to this

section, this result can primarily be explained by the fact that there were a number of windfalls on the credit side and result from participations and Erasmus MC.

The revenue from the Central Government Grant and tuition fees exceeded the budget by M€ 7.6 due to various factors, including salary and price adjustments.

The campus is being re-developed in the CuC project. In 2017, the VAT rebate turned out to be M€ 2.0 higher than previously anticipated. However, housing expenses in 2017 were M€ 3.4 lower than the budget.

In 2017, the operating companies on campus Woudestein jointly achieved a deficit of M€ 0.2. This is due to a positive result at EUR Holding (€ 350K) and RSM BV (€ 363K). The faculties had a deficit of € 900K. The Faculty of Medicine achieved a positive result of M€ 8.0 compared to the budget due to various factors, including salary and price compensation. In addition, depreciations were lower. In 2016, an impairment amounting to M€ 16.1 occurred at one of the laboratories. This has had a continued impact in subsequent financial years, with lower depreciation. However, since we were not aware of this when compiling the 2017 budget, it was not processed.



Table 5.3: Consolidated balance sheet 2015-2021

Balance in M€	Result 2016	Result 2017	Budget 2017	Budget 2018	Schedule 2019	Schedule 2020	Schedule 2021	Schedule 2022
Assets								
Fixed assets								
Intangible fixed assets	6.0	5.1	5.1	4.1	3.2	2.3	1.4	1.4
Tangible fixed assets	256.9	268.4	261.7	255.6	340.3	343.9	340.1	340.1
Financial fixed assets	3.1	2.5	2.6	2.1	1.6	1.1	0.6	0.6
Total fixed assets	266.0	276.0	269.4	261.9	345.1	347.3	342.1	342.1
Current assets								
Stock	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Receivables from tuition fees	1.1	1.5	1.3	1.3	1.3	1.4	1.4	1.4
Other receivables	36.4	36.8	33.8	38.2	39.5	41.2	42.7	42.7
Cash at bank & in hand	98.3	108.2	111.1	112.6	53.0	52.9	41.3	41.3
Total current assets	135.9	142.6	146.2	152.2	94.0	95.5	85.5	85.5
Total assets	401.9	418.6	415.5	414.0	439.1	442.8	427.6	427.6
Liabilities								
EUR's own assets	274.9	275.0	273.0	269.9	276.8	283.1	300.3	300.3
of which General reserve	112.0	109.7	117.1	121.1	129.7	134.0	145.6	145.6
Allocated reserves (public)	126.6	128.5	119.0	111.5	107.7	105.9	106.9	106.9
Allocated reserves (private)	34.8	35.2	35.2	35.6	37.5	41.3	45.8	45.8
Designated funds (private)	0.4	0.5	0.4	0.4	0.4	0.4	0.4	0.4
Statutory reserve	1.1	1.1	1.2	1.3	1.5	1.5	1.5	1.5
Provisions	21.9	21.5	23.3	17.3	14.1	13.0	12.4	12.4
Long-term liabilities	0.6	9.2	0.6	0.6	19.9	16.0	1.4	1.4
Short-term liabilities	104.5	112.9	118.7	126.2	128.3	130.7	113.5	113.5
Total liabilities	401.9	418.6	415.5	414.0	439.1	442.8	427.6	427.6

EUR's assets are primarily tied up in buildings and land, and in cash at bank and in hand. The tangible fixed assets have increased over the years due to investments in campus Woudestein. In 2017, construction of immovable property was carried out less quickly than previously anticipated for that year. Cash at bank and in hand has increased by M€ 9.9 compared to the initial position for 2017. We anticipated that we would have to acquire external funding in 2017. However, this turned out to be unnecessary in view of the cash at bank and in hand and the rate of investment in immovable property.

In 2017, the total provisions decreased by M€ 0.1 compared to the initial position for 2017. Staff provisions increased by M€ 0.3, while the

provisions for onerous contracts showed a release amounting to M€ 0.4, which meant that the final position for these provisions works out at M€ 0.1. No changes occurred in the environmental and demolition provisions in 2017.

In 2017, a change in estimate was made for the staff provisions (unemployment contributions component). In respect of these provisions, it emerged that they had been included for too great an amount (M€ 0.2) on the balance sheet. This change in estimate was incorporated into the profit & loss account in conformity with RJ145.

Table 5.4: Expense claims made by Executive Board Members

	President of the Executive Board	Rector Magnificus	Member of the Executive Board	Lid CvB a.i.
Representation expenses *	N.A.	N.A.	N.A.	N.A.
Domestic travel and accommodation expenses**	€ 6,135	€ 9,430	€ 6,981	€ 377
Travel and accommodation expenses outside the Netherlands		€ 377	€ 1,836	€ -
Other expenses	€ 118	€ 474	€ -	€ -
Total	€ 11,720	€ 14,711	€ 8,817	€ 377

* Governors receive a fixed gross allowance from which all representation expenses are paid: President of the Executive Board, € 9,420; Rector Magnificus, € 6,820 gross per annum; Executive Board members, € 8,666 gross per annum.

** In accordance with agreements between the Executive Board and the Supervisory Board.

Overview of the expense claims made by Executive Board Members in 2017

In response to the letter from the State Secretary for Education, Culture and Science, dated 25 November 2011 and concerning transparent expense reports and the rules governing expense reports, the expense claims submitted by the Executive Board for 2017 are included below. These claims are in accordance with the internal guidelines. The general guidelines for expense claims also apply to the governors.

exclusively systematic and of a temporary nature. During the years to come, EUR will make substantial investments in further development of the campus, as well as in educational development and innovation. In order to achieve continuity in the organisation, it is important to ensure proper management of business operations. We will be examining the following issues in greater depth in this paragraph:

- the anticipated investments and their effect on key indicators, including liquidity;
- the way in which liquidity is managed;
- management of the interest rate;
- the funding requirements.

Continuity paragraph

The purpose of the continuity paragraph is to provide insight into the way in which EUR deals with the (financial) consequences of past and future policy. This paragraph provides insight into future developments, the operating result, investments and development of assets. EUR's financial and economic policy focuses on safeguarding continuity of the business processes in a financial sense. The most important principles are a balanced distribution of resources, structurally sound budgets, and healthy liquidity (i.e. higher than the Ministry of OCW's detection limit) and solvency. Deficits are

2014-2018 Strategic Plan

The 2014-2018 Strategic Plan, entitled 'Impact and Relevance', is extremely ambitious. The core issues addressed in this plan are internationalisation, societal relevance and impact. To attain these objectives, substantial investments in education and research are essential and must also be made in infrastructure and support on campus and elsewhere. A large number of projects and programmes are almost completed in order to be able to achieve our

Table 5.5: Expenditure 2014-2018

Expenditure on Strategy 2018 (in k€)	2014	2015	2016	2017	2018	Total
Internationalisation	85	327	1,291	1,083	1,615	4,4
Online education	112	2,317	3,271	2,398	6,15	13,471
Top Support	115	2,51	3,082	3,308	2,36	11,321
Study programme quality & student yield	13	136	121	412	353	1,009
Impact & Relevance	-	452	725	697	420	4,1
Total	325	5,742	8,49	7,898	10,153	32,608



ambitions. Many of these are long-term and will continue to run during the years to come. A total of M€ 32.6 is being invested in strategy. Another example concerns investments made in connection with the Student Loans (Higher Education) Act. During the coming years, a total of M€ 16 will be invested in order to arrive at a total of M€ 25.1 by 2021.

Campus under Construction (CuC)

At the end of 2010, EUR resolved to develop campus Woudestein into a campus with international allure; a pleasant campus on which to study and work. The total programme has been divided into a number of phases. During 'Campus under Construction I' (CuC I), a new campus core and basic infrastructure were constructed. CuC II focused on refurbishment and maintenance of educational facilities and offices, and on creating new facilities. CuC II was completed in 2017, and a start was made on CuC III. In addition to renovation of the Van der Goot Building, priority will be given to renovation of the listed high-rise building (Tinbergen Building) during CuC III. This phase of campus development also includes construction of new sports facilities, while a great deal of attention will once again be devoted to sustainability during CuC III. The sum of M€ 169 has been provided as investment funding for the remaining period between 2018 and 2021.

The CuC programme is a complicated and extensive programme involving various risks.

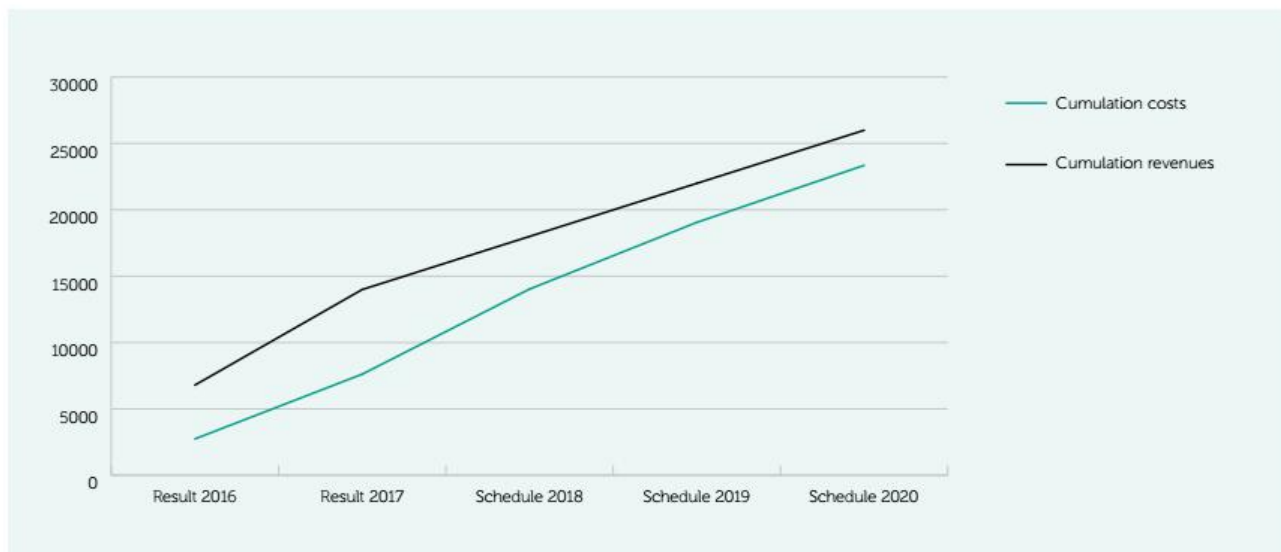
These risks exist in a number of areas, certainly in a financial sense. In order to achieve further improvements to risk management at EUR, a risk analysis was carried out at the end of 2017 in conclusion of CuC II whereby research was conducted into addressing and organising the risks in the CuC III investment programme. This analysis was carried out by Twystra & Gudde, and focused on programme and project level alike. It resulted in various points for improvement which will be implemented with effect from 2018. In addition to Woudestein, we have an ambitious investment plan for Hoboken as well. During the coming years, renovation of the faculty building is high up on the agenda, as well as phase 2 of the Education Centre.

Resources for student grant advances

In 2015, the Student Loans (Higher Education) Act - relating to student grant advances - came into force. This serves to abolish basic grants for students. In the long term, this will result in resources being released for investing in the quality of education and research. During the period between 2015 and 2017, the Higher Education sector has promised to make an additional joint annual investment of M€ 200; M€ 67 of this will be invested by the universities. EUR will be responsible for a proportionate annual percentage of this. This concerns investments amounting to M€ 23.3 during the entire period between 2016 and 2020.

These plans were developed in 2016 in addition to existing initiatives to improve the quality of

Graph 5.2: Pre-investment Student Loans (Higher Education) Act



education. The majority of projects concentrate on small-scale and intensive education, which is also one of EUR's strategic objectives. In addition, an innovation fund was established in close cooperation with the University Council to enable development of initiatives involving all the faculties.

In 2016 and 2017, not all funds were deployed as we estimated; this is due to the long start-up time for the projects. However, we observed an upward trend in 2017 in connection with completion of projects. Projects and initiatives have commenced and are starting to take shape. The faculties worked on 54 different faculty projects in 2017. The issues addressed in these projects linked up with OCW's strategic agenda. In mid-2017, questions were asked at EUR in connection with the timetable and progress made on the projects for the coming years. This made it clear that the peak period for investments will occur between 2018 and 2020. We anticipate that the entire estimated amount will ultimately be invested in improving the quality of education and research.

Cash management, interest rate management and funding requirements

The aim of cash management is to ensure prompt availability of cash at bank and in hand under acceptable conditions. Furthermore, excess cash at bank and in hand is deposited in order to optimise the return within the risks indicated. The treasury statute reproduces the guidelines and frameworks within which EUR can conduct its treasury activities.

In the year under review, these treasury activities

were limited to depositing excess assets as favourably as possible. EUR takes advantage of the treasury banking facilities at the Ministry of Finance. This means that the largest part of our resources has been deposited. In addition, resources have been deposited at current and savings accounts with Dutch banks. These banks have an A rating at the very least. EUR does not make any use of derivatives.

The investments will continue to be financed entirely from EUR's own resources for the time being. At the end of 2017, the total amount of cash at bank and in hand held by EUR and its operating companies totalled M€ 108.2 (this was M€ 98.3 in 2016). M€ 55.7 of this (M€ 47.5 in 2016) is owned by the university, and M€ 52.5 of this (M€ 50.8 in 2016) is owned by the operating companies. The public and private resources are completely separate.

EUR monitors the expected progress of the operational cash flows and investments. If necessary, additional funding will be attracted via treasury banking.

Operation and asset developments

The investments required to fulfil EUR's ambitions are included in the long-term budget. The 2014-2018 Strategic Programme has been extended by one year. In 2018, a start was made on developing a new strategy. It is possible that choices made in this connection will result in changes in the long-term budget. The budget for 2018 shows a deficit of M€ 7.5. In line with EUR's financial policy, we



see that the deficits will decrease between 2019 and 2020, while a positive result is anticipated for 2021.

The deficit for 2018 may be explained by the following:

- pre-investments in the quality of education amounting to M€ 6.0;
- an anticipated overspending of M€ 1.2 in the annual budget for strategic resources;
- execution of projects and programmes which underwent a delay and which will be continued in 2018. These expenses can be covered by the accumulated reserve created by these delays and the relevant non-incurred expenses.

Due to increasing numbers of students, the credit side shows an increase in the central government grant. We anticipate that this increase in the number of students will result in a similar increase in the number of staff in order to cope with this new development. This will be perceptible in 2018. During subsequent years, we anticipate that the staff complement will remain more or less stable. EUR envisages a challenge in respect of filling vacancies due to increasing shortage on the employment market and competition from various organisations, including international universities. In addition, EUR anticipates that tuition fees and third-party revenues alike will display a slight increase during the coming years.

Construction of the campus will continue during the coming years. In view of EUR's financial situation in combination with the rate of investments for the coming years, we anticipate that we will have to acquire external funding in 2019. Our cash at bank and in hand for 2018 appears to be sufficient to enable us to make the relevant investments. In combination with the scheduled investments, development of cash at bank and in hand is being closely monitored in order to ensure that adjustments can be made in good time.

The balance sheet does not include Erasmus MC's assets, but it does include the assets of EUR's operating companies. The balance sheet reflects the investment programme on campus Woudestein through the tangible fixed assets, and the planned restructuring is reflected through the staff provisions.

Basic principles of the long-term budget

EUR's long-term figures are based on the following principles:

- The budget was drawn up on the basis of a stable salary and price level in 2017.
- The Central Government Grant is included in the calculations on the basis of the anticipated



development of the Macro Budgetary Framework as presented by the Ministry of Education, Culture and Science (OCW) and EUR's anticipated share in the various sections. This share is based on the trends anticipated in education and research performances.

- In respect of the Central Government Grant, it has been assumed that the budget for the performance agreements will be included in the education budget and shared out among the universities on the basis of certain distribution methods.
- It has, moreover, been assumed that capping the doctorate premium would be neutral in respect of the budget.
- Specific education & research funds have been taken into consideration: the research budget for the Faculty of Philosophy, financial compensation for a second programme and compensation for enhancing regional collaboration.
- A Central Government Grant amounting to M€ 6 pursuant to the Student Loans (Higher Education) Act will be taken into consideration for 2018. The 2019 budget is based on the sum of M€ 7.
- The tuition fees are based on the anticipated trend in the total student population, and the estimated level of the tuition fees in 2018. The amount of the tuition fees varies due to the following factors: differences between statutory rates and institutional rates,

distinctions between bachelor and master programmes, and different rates for non-EEA and EEA students. We anticipate an increase in tuition fees due to increasing numbers of students, as well as more students paying the institutional rates (non-EEA).

- The strategy will run in 2018, but it will be extended by one.
- more year. During this year, current projects will be terminated or structurally enshrined in the organisation. A budget of M€ 10.2 is available for 2018.
- Housing expenses will decrease during the coming years, and depreciations appear to be reasonably stable.
- EUR has exclusively taken corporation tax for the operating companies into consideration; we are assuming that the subject exemption applies to EUR.

Risk management and control system

Risk management, governance and control are terms that are inextricably linked to one another. They focus on attaining objectives, taking advantage of opportunities and preventing losses. EUR regards risk management as a process of identifying risks and making conscious choices on whether or not to do anything about them. Effective risk management entails a well-considered balance between the impact of the risks identified and the control measures to be implemented.

EUR does not have a specific risk management function. Our regular risk management is assigned to the line organisation. Deans and directors bear initial responsibility for managing the risks attaching normal operational management. In addition, the staff departments fulfil a major role in identifying risks and implementing risk-reducing measures. In 2017, a start was made on giving more structured shape to risk management which does not have a deleterious effect on decentral responsibilities. Our aim is to ensure that risk management becomes more closely related to strategy, thereby giving rise to improved management. In this way, risk management will contribute towards managing attainment of the method specified in the strategy. This means that risk management is not an objective in itself. In addition, we are working towards improved enshrinement of risk management in the planning & control cycle. Consultations at various levels have been held at the organisation to discuss ways in which we can reinforce risk management.

These resulted in the conclusion that although a great deal is already being done in the field of risk management, this is not always formally established which means that actual establishment and testing are difficult to carry out. At present, information provision relating to identification and monitoring is still too fragmented. We are working towards creating greater structure. This will enable us to link up risks to one another to a greater degree than is currently the case. And this in turn will enable us to improve subsequent action and monitoring. By taking these steps in 2018, we are endeavouring to ensure that this forms an integral component of the planning & control cycle at EUR.

EUR has conducted a fraud risk analysis as part of risk management. This analysis maps out the risks. If any risks were detected, EUR examined the internal control measures for mitigating risks. We used a probability and impact analysis to determine whether any additional internal control measures are required. This refers to financial risks as well as risks relating to education and scientific integrity. The Executive Board shared the fraud risk analysis with the Supervisory Board and discussed it with them.

In addition to reinforcing risk management at EUR, we have also taken the first steps towards establishing an in-house audit & review

position. The purpose of this is to enhance the organisation's learning abilities by carrying out reviews and audits in respect of preconditional processes intended to benefit the quality of education and research. An audit and review agenda has been compiled on the basis of risk management which includes a number of matters on which audits and reviews will be conducted in 2018. These audits and reviews are given shape in collaboration with the organisational units, thereby making use of external knowledge and expertise wherever necessary. During the audit and reviews, we will be examining the way in which processes have been given shape and enshrined, as well as the strong points and any points for improvement. The audit and review position will make regular reports to the Executive Board.

Despite continuous attention devoted to the matter at EUR, our organisation is aware that no risk management and control system can fully guarantee there will be no errors or losses, or that its objectives will be attained in full. Moreover, the system should be tested and evaluated at regular intervals. EUR is of the opinion that its current governance structure and mechanisms provide sufficient safeguards to ensure that the risks to which it is exposed are recognised and managed.

EUR subscribes to the VSNU Good Governance Code for Universities, the Scientific Practice Code, the Code of Conduct for use of personal data in scientific research, and the code governing transparency in animal testing. In the year under review, the roles the Executive Board and the Supervisory Board played in internal governance complied with the statutory frameworks included in the Higher Education and Research Act.

Control Framework

EUR's interactive management philosophy is characterised by three core values:

- Innovation & collaboration: we are a relatively young, vibrant and enterprising university committed to the freedom to be enterprising and innovative. This translates into the scope given to professionals in the field of education and research. Although the organisational units have their own relevant agenda, they invariably assume responsibility for their role in the university's strategy.
- Active knowledge sharing: our professionals

actively seek each other and social stakeholders out in order to share 'best practices'.

- Leadership: the leadership the university is endeavouring to achieve will create a safe, respectful and transparent environment in which everyone's role is appreciated and everyone is able to call others to account where necessary, to learn from each other and to make mistakes.

At Erasmus University, we create policy together on the basis of the strategy in force throughout EUR. This is also based on interaction between the Executive Board, the deans, the directors of support services, and the education and research directors. In this strategy, we all assume joint responsibility for the substantive focus in accordance with our shared interests as Erasmus University and for the benefit of collaboration with our external partners. The strategy in force at EUR is set out in detail in strategic programmes throughout the university, and is recorded in covenants containing agreements between the Executive Board, the faculties and the organisational units.

EUR's interactive management philosophy is expressed in a decentralised governance culture and integral management by decentralised managers. Integral management means that the respective organisational units are entirely responsible for and empowered to act within their respective areas of activity, objectives, work processes, staff and resources, within the established frameworks. Organisational units are also responsible for the interface with other organisational units. The Executive Board's main responsibilities are the monitoring of the total comprehensive result and the establishing of frameworks within which freedom can be exercised. To achieve this, the Executive Board has various governance tools at its disposal. In addition to the strategic framework development, the internal control system comprises regulations and procedures focusing on providing reasonable guarantees. These tools are used to identify the major risks at the organisation and to attain the objectives in the Strategic Plan within the frameworks of current legislation and regulations.

The most important components of internal control include but are not limited to the following:

- the 2014-2018 Strategic Plan, in which our long-term strategic aims and objectives have been formulated, and their conversion into underlying covenants with the management units;
- the Administration and Management Regulations, which regulate the powers of the managers appointed by the Executive Board;
- a Digital Security & Privacy Master Plan in which the major challenges relating to information provision are being converted into activities relating to innovation and management alike as a result of the significant increase in computerisation;
- EUR's Regulation on alleged malpractices, known as the "whistleblower regulation";
- the Regulation on ancillary activities, which contains rules for disclosing any potential conflicts of interest among researchers and other staff;
- the Integrity Code, which focuses on three concepts, i.e. professionalism, team work and fair play;
- a budget cycle comprising a reference framework, budget plans and an institutional budget. The Executive Board approves the faculties' budget plans and those of the other organisational units if these fit in with EUR's financial framework. These plans form the basis for the institutional budget approved by the Supervisory Board;
- long-term cash-flow forecasts based on result prognoses and a long-term investment agenda; these prognoses are adjusted a number of times a year in line with the most recent financial insights;
- a bottom-up system of bimonthly reporting to the Executive Board on financial and non-financial matters, with a copy sent to the Supervisory Board and the participatory bodies. These reports examine the achievements as well as providing a year-end forecast;
- a system of periodic bilateral consultation meetings between the Executive Board and the organisational units, as well as periodic governance meetings between the Executive Board and the Deans;
- structured-spending analyses and the use of a procurement and tender calendar for the benefit of legitimate procurement;
- Finance-Legal-Administrative-Tax (FLAT) tests for large-scale and/or long-term projects and contracts that exceed certain limits (in excess of k€ 250 or longer than four years);

- a Treasury Statute that complies with the Investment and Pledge Regulations; excess cash at bank and in hand is primarily deposited at Dutch banks with at least an A rating; and distribution of this excess cash among several financial institutions as much as possible;
- the annual tiered Letter of Representation, in which managers and deputy managers declare that they guarantee the completeness and accuracy of the information relating to relevant financial management issues within their mandate;
- the Audit Committee which - as a subcommittee of the Supervisory Board - convenes four times a year, thereby devoting special attention to the university's day-to-day financial and economic matters in the broadest sense, and subsequently reporting on the meetings to the Supervisory Board.

Significant risks and control measures

The world of higher education is changing rapidly. Quality and reputation in the field of education and research as well as financial soundness are essential to our survival in this increasingly complex environment. EUR's strategic risk policy focuses intensively on the adopting of measures to profile EUR as a leading educational and research institution. To achieve these objectives, it is essential for the various risks to be addressed and managed actively.

We will be examining the most significant strategic risks we have identified and the relevant control measures below.

Future developments in Central Government Funding

The Central Government Grant is an essential source of income for EUR. The government plans to link distribution of the budget for education to each university's performance. For this reason, it has concluded performance agreements with educational institutions which terminated in 2015. Evaluation of the performance agreements will play a role as a prelude to potential quality agreements in the future. The implementation of the Student Loans (Higher Education) Act has resulted in resources being released for investments in academic education and research. These resources are linked to quality agreements at institutional level. Institutions will be granted

scope for drawing up objectives and indicators themselves for this purpose - in collaboration with their partners - which comply with the Higher Education Strategic Agenda. EUR intends to reinforce its position in the sector and optimise its Central Government Grant by participating actively in the debate on the substance of the quality agreements and by maintaining a strategy focusing on internationalisation and excellence. It is not yet clear which preconditions will actually be linked up to the quality agreements.

Since the education sector will face a deficit of hundreds of millions of euros during the coming years, it will be obliged to devise austerity measures to compensate for this. These problems have been caused by various factors including greater numbers of students, schoolchildren who stay at school for longer, and cutbacks from previous years which still have not been completed. These plans will be discernible in the Central Government Grant via an efficiency discount which will increase to M€ 43.6 by 2021.

The new government's intention of decreasing the statutory tuition fees for first-year university students by 50% has been included in the coalition agreement with effect from the 2018-2019 academic year. EUR will be compensated for this loss of revenue through the Central Government Grant. Educational institutions will obtain a clearer picture of the situation after Parliament has recorded the adjustments to the budget specified in the coalition agreement. EUR will follow these developments closely and, where necessary, anticipate accordingly.

Educational quality and quality culture

Educational accreditation focuses on establishing whether the relevant institutions and programmes comply with the requisite academic qualifications and criteria. Consequently, achieving accreditation is crucial and is an indication that EUR's qualifications are all that they should be. Quality assurance at the University is enshrined in decentralised governance focusing on innovation, unity and freedom of entrepreneurship. During the period between 2014 and 2017, we worked hard to create unity and dialogue and to pool insights on the development of educational quality. In this respect, we focused on monitoring and control at programme level and faculty level throughout the university as a whole. Feedback on the policy pursued is essential, and monitoring is enshrined in the university's

quality assurance system. The ITK (Institutional Quality Assurance Assessment) was carried out at EUR in 2017. During this assessment, the assessors examined whether the quality assurance system at the university functions properly and whether a culture of sustainable quality is in existence at the organisation. If the members of the visitation panel give a positive opinion, this will reinforce confidence in our university. In 2017, a visitation panel scrutinised various programmes at EUR and spoke with a number of staff members. We anticipate the final report during the course of 2018, but the first indications we have obtained from verbal feedback appear to be positive. Highly-qualified staff are essential to be able to maintain the quality of our education and research. During the past years, EUR has experienced an increase in the number of its students. This development is different to what we had expected in respect of implementation of the Student Loans (Higher Education) Act. We had anticipated a decrease in the number of students, but this did not materialise in 2016 or 2017. We have invested significant amounts in quality improvement during the past years. EUR has become more attractive as a place to study. This has resulted in more international students as well as Dutch students wishing to enrol at the university. As a result of the increase in student numbers during the past years, EUR envisages a risk in the balance between the growth achieved and the quality we wish to provide. This refers to educational quality, provision of study facilities and ensuring that small-scale education remains affordable. The university acknowledges this risk, and will be investigating the developments further and establishing their implications in connection with future strategy. The increase in student numbers has also affected developments in the staff complement at EUR. We face challenges in attracting highly-qualified academic staff and support staff in order to cope with this growth. Shortages on the employment market are increasing, and EUR has to compete with international universities as well. These international universities are often able to offer more with respect to primary employment conditions. EUR is primarily focusing on providing attractive secondary employment conditions and research facilities in order to attract new talent.

Technological innovations and cyber crime

There is increasing dependence on information technology at operational level, and IT is making

its influence felt to an increasing extent as well. The primary process of education and research as well as the secondary processes are increasingly relying on automation. Online Education, MOOCs, Open Access, etc. will have a major influence on our business model. Various projects have been launched in the new EUR strategy for 2014-2018 in order to provide facilities for computerisation in education. It is essential to ensure that our IT infrastructure is equipped for this in order to provide proper support for the computerisation process. We can only support and enhance these technological innovations on condition that our data protection and privacy measures are completely satisfactory. In 2016, a data leak occurred at EUR, which served to demonstrate that EUR is equally vulnerable in this respect. We immediately adopted specific measures in EUR's IT network to ensure optimisation of security in the short term. In addition, EUR must make sure it complies with the GDPR (General Data Protection Regulation) by 25 May 2018. For this reason, EUR compiled a Digital Security & Privacy Master Plan in 2017. A start was made on implementing the points contained in this Master Plan in the autumn of 2017. According to the schedule, all the activities in the Master Plan must be implemented no later than the end of 2018. In this respect, the focus is on compliance with the GDPR, mitigating the greatest risks relating to data protection & privacy, and increasing confidence among our staff, students, partners and clients. We are achieving this through risk management projects, carrying out audits and benchmarks, and generating increased awareness at EUR. Various support services and faculties at EUR are collaborating on these projects.

Scientific integrity

Confidence in science depends entirely on the extent to which academic principles are observed when conducting research. All relevant persons involved in education and research at EUR have a personal responsibility for maintaining scientific integrity. In this respect, the general principles of professional scientific conduct must be observed at all times. The core values of professionalism, fair play and teamwork apply to the entire EUR community. A number of principles have been elaborated in the Netherlands which are endorsed by EUR and which apply as guidelines at the university. Moreover, EUR has adopted additional administrative measures for the purpose of

safeguarding scientific integrity. We have devised a dilemma game for new researchers and PhD students entitled 'Professionalism & Integrity in Research', which forms part of the standard scientific integrity training session. We have also implemented a reference check (plagiarism scan) which is carried out on all theses. In 2017, discussions were held on the advantages and disadvantages of the current reference check system. An evaluation on this issue is scheduled to be carried out in 2018. EUR has also appointed a confidential counsellor for scientific integrity. Researchers may consult this counsellor if they have any questions on scientific integrity, or if they suspect breaches of scientific integrity and any other malpractices. A scientific integrity committee may be formed if we consider this necessary. EUR has appointed a scientific integrity coordinator as well. Three meetings are held every year for the scientific integrity coordinators at the faculties. The purpose of these meetings is to share personal experiences and 'best practices'.

Legitimacy

Efficient, sustainable and legitimate procurement is one of EUR's top priorities. EUR's aim is to procure entirely legitimately, while simultaneously taking requirements for operational management into consideration. Our objective is to procure within the frameworks agreed upon with the Ministry of OCW and the mandatory (European) guidelines while seeking to achieve a balance with requirements for operational management. The maximum scope available for this at EUR is determined by the audit tolerance as laid down in the Ministry of OCW's audit protocol. In 2017, EUR took certain steps to improve legitimacy. Analyses on developing legitimacy were carried out several times during the course of 2017. In addition, EUR held consultations to discuss the importance of compliance with European tendering rules. These initiatives resulted in improvements in legitimacy in 2017. A procedure for implementing a P2P ("purchase to pay") system was launched in addition to various immediate and short-term initiatives. Recommendations were made on the way in which EUR should organise procurement at the university, and what support system should be used in this respect. A start will be made on implementing these recommendations during the course of 2018. We anticipate that the new P2P system

will be operational by the end of 2018. Development of the projects portfolio One of the elements in EUR's strategy is reducing our dependence on direct funding by increasing our revenue from external projects. However, a shift has occurred in research subsidies, which means that the focus has shifted towards the top sectors to a greater extent and fewer financial resources are available for free competition. Since there are not so many disciplines relating to top sectors at EUR, this has become perceptible in the development of projects, especially those receiving indirect funding. EUR is fostering formation of strategic alliances with external partners, collaboration at LDE level, and national and international networks as one of the options for increasing our chances of obtaining external research funding.

Immovable property expenses

At the end of 2010, EUR resolved to develop campus Woudestein into a campus with international allure; a pleasant campus on which to study and work. The total programme has been divided into a number of phases. The first phase of Campus under Construction ('CuC I') focused on a new campus centre and the basic infrastructure. CuC II was completed in 2017, and a start was made on CuC III. Renovation of the listed high-rise building (the Tinbergen Building) will be given priority during this phase. We anticipate that an additional M€ 169 will be invested in the campus between 2018 and 2021. Due to investments in immovable property, EUR anticipates that the total student housing expenses for campus Woudestein will increase to M€ 36 until 2022. We have concluded agreements on the maximum amount to be spent on housing compared to the revenue. EUR is closely monitoring and safeguarding these agreements. Decisions on investments, including maintenance costs, are integrally calculated on the basis of the structural expenses. A number of "go" and "no go" times have been included in all the projects. A governance structure has also been implemented whereby a steering group chaired by a member of the Executive Board monitors operational and financial progress. A revised risk management evaluation for CuC III was carried out in the autumn of 2017 as part of the governance for the CuC programme. In a general sense, EUR regards the combination of the overstretched construction market and the stringent requirements set by users and by the



sustainability principle as a point for attention. Besides immovable property expenses, value development regarding this property is important as well. The value of the university's immovable property corresponds to a substantial degree with the way in which it is utilised in the education and research process. We are comparing its book value to its value pursuant to the Valuation of Immovable Property Act and its value for insurance purposes. These are considerably higher than the current book value.

Special elements in the clarity memorandum

- EUR has granted 736 students financial support from the profiling fund amounting to a total of k€ 1,609. 509 of these students were granted financial support due to their committee membership, 7 students due to their social activities, 44 due to personal circumstances, and 76 students in connection with outstanding performance. 575 out of these 736 students are EER students and 161 are non-EER.
- No programmes were outsourced to non-funded institutions.
- As regards the initial education, no customised programmes were concluded with companies or other organisations.
- No public resources were used for the purpose of private activities outside the primary task. EUR provides resources for some student facilities, such as sports activities, but these are not funded from public sources.

Report of the Supervisory Body

The Audit Committee, a subcommittee of the Supervisory Board, held four meetings during the year under review. For information on the matters addressed during these meetings, we refer you to the message from the Supervisory Board. In addition, the Audit Committee handled the following matters:

Annual accounts and audit report for 2016

In May 2017, the Audit Committee discussed the report and the management's letter on the annual accounts submitted by the external auditor. The external auditor appointed by the Supervisory Board attended these discussions and gave an explanation. Based on the auditor's findings, which have been recorded in a management letter, a plan containing improvements to this management letter has been compiled. Reports on this plan are made to the Executive Board and the Supervisory Board at regular intervals.

Financial progress reports

The Audit Committee and the Supervisory Board are kept updated in writing at regular intervals on the entire financial progress during the financial year and on the financial progress in large-scale investment programmes. These are discussed in the regular meetings with the Executive Board.

2018 Framework Policy Document

The Framework Policy Document gives the financial frameworks for the 2018 budget, and has been studied together with the Audit Committee. Faculties and support services can use the Framework Policy Document as a basis for compiling their budgets based on the budgets allocated.

Progress made on CuC III

The campus is being redeveloped under the name of "Campus under Construction (CuC)". The second phase (CuC II) was completed in 2017, and a start was made on the third phase (CuC III) as well. The financial and other progress made on this project has been discussed internally by the Audit Committee.

EUR IT

In 2017, a number of discussions on IT were held with the Audit Committee at EUR. A number of presentations were given in which the strategy, plans and progress relating to various IT matters were discussed. IT security occupies a prominent place on the agenda at EUR in connection with compliance with the GDPR. As a result of the data leak in 2016, EUR immediately adopted measures in this respect and also compiled a long-term plan in the shape of the Digital Security & Privacy Master Plan. In addition, it was made clear which points relating to IT security still require improvement. Computerisation and education are becoming increasingly interrelated. In this connection, EUR adheres to D = N (Digital = Normal). This has considerable significance for our own IT infrastructure. Examples of D = N include the MOOCs and the iLAB. Lecturers would very much like to be involved in all this and contribute to further developments. The Audit Committee includes the progress made in the various projects in its report.

Audit & review charter

The Audit Committee perused the audit & review charter and the agenda in the presence of the external auditor. The purpose of this is to increase the organisation's learning capabilities on issues that are important to EUR by conducting reviews and audits and by joining forces to scrutinise implementation of policy and procedures.

Risk management

Discussions on risk management were held with the Audit Committee, including matters such as the steps taken in 2017 and the plans for 2018. Our aim is to ensure that risk management becomes an integral part of the planning & control cycle in 2019. The audit and review function was also discussed and a charter was drawn up and shared with the Audit Committee.



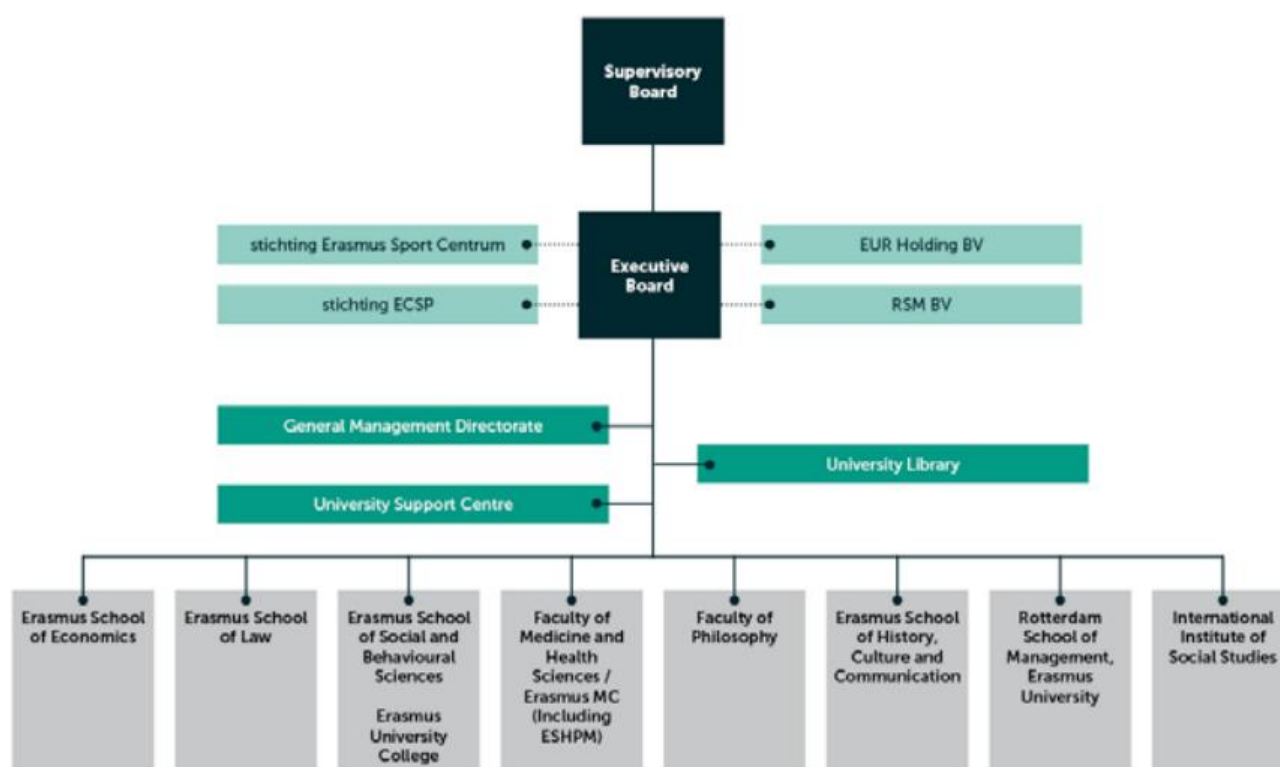
Appendices

Appendix 1.

Governance and participatory bodies

Erasmus University Rotterdam, based in Rotterdam, has been a legal entity governed by public law and established by law since 1 February 1973.

Organization chart Erasmus University Rotterdam



Supervisory Board

The Supervisory Board (SB) is the statutory body of Erasmus University Rotterdam, overseeing the governance and management of the university. Tasks assigned to the Supervisory Board include assessing and approving the institutional plan, the annual report, the budget, and the management and administrative regulations. The Minister for Education, Culture and Science (OCW) appoints the members. The Supervisory Board is accountable to the Minister of OCW.

Members of the Supervisory Board

- **H.N.J. Smits (president)**, CEO/Chairman of the Executive Board of the Jansen de Jong Group (1 January 2014-30 April 2018)
- **Professor J.E.J. Prins**, Dean of Tilburg Law School, Tilburg University (1 June 2016-31 May 2020)
- **P.H.J.M. Visée RA**, Supervisory Director and consultant at VBAS B.V. (1 March 2014-28 February 2018)
- **Professor C.J. van Duijn**, President of the Permanent Committee for Large-Scale Scientific Infrastructure (NWO) (1 August 2015-31 July 2019)
- **J.M. van Bijsterveldt-Vliegenthart**, Mayor of Delft (1 December 2015 - 30 November 2019)

Overview of the ancillary activities of the Members of the Supervisory Board

Name	Ancillary activities
Ir.drs. Hans Smits	<ul style="list-style-type: none"> ▪ Chairman of the KLM Supervisory Board ▪ Member of the AFKL Group Supervisory Board ▪ Member of the Board, Odfjel SE ▪ Chairman of the Central Planning Committee at the Netherlands Bureau for Economic Policy Analysis (CPB)
Prof.mr.dr. Corien Prins	<ul style="list-style-type: none"> ▪ President of the Advisory Council on Government Policy (WRR) ▪ Member of the Royal Netherlands Academy of Arts and Sciences (KNAW) ▪ Member of the Erasmus University Rotterdam (EUR) Supervisory Board ▪ Member of the Selection Advisory Committee at the Public Prosecutor's Office of the Supreme Court ▪ Member of the Board, Social Sciences Council (SWR) ▪ Member of the Royal Holland Society of Sciences and Humanities ▪ Member of the Netherlands Academy of Technology and Innovation (ACTI) ▪ Member of the Advisory Council, Netherlands Organisation for Scientific Research (NWO) ▪ Editor-in-Chief, Netherlands Law Journal (NJB) ▪ Member of the Editorial Board, Computer Law & Security Report, Elsevier Magazine ▪ Member of the Editorial Board, Information and Communications Technology Law, Carfax Publishing, UK ▪ Member of the Editorial Board, Journal of Ambient Intelligence and Smart Environments, IOS Press ▪ Member of the Advisory Board, International Data Privacy Law, Oxford University Press ▪ Professor of Law and Information Technology, TILT, Tilburg University
Mr.drs. Pascal Visée RA	<ul style="list-style-type: none"> ▪ Member of the Supervisory Board, Rabobank Group ▪ Member of the Supervisory Board at Royal FloraHolland, and chairman of its audit committee ▪ Member of the Board, Stichting Albron, Senior Advisor (external) Genpact ▪ Senior Advisor (external), McKinsey & Company Inc. ▪ Member of the Supervisory Board at Mediq, and chairman of its audit committee ▪ Member of the Plus Retail Supervisory Board and chairman of its audit committee ▪ Member of the Board and Treasurer, Prins Claus Fund ▪ Chairman of the Supervisory Board, Stedelijke Museum Schiedam
Prof.dr.ir. Hans van Duijn	<ul style="list-style-type: none"> ▪ Chairman of the Permanent Committee for Large-Scale Scientific Infrastructure (NWO: one day a week) ▪ Chairman of the Board, JMBC (the national research school in the field of fluid dynamics) ▪ Member of the Mathematics Board (NWO) ▪ Member of the Royal Holland Society of Sciences and Humanities ▪ Zero-time appointment at the Mechanical Engineering Faculty, Eindhoven University of Technology ▪ Zero-time appointment at the Geosciences Faculty, Utrecht University
Marja van Bijsterveldt - Vliegenthart	<ul style="list-style-type: none"> ▪ Chairwoman of the Supervisory Board, Reading & Writing Foundation ▪ Member of the Erasmus University Rotterdam Supervisory Board ▪ Member of the Advisory Council, NCOI ▪ Member of the Governing Board, Veiligheidsregio Haaglanden (Haaglanden Safety Region) ▪ Member of the Governing Board, Rotterdam-The Hague Metropolitan Region; Member of the Governing Board and Member of the Executive Committee/Supervisory Board, Haaglanden Urban District ▪ Deputy Member of the Governing Board, Omgevingsdienst Haaglanden (environmental agency) ▪ Deputy Member of the Governing Board, Omgevingsdienst Haaglanden (environmental agency)

Executive Board

The Executive Board is the highest governing body at Erasmus University Rotterdam. Its three members are appointed by the Supervisory Board, after hearing the University Council. The Executive Board reports to the Supervisory Board.

Members of the Executive Board

K.F.B. Baele

The Chairwoman, Kristel Baele, is responsible for general administrative matters such as the relationship with the Supervisory Board and the University Council. She occupies herself with strategic policy, international matters and external contacts, such as with the Rotterdam region, businesses and other knowledge institutions and Ministries. Ms Baele was appointed on 1 December 2015 for a period of four years.

Rector Magnificus Professor H.A.P. Pols

The sphere of interest of the Rector Magnificus mainly incorporates education and research, including academic staff (policy), students and academic information. Professor Huibert Pols, formerly Dean of the Faculty of Medicine and Health Sciences/Erasmus MC, was appointed on 8 November 2013 for a period of four years. In connection with the completion of the Institutional Quality Assurance Assessment, Professor Pols has been re-appointed up to and including 31 July 2018.

B.J.H. Straatman/E.P. Hus

Bart Straatman was appointed for a second term as member of the Executive Board at the end of 2013. He was succeeded by Eddy Hus, who has held the appointment of interim member of the Executive Board since June 2017.

The duties of the Executive Board member relate to finance, economic policy, land & buildings and information provision.

Improved Governance (Higher Education) Act

EUR applies and observes the VSNU's 'Code of good governance for universities'. In addition, EUR ensures prompt and complete implementation of any changes to the Higher Education and Research Act and the rules based on this Act.

Deans

Professor P.H.B.F. Franses, Dean of ESE
Professor S.L. van de Velde, Dean of RSM
Professor J. Verweij, Dean of FGG/Erasmus MC (until 1 September 2017)
Professor J.P.T.M. van Leeuwen, Dean of FGG/Erasmus MC (with effect from 1 September 2017)
Professor W.S.R. Stoter, Dean of ESL
Professor H.T. van der Molen, Dean of ESSB
Professor F.A. van der Duyn Schouten, Dean of FW (ad interim)
Professor D. Douwes, Dean of ESHCC
Professor W.B.F. Brouwer, Vice-Dean of ESHPM
Professor I. Hutter, Rector of ISS

Participatory Bodies

The University Council

The University Council is EUR's participatory body at university level. This council consists of twelve student members and twelve staff members. Professor C.W.A.M. van Paridon acted as chairman until 1 November 2017 and was succeeded by Ms A.P. Barmantlo with effect from 1 November 2017.

Staff representatives until 1 September 2017

Dr B. Bode, Dr C.M.A.W. Festen, N.A. Hofstra, Dr H.A. Krop, Dr L.J. Pegler, Dr J.J.A.M. Schenk, J.C.M. van Wel, Dr M. Buljac, P. van Leeuwen, Dr G.E. Helfert, Dr J.M. Engelbert, N. Gersak.
Staff representatives with effect from 1 September 2017:
Dr B. Bode, Dr E.K.E. von Bone, Dr J.M. Engelbert, Dr. C.M.A.W. Festen, B.S. Jadoenath, Dr V. Karamychev, J. Piarelal, J.C.M. van Wel, Dr T.K.A.M. de Mey, Dr J.J.A.M. Schenk, D. Boogaard MSc, N. Gersak.

Student representatives until 1 September 2017

R. Aitken, A. Barmantlo, W. Bontje (chairman), A. Calkin, B. Faris, M. van Leeuwen, N. Nieuwstad, L. Oudenes, Y. Ponomarenko, D. Sieczkowski, M.J.S. Spanjersberg, K. Walden.

Student representatives with effect from 1 September 2017

R. Hordijk, N. van Kalken, S. Kim, L.O.E. van Koppen, J.H. Loosveld, K. Neuman, N. Nieuwstad, C.H. Meinsma, S. Oassem, B.N. Pulskens, D. Sieczkowski, S. Yekhlef.

Besides the University Council, other participatory bodies include the Faculty Advisory Boards and service committees.

Three support services - the University Support Centre, the General Management Directorate and the University Library - have each been represented in a separate service council with effect from 1 November 2016. The service councils hold regular meetings with the heads of the relevant organisational units. Representatives of the service councils maintain close contact with representatives of the University Council and EUROPA.

For local employee consultations, the Executive Board makes further agreements with the representatives of the trade unions, unified at EUR in the EUROPA.

The Executive Board held monthly meetings with the University Council on the basis of a jointly prepared agenda. During these meetings, it was agreed that the discussions were going well at central level; they were open and honest, and the various viewpoints and positions were treated with respect. In almost all cases, the University Council's advice was followed up. Naturally, those present also listened to opinions put forward by the other participatory bodies, even if these were not formally required. In this context, no distinction was made between the University Council's staff and student representatives. Both sections have twelve members. In the year under review, the discussions did not lead to any formal disputes. Nor did the University Council issue any advice which was divided or only supported by a minority. This annual report was discussed with the University Council. The Praesidium of the University Council was represented during all the academic ceremonies.

Central Electoral Committee

EUR has a Central Electoral Committee which organises elections for the University Council and the service councils of the central support services. It also coordinates the work of the faculty electoral committees, which organise elections for the Faculty Advisory Boards.

Complaints policy

EUR has provided for the regulations and procedures prescribed by law for handling complaints and objections. These concern not only formal objections and appeals on the basis of the General Administrative Law Act, but also a range of other types of complaints. If there are any grounds to do so, such as amendments to legislation and regulations, the university

amends its own prevailing rules and regulations. EUR has a special website listing all regulations, guidelines and rules for staff and students. Our students submitted 209 appeals to the EUR Board of Appeal for Examinations in 2017 (compared to 275 in 2016). These were mainly appeals against the decisions of the Examination Boards regarding (negative) binding study advice, admission to a programme, and examinations and interim examinations. In 16 instances, proceedings were continued before the Appeals Tribunal for Higher Education (CBHO). This number was also 16 in 2016. In addition, a total of 31 objections were handled in 2017 (compared to 36 in 2016). These objections mainly concerned decisions made by or on behalf of the Executive Board. In addition to the objections and appeals, a further 73 complaints, reports and requests were submitted to the Legal Protection Facility, which is required by law. These were handled by or on behalf of the governors (the deans).

Appendix 2.

Laureates and prize winners

Dies Natalis

On the occasion of the 104th Dies Natalis, an honorary doctorate was awarded to the influential British administrative professor Christopher Hood in the Auditorium on 8 November. Professor Pearl Dykstra of ESSB acted as honorary promotor.

Education Award

This year's Education Award was presented to Dr Payal Arora, Erasmus School of History, Culture and Communications.

The jury described her as an inspiring and innovative lecturer and a real story-teller.

The jury also praised her contributions to the computerisation of education, such as her contribution to the MOOC entitled 'Emerging art markets in the digital age'.

Furthermore, the jury was extremely impressed by her educational innovations which can be used in many ways, and the positive image she projects to the outside world. Students have reported that she inspires them and that she makes all the difference to education by creating an open and appealing educational environment and encouraging students to emerge from their comfort zones.

Research Prize

The Research Prize for 2017 was awarded to Dr Sanne Oprea, Erasmus School of History, Culture and Communications. The jury awarded the prize to Dr Oprea for her public outreach and valorisation. In addition, the jury praised the extensive international network that Dr Oprea has been able to build up in a relatively short time. She has presented her work at various conferences in the Netherlands and abroad, and she is involved in international cooperative networks. And finally, the jury was extremely impressed by the interdisciplinary nature of her research and the appurtenant publications, which characterises her work.

Professor G.W.J. Bruins Award

This year's Professor G.W.J. Bruins Award for the best research master student who has combined an unusually outstanding study performance with extremely promising research was awarded to Gizem Yalçin, Rotterdam School of Management.

The award is named after Professor G.W.J. Bruins, who in 1913 was the first professor and the first Rector Magnificus at the EUR's predecessor, the Nederlandsche Handels-Hoogeschool (Netherlands School of Commerce).

Professor H.W. Lambers Prize

At the opening of the academic year, the Professor H.W. Lambers Prize was awarded twice to outstanding students holding two or more master's degrees. This prize comprises a medallion and a cash prize amounting to € 3,500, which is intended as a contribution towards expenses for courses, workshops, attending conferences or additional education, either in the Netherlands or abroad.

Fleur Osté, an alumnus of Rotterdam School of Management and Erasmus School of Law, graduated in 2015. She holds two master's degrees and is currently employed as TIGI brand manager at Unilever.

Prizewinner Brian Chung, alumnus of Erasmus School of Economics, holds three master's degrees. He recently commenced research as a PhD student at Erasmus Research Institute of Management (ERIM). His research focuses on marketing and innovation in products in the car industry such as self-driving and electric vehicles.

Professor H.W. Lambers was Professor of Economics and he was also appointed Rector Magnificus at the Nederlandse Economische Hogeschool (Netherlands School of Economics) several times between 1950 and 1970. The prize was set up with a donation by the ARK Fund.

Rotterdam Thesis Award

Dee Dee Smeets, a master student of Public Administration at Erasmus School of Social and Behavioural Sciences, was presented with this award for her master thesis entitled 'Single mothers & civic contribution', which was voted the most meaningful thesis for Rotterdam.

ENVH Athena Prize

The 2017 ENVH Athena Prize, for employees who make exceptional efforts to support female talent, was awarded to Professor Werner Brouwer, Dean of Erasmus School of Health Policy & Management.

Top Support Award

The Top Support Award was presented to the DWLE project team and to Ms Eva Rood, co-director at the RSM Centre for Eco-Transformation and sustainability project manager, during the Opening of the Academic Year.

Research subsidies laureates

Research Talent

This three-year NWO funding programme with free competition for top-quality doctoral research has been set up for talented up-and-coming researchers in Social and Behavioural Sciences who have demonstrated their ambition to embrace a career in the academic world.

Eva van Gemert	ESSB
Rik Joosen	ESSB
Kristel de Groot	ESSB

VENI

VENI is a funding tool from the Innovation Incentive. It provides researchers who have recently obtained their PhD with the opportunity to continue developing their ideas for three more years.

Dr. Henk-Jan Boele	Erasmus MC
Dr. Daphne van den Bongardt	ESSB
Dr. Miao-Ping Chien	Erasmus MC
Dr. Patrick Forbes	Erasmus MC
Dr. Rogier Quaedvlieg	ESE
Dr. Dan Schley	RSM
Dr. Karen Stegers-Jager	ESSB-Erasmus MC
Dr. Tianshi Wang	Erasmus MC

VIDI

VIDI is another funding tool from the Innovation Incentive. It enables researchers who have

been doing research at postdoctoral level for a number of years to develop their own innovative line of research and, to that end, to appoint one or more researchers personally.

Dr. Anne Gielen	ESE
Dr. Natasja de Groot	Erasmus MC
Prof. Dr. Renske Keizer	ESSB
Prof. Robin Peeters	Erasmus MC
Dr. Judith Roentjes	Erasmus MC
Dr. Jeroen van der Waal	ESSB

VICI

VICI is a third funding tool from the Innovation Incentive. It enables senior researchers to build up their own research group, frequently prior to a permanent position as professor. The research group still has to be structurally enshrined in the research institute.

ERC

The European Research Council (ERC) supports pioneering research, interdisciplinary proposals and innovative ideas in new and emerging fields of research.

ERC Starting Grant

The ERC Starting Grant is intended to provide support to young and prominent top-quality researchers (2 to 7 years after obtaining their PhD) in setting up their own research groups.

Dr. Christopher Clarke	FW
Prof. Dr. Renske Keizer	ESSB
Dr. Rebekka Schneider	Erasmus MC

ERC Advanced Grant

The ERC Advanced Grant is intended for established researchers and provides them with the opportunity to conduct extremely ambitious and high-risk research.

Prof. Dr. Jan Hoeijmakers	Erasmus MC
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ERC Proof of Concept Grant

The ERC Proof of Concept Grant provides support to scholars who have already been granted European subsidies for their research. It enables these scholars to elaborate the commercial or social potential of their research.

Prof. Dr. Christos Strydis	Erasmus MC
Prof. Dr. John Foekens	Erasmus MC

EUR Fellowships

Each year, Erasmus University Rotterdam offers a fellowship to promising young EUR researchers who have obtained their doctorates to enable them to conduct their research. These fellowships continue for a period not exceeding two years. Erasmus University Rotterdam hopes this will encourage these researchers to choose a career in the world of academic research.

Adams, H.H.H.	Erasmus MC
Bakx, P.L.H.	ESHPM
van den Bergh, B.	RSM
Bier, J.	ESSB
Murray Cramm, J.	ESHPM
Grandia, J.	ESSB
Medici, M.	Erasmus MC
Van de Sande, W.	Erasmus MC
Temperman, J.	ESL
Vidaki, A.	Erasmus MC

Erasmus MC Fellowships

Each year, Erasmus University Rotterdam offers a fellowship to promising young EUR researchers who have obtained their doctorates to enable them to conduct their research. These fellowships continue for a period not exceeding two years. Erasmus University Rotterdam hopes this will encourage these researchers to choose a career in the world of academic research.

Dr. Stefan Barakat	Erasmus MC
Dr. Wendy Koster	Erasmus MC
Dr. Rebekka Schneider	Erasmus MC
Dr. Laura Zwaan	Erasmus MC





Appendix 3.

Overview programmes

Bachelors

B International Bachelor's Programme in Communication and Media
B Liberal Arts and Sciences
B Business Administration
B Rechtsgeleerdheid
B Economics and Business Economics
B International Business Administration
B Nanobiology (joint degree)
B Clinical Technology (joint degree)
B History
B Wijsbegeerte
B Fiscale Economie
B Criminologie
B Medicine
B Gezondheidswetenschappen
B Sociology
B Psychology
B Pedagogical Sciences
B Public Administration Science
B Arts and Culture Studies
B Tax Law
B Econometrics and Operations Research
B Bachelor in Philosophy of a Specific Discipline
B Bachelor in Philosophy of a Specific Discipline

Masters

M Public Administration
M Marketing Management
M Strategic Management
M Econometrics and Management Science
M Health Care Management
M Health Economics, Policy and Law
M Rechtsgeleerdheid
M Financieel Recht
M Arts & Culture
M Supply Chain Management
M Arbeidsrecht
M International Management
M Company Law
M Finance & Investments
M Pedagogy and Education
M International Public Management and Public Policy
M Aansprakelijkheid en verzekering
M Togamaster
M Recht van de Gezondheidszorg
M Commercial Law
M Business Information Management
M Chinese Economy & Business
M Strategic Entrepreneurship
M Global Business & Stakeholder Management
M Global Business & Sustainability
M Organisational Change & Consulting
M Management of Innovation
M Business Administration
M Human Resource Management
M Economics and Business
M Philosophy
M Media Studies
M Nanobiology (joint degree)
M European Master in Health Economics and Management (joint degree)
M Technical Medicine (joint degree)
M History
M Fiscale Economie
M Criminologie
M Geneeskunde
M Sociologie
M Psychology
M Fiscaal Recht
M Accounting, Auditing and Control

Research Masters

M Philosophy (research)
M History (research)
M Health Sciences (research)
M Neuroscience (research)
M Molecular Medicine (research)
M Clinical Research (research)
M Research Master in Business and Management (research)
M Infection and Immunity (research)
M Research in Public Administration and Organizational Science (research)
M Tinbergen Institute Master of Philosophy in Economics (research)
M Media Studies (research)

Post graduate masters

M European Master in Law and Economics
M Urban Management and Development (M.Sc.)
M Development Studies (M.A.)
M Executive Master of Finance and Control
M LL.M. Arbitration and Business Law
M Health Sciences
M Maritime Economics and Logistics
M Executive MBA
M Global Executive OneMBA
M International MBA
M Financial Management
M Corporate Communication
M Management Consultancy
M Master City Developer
M Master of Public Information Management
M Advanced Epidemiology in Clinical and Genetic Research (joint degree)
M Erasmus Mundus Master's Program in Public Policy (joint degree)
M Executive Master in Accounting and Financial Management
M European Master of Law and Economics (joint degree)
M Customs and Supply Chain Compliance
M Commercial Private Law

Appendix 4.

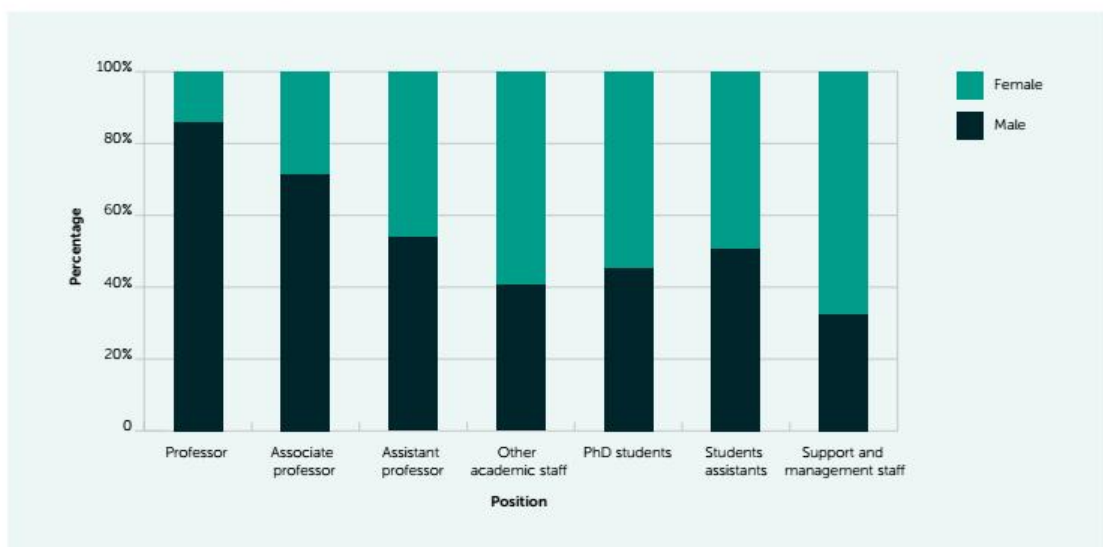
Staff composition

Compared to 2016, the male-female ratio in the staff complement has remained more or less the same: 46.6% of the staff complement are men and 53.4% are women. There was an increase in the percentage of female ordinary professors (+2.7%) and female assistant professors (+2.4%), while the percentage of female associate professors showed a slight decrease (-0.9%) (Graph B4.1). Graph B4.2 highlights the percentages of women occupying academic positions during the past two decades, on the basis of full-time equivalents (FTEs).

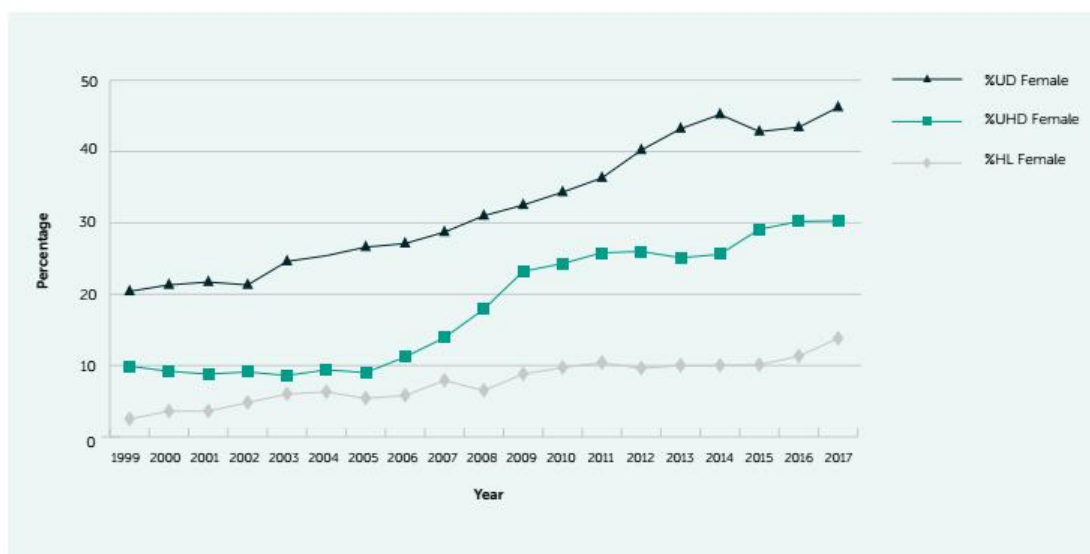
The greatest difference in the male-female ratio can be seen in the position of ordinary professor (Graph B4.1). This staff category comprises 14.1% women. With respect to the categories for the other academic staff, PhDs, and support and management staff, women are in the majority. The male-female ratio in the student assistant staff category is almost equal, 50.9% being male and 49.1% being female.



Graph B4.1: Ratio of male-female employees according to their position, salaried staff excluding Erasmus MC (reference date: 31 December 2017)



Graph B4.2: Percentage of female staff holding academic positions in FTEs, salaried staff excluding Erasmus MC (reference date: 31 December 2017)



Professors

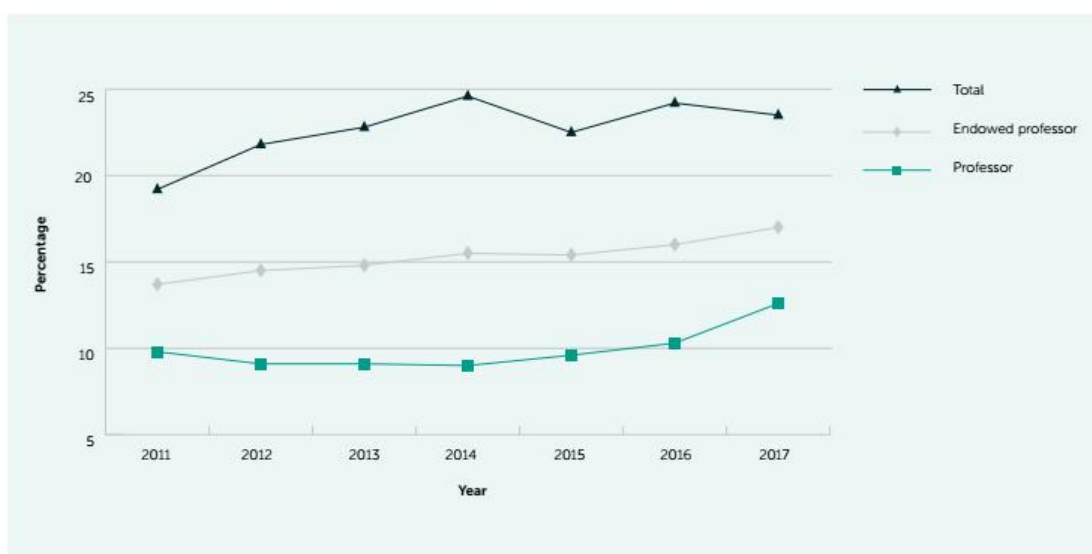
If we take all the professors into consideration (salaried and unsalaried, endowed and ordinary professors, EUR and Erasmus MC), the total number of professors increased by 30 persons, from 463 professors in 2016 to a total of 493 professors in 2017. A total of 17% of these

were female (+0.8% compared to 2016). The percentage of ordinary female professors at EUR and at Erasmus MC increased by 2% to 12.6%, while the percentage of female endowed professors decreased by 0.7% to a total of 23.5% (Table B4.1 and Graph B4.3).

Table B4.1 Number of professors (i.e. number of persons) according to gender at each faculty, salaried and non-salaried (reference date 31 December 2017)

Faculty	Professor			Endowed professor			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
ESE	37	1	38	14	1	15	51	2	53
ESHCC	7	3	10	9	3	12	16	6	22
ESHPM	6	2	8	6	4	10	12	6	18
ESL	38	11	49	14	2	16	52	13	65
ESSB	25	3	28	15	6	21	40	9	49
FW	4	0	4	8	3	11	12	3	15
RSM	32	1	33	13	5	18	45	6	51
Erasmus MC	99	12	111	72	22	94	171	34	205
ISS	8	4	12	2	1	3	10	5	15
EUR subtotal	157	25	182	81	25	106	238	50	288
Erasmus MC	99	12	111	72	22	94	171	34	205
Total	256	37	293	153	47	200	409	84	493
% EUR	86.3%	13.7%		76.4%	23.6%		82.6%	17.4%	
% Erasmus MC	89.2%	10.8%		76.6%	23.4%		83.4%	16.6%	
% Total	87.4%	12.6%		76.5%	23.5%		83.0%	17.0%	

Graph B4.3: Percentage of female professors, salaried and non-salaried and EUR & Erasmus MC (reference date: 31 December 2017)



Absenteeism due to illness

The total sick leave percentage remained practically the same in 2017 (from 2.96% in 2016 to 2.99% in 2017) (Table B4.2). There was a slight increase in the sick leave percentage among academic staff (+0.31%). Conversely, this percentage decreased among the support & management staff (-0.31%).

The average duration of sick leave increased from 14.22 days in 2016 to 15.47 days in 2017.

This increase was greater among academic staff (+3.31 days) than among support & management staff (+0.35 days).

The average number of times each individual person reported sick (sick report frequency) remained almost the same compared to the previous calendar year. If we look at the average among the academic staff and support & management staff, we see that each individual staff member reported sick 0.51 times in 2017.

On average, this was 0.35 times per person for the academic staff and 0.64 times per person for the support & management staff.

The percentage of staff members who did not report sick at all in 2017 increased by 1.27% compared to 2016. This increase can be attributed to the support & management staff, who reported sick 2.47% less frequently on average. The percentage of persons among the academic staff who did not report sick remained practically the same.

Table B4.2: Absenteeism due to illness 2017

Sick leave percentage			
Staff category	2016	2017	Difference
Academic staff	1.51	1.82	+0.31
Support & management staff	4.82	4.51	-0.31
Academic staff and support & management staff	2.96	2.99	+0.03

Average sick leave duration in days			
Staff category	2016	2017	Verschil
Academic staff	13.74	17.05	+3.31
Support & management staff	14.41	14.76	+0.35
Academic staff and support & management staff	14.22	15.47	+1.25

Sickness notification frequency (average number of sickness notifications per person)			
Staff category	2016	2017	Verschil
Academic staff	0.35	0.35	-
Support & management staff	0.73	0.64	-0.09
Academic staff and support & management staff	0.56	0.51	-0.05

Percentage of non-sick staff			
Staff category	2016	2017	Verschil
Academic staff	76.59	76.57	-0.02
Support & management staff	61.58	64.05	+2.47
Academic staff and support & management staff	68.42	69.69	+1.27

Staff complement in numbers of persons and FTEs

On the reference date, 31 December 2017, a total of 3,089 persons were employed at EUR (see Table B4.3). This was an increase of 157 staff members compared to 31 December 2016. In other words, the total number of jobs expressed in full-time equivalents (FTEs) was 2,292.54 (Table B4.4). These figures do not include staff members employed at Erasmus University Rotterdam Holding (EUR Holding) and Erasmus MC. However, they do include the administrative-organisational unit (AOE). Although EUR Holding, comprising 21 operating companies and 301 salaried employees (reference date: 31 December 2017), forms part of the organisational framework at EUR, it has its own structure and guidelines. Professors at FGG/Erasmus MC are appointed by EUR, but are employed by Erasmus MC. This means that although

they have been included in the overview for professors (Table B4.1), they have not been included in the overview for EUR staff (Tables B4.3 and B4.4).

Age

Graph B4.1 shows the staff complement at EUR for each age category during the past decade. The number of staff aged under 35 (excluding student assistants) increased by 70 persons (+0.6%) compared to 2016: 37.7% of EUR staff come under this age category. The number of staff aged between 35 and 50 has increased in respect of numbers (+41 persons) but shows a slight decrease in respect of percentages (-0.5% to a total of 35.6%). And finally, the number of staff aged 50 and over also shows an increase of 37 persons compared to 2016. The relevant percentage (26.7%) has remained practically the same compared to 2016 (26.8%).

Graph B4.4: Number of staff according to age, excluding student assistants (reference date: 31 December 2017)

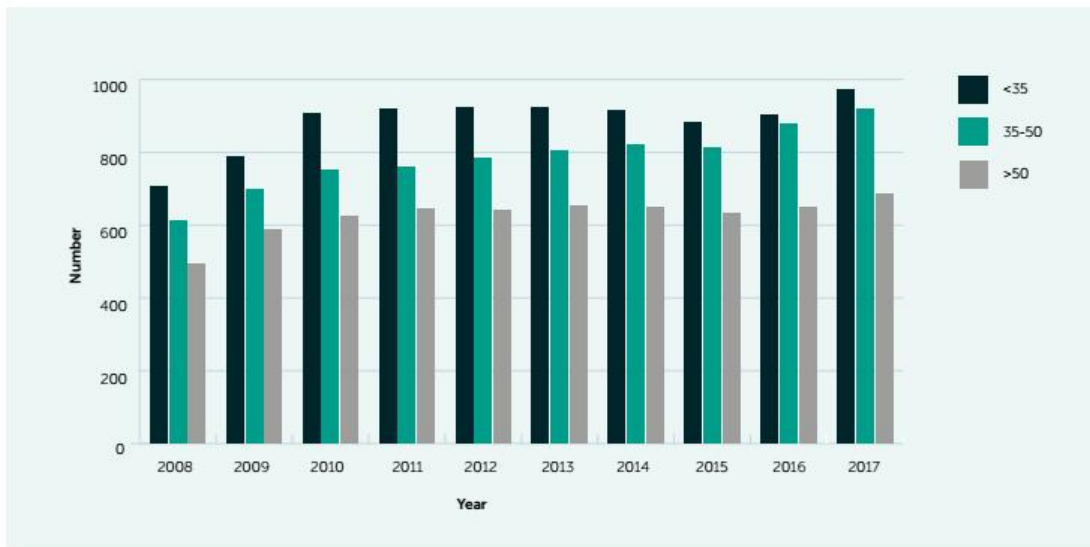


Table B4.3: Total number of persons employed at EUR (reference date: 31 December 2017)

Total number of persons at EUR		Profes- sor (HL)	Associate Professor (UHD)	Assistant Profes- sor (UD)	Other Acade- mic Staff	PhD students	Student assis- tants	Support and manage- ment staff	Total
ESE	Male	36	38	52	10	41	164	17	358
	Female		8	22	8	25	109	65	237
	Total	36	46	74	18	66	273	82	595
ESHCC	Male	7	6	14	22	13	4	2	68
	Female	3	2	18	37	18	10	33	121
	Total	10	8	32	59	31	14	35	189
ESL	Male	31	22	18	57	18	26	23	195
	Female	11	10	20	91	25	40	68	265
	Total	42	32	38	148	43	66	91	460
ESSB	Male	23	24	21	42	14	13	20	157
	Female	3	15	41	74	53	13	60	259
	Total	26	39	62	116	67	26	80	416
FdW	Male	4	6	7	3	4	3	1	28
	Female		1	2			2	7	12
	Total	4	7	9	3	4	5	8	40
RSM	Male	32	44	50	27	59	39	32	283
	Female	1	11	28	22	33	55	115	265
	Total	33	55	78	49	92	94	147	548
FGG/Erasmus MC	Male	0	0	0	0	0	0	0	0
	Female	0	0	0	0	0	0	0	0
	Total	0	0	0	0	0	0	0	0
ESHPM	Male	6	12	19	9	16	1	7	70
	Female	2	11	23	12	35	6	23	112
	Total	8	23	42	21	51	7	30	182
ISS	Male	7	9	8	6	2	0	6	38
	Female	4	6	9	11	10	0	35	75
	Total	11	15	17	17	12	0	41	113
GMD & Executive Board	Male	0	0	0	0	0	3	24	27
	Female	0	0	0	0	0	12	33	45
	Total	0	0	0	0	0	15	58	72
UL	Male	0	0	0	0	0	0	32	32
	Female	0	0	0	0	0	0	36	36
	Total	0	0	0	0	0	0	68	68
USC	Male	0	0	0	0	0	9	170	179
	Female	0	0	0	0	0	6	216	222
	Total	0	0	0	0	0	15	386	401
AOE	Male	0	0	1	0	0	0	3	4
	Female	0	0	0	0	0	0	1	1
	Total	0	0	1	0	0	0	4	5
Total	Male	146	161	190	176	167	262	337	1439
	Female	24	64	163	255	199	253	692	1650
	Total	170	225	353	431	366	515	1029	3089
Total in %	Male	85.9%	71.6%	53.8%	40.8%	45.6%	50.9%	32.8%	46.6%
	Female	14.1%	28.4%	46.2%	59.2%	54.4%	49.1%	67.2%	53.4%

Tabel B4.4: Totaal aantal volledige arbeidsplaatsen (fte) EUR (peildatum: 31 december 2017)

Total number of persons at EUR		Professor (HL)	Associate Professor (UHD)	Assistant Professor (UD)	Other Academic Staff	PhD students	Student assistants	Support and management staff	Total
ESE	Male	28.50	30.00	45.70	6.85	40.60	31.95	15.60	199.20
	Female	0.00	8.00	20.40	6.35	23.70	21.30	49.74	129.49
	Total	28.50	38.00	66.10	13.20	64.30	53.25	65.34	328.69
ESHCC	Male	5.90	5.80	12.80	9.93	12.25	0.70	1.40	48.78
	Female	1.79	1.90	17.40	21.52	17.70	2.40	26.86	89.57
	Total	7.69	7.70	30.20	31.45	29.95	3.10	28.26	138.35
ESL	Male	17.85	15.14	15.80	40.74	17.50	9.30	22.20	138.53
	Female	7.90	9.20	17.90	62.45	24.20	13.70	54.73	190.08
	Total	25.75	24.34	33.70	103.19	41.70	23.00	76.93	328.61
ESSB	Male	17.90	21.10	19.60	32.44	13.50	4.30	19.40	128.24
	Female	2.70	13.20	33.85	54.87	48.70	3.90	49.94	207.16
	Total	20.60	34.30	53.45	87.31	62.20	8.20	69.34	335.39
FdW	Male	3.20	5.20	5.74	1.90	3.70	0.85	0.50	21.09
	Female	0.00	0.60	2.00	0.00	0.00	0.40	5.30	8.30
	Total	3.20	5.80	7.74	1.90	3.70	1.25	5.80	29.39
RSM	Male	26.70	39.09	47.80	19.80	56.25	10.20	30.90	230.74
	Female	0.20	10.60	26.50	16.90	32.10	11.10	96.92	194.32
	Total	26.90	49.69	74.30	36.70	88.35	21.30	127.82	425.06
FGG/Erasmus MC	Male	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Female	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ESHPM	Male	4.93	9.24	15.30	5.72	15.70	0.30	7.00	58.19
	Female	1.20	8.85	20.14	9.58	34.60	1.55	19.69	95.61
	Total	6.13	18.09	35.44	15.30	50.30	1.85	26.69	153.80
ISS	Male	5.90	8.00	7.84	6.00	2.00	0.00	5.50	35.24
	Female	4.00	5.80	8.80	9.20	7.14	0.00	26.62	61.56
	Total	9.90	13.80	16.64	15.20	9.14	0.00	32.12	96.81
GMD & Executive Board	Male	0.00	0.00	0.00	0.00	0.00	0.80	22.35	23.15
	Female	0.00	0.00	0.00	0.00	0.00	2.80	30.60	33.40
	Total	0.00	0.00	0.00	0.00	0.00	3.60	52.95	56.55
UL	Male	0.00	0.00	0.00	0.00	0.00	0.00	29.40	29.40
	Female	0.00	0.00	0.00	0.00	0.00	0.00	29.67	29.67
	Total	0.00	0.00	0.00	0.00	0.00	0.00	59.07	59.07
USC	Male	0.00	0.00	0.00	0.00	0.00	3.15	159.86	163.01
	Female	0.00	0.00	0.00	0.00	0.00	1.75	171.72	173.47
	Total	0.00	0.00	0.00	0.00	0.00	4.90	331.58	336.48
AOE	Male	0.00	0.00	0.84	0.00	0.00	0.00	2.50	3.34
	Female	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00
	Total	0.00	0.00	0.84	0.00	0.00	0.00	3.50	4.34
Total	Male	110.88	133.57	171.43	123.38	161.50	61.55	316.61	1078.92
	Female	17.79	58.15	146.99	180.87	188.14	58.90	562.78	1213.62
	Total	128.67	191.72	318.42	304.25	349.64	120.45	879.39	2292.54
Total in %	Male	86.2%	69.7%	53.8%	40.6%	46.2%	51.1%	36.0%	47.1%
	Female	13.8%	30.3%	46.2%	59.4%	53.8%	48.9%	64.0%	52.9%

Appendix 5

Information on EUR as a legal entity

Competent authority number	00010 – 21PE
Statutory name	Erasmus University Rotterdam
Legal form	Artificial person governed by public law
Chamber of Commerce nummer	24495550
Sector	University Education

Statutory address

Street name & number	Burgemeester Oudlaan 50
Postal code	3062 PA
Town/City	Rotterdam

Correspondence address

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Postal code	3000 DR
Town/City	Rotterdam
Telephone number	+31-(0)10-408 11 11
Internet site	www.eur.nl

Contact person

Name	P.J. Jellema
Job title	Head of Corporate Planning & Control
Telephone number	+31-(0)10-408 16 92
E-mail	pieter.jellema@eur.nl

Details of accountant

Name of firm	Deloitte
Name of accountant	G. Straatman RA

Appendix 6.

List of abbreviations

GMD	General Management Directorate
ACE	Academic Centre of Excellence
AOE	Administrative Organisational Unit
ATLAS	Association of Transnational Law Schools
GDPR	General Data Protection Regulation
AZ	General Affairs
bama	bachelor degree-master degree
BUTQ	Basic University Teaching Qualification
BSA	Binding Study Advice
BSIK	Investments in Knowledge Infrastructure (Subsidies) Decree
CDHO	Higher Education Efficiency Committee
CEPHIR	Centre for Effective Public Health in the Greater Rotterdam area
CLI	Community for Learning and Innovation
CLI	Community for Learning and Innovation
CPC	Corporate Planning and Control
CROHO	Central Register of Higher Education Study Programmes
CvB	Executive Board
CWI	Committee for Scientific Integrity
DRIFT	Dutch Research Institute for Transitions
ECE	Erasmus Centre for Entrepreneurship
ECLC	Erasmus China Law Centre
ECSP	Erasmus Centre for Strategic Philanthropy
ECTS	European Credit Transfer System
ECV	Erasmus Centre for Valorisation
EDLE	European Doctorate in Law and Economics
EDSC	Erasmus Data Service Centre
EEPI	Erasmus Electronic Publishing Initiative
EER	Erasmus Education Research
EGSH	Erasmus Graduate School of Social Sciences and Humanities
EGSL	Erasmus Graduate School of Law
EHA	Erasmus Honours Academy
EHP	Erasmus Honours Programme
EI VCC	Erasmus Vital Cities and Citizens Initiative
EMDI	Erasmus Migration and Diversity Institute
ENVH	Erasmus Female Professors Network
Erasmus MC	Erasmus University Medical Centre Rotterdam
ERC	European Research Council
ERIM	Erasmus Research Institute of Management
ERSB	Erasmus Research and Business Support
ESE	Erasmus School of Economics
ESHCC	Erasmus School of History, Culture and Communication
ESHPM	Erasmus School of Health Policy & Management
ESL	Erasmus School of Law
ESNR	European Student Network Rotterdam
ESPhil	Erasmus School of Philosophy
ESSB	Erasmus School of Social and Behavioural Sciences
ESSC	Erasmus Students Service Centre

EUC	Erasmus University College
Eu-HEM	European Master in Health Economics and Management
EUR	Erasmus University Rotterdam
FGG	Faculty of Medicine and Health Sciences
FSW	Faculty of Social Sciences
FTE	Full-time equivalent
GUO	Joint Executive Body
HL	Professor
HO	Higher Education
HST	Institute of Health Science & Technology
IBA	International Business Administration
iBMG	Institute of Health Policy & Management
IHS	Institute for Housing and Urban Development Studies
IPRC	International Peer Review Committee
ISS	International Institute of Social Studies
KNAW	Royal Netherlands Academy of Arts and Sciences
LDE	Leiden-Delft-Erasmus: cooperative arrangement between the three universities
LEI	Leiden University
LEC	Leadership in Education Course
LSH	Life Sciences & Health
LTC	Language & Training Centre
MMAPP	Mundus Master Programme in Public Policy
MOOC	Massive Open Online Course
N = N	Nominal = Normal
NIHES	Netherlands Institute for Health Sciences
NOA	National Agreement on Education
NVAO	Accreditation Organisation of the Netherlands and Flanders
NWA	National Science Agenda
NWO	Netherlands Organisation for Scientific Research
OBP	Support and Management Staff
OCW	Ministry of Education, Culture and Science
OECR	Educational Expertise Centre Rotterdam
OECD	Organisation for Economic Cooperation and Development
QANU	Quality Assurance Netherlands Universities
P&D	Performance and Development Cycle
RDO	Research & Development Office
REI	Research Excellence Initiative
RISBO	Rotterdam Institute for Social Science and Policy Research
RSM	Rotterdam School of Management, Erasmus University
RSO	Research Support Office
RvT	Supervisory Board
SEP	Standard Evaluation Protocol
SEP	Standard Evaluation Protocol
SSP	Strategic Staff Planning
SSC	Shared Service Centre
TTO	Technology Transfer Office
TTO	Technology Transfer Office
TUD	Delft University of Technology
UL	University Library
UD	Assistant Professor
UHD	Associate Professor
USC	University Support Centre
VJE	Erasmus Preparatory Year
VSNU	Association of Dutch Universities
VWO	Pre-University Education
WFHW	Higher Education (Funding) Act

WHOO	Higher Education and Research Act
WNT	Dutch Executives' Pay (Standards) Act
WO	University Education
WP	Academic staff
ZonMw	Netherlands Organisation for Health Research and Development

Colofon

General report • General Management Directorate & University Support Centre / Academic Affairs

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