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**Summary**

**Colophon**
Gala Mysteria
15 May 2014
The past year was an intensive and important one for the Supervisory Board. The first half of the year was largely taken up with the Institutional Audit and the quality management processes at the University. In the last quarter of the year, the earthquake problems demanded a great deal of extra attention. In all likelihood, these problems will be a recurring item on the Board’s agenda in the years to come.

The Supervisory Board was closely involved in the reporting on the Institutional Audit on Teaching Quality. It was the Board’s view that priority should be given to implementing the PDCA (Plan, Do, Check, Act) cycle, and it is pleased to report that this was successful. The important thing now is to continue using this instrument to monitor the quality of education and teaching. The Board will therefore discuss the outcome of the PDCA cycle twice a year in its meetings in order to ensure that change management and quality assurance processes are firmly anchored in the organization. An important development in this context is the appointment by the Supervisory Board of a new audit committee for Quality Assurance, which will operate in accordance with its own regulations, as does the Finance audit committee (appointed in 2014). The Supervisory Board is pleased that all the hard work was rewarded with a positive assessment for the University in the Institutional Audit of Teaching Quality. However, the Board notes that the pressure of work among academic staff is perceived to be high, and this remains a point for attention.

The Board paid close attention to the memorandum on earthquake-resistant construction and the discussions on that subject between the Board of the University, the Minister for Economic Affairs, and NAM (Nederlandse Aardolie Maatschappij), the oil exploration and production company. The need for these discussions unfortunately arose after the city was struck by an earthquake in September 2014. The Supervisory Board shares the Board of the University’s concerns about the risks inherent in this situation. These relate not only to the additional cost involved in ensuring that the University’s major construction projects scheduled for the near future (Zernikeborg, Energy Academy, Library and University College Groningen) are earthquake resistant, but also to assessing the work that needs to be carried out on existing buildings and installations, and above all to ensuring the safety of the University’s staff and students. The Supervisory Board has discussed long-term accommodation and solid funding with the Board of the University in several meetings. The planned new buildings will have to be not only earthquake resistant but also energy efficient and sustainable.

In the reporting year, the University of Groningen completed a number of major change processes, including the reorganizations at the Faculty of Arts, the Centre for Advanced Radiation Technology (KVI) and the Admissions department. The reorganization of the financial and economic tasks will be completed on 1 May 2015, with the opening of a new Financial Shared Service Center. In addition, proposals for the reorganization of the GraphiMedia and Document Processing services were submitted.

The Supervisory Board is, naturally, greatly interested in the progress of the new University College Groningen (UCG). The UCG was successful in the NVAO assessment for new programmes, and aligns closely with the overall range of degree programmes offered by the University of Groningen. The Supervisory Board also discussed the Board’s ambitions with regard to its investment agenda for teaching and research.

The magnificent celebrations surrounding the University’s 400th anniversary were held in May and June 2014. The weekly programmes of festivities, held in the city centre and at the Zernike Campus, attracted many students, staff and members of the public. It was a wonderful celebration that the Supervisory Board feels has strengthened the links between the University, the city and the region.
The Board was pleased to learn that the University’s position in the Shanghai Ranking continues to improve. It has moved up from 92nd to 82nd place. The Board approved the 2014 Annual Accounts, the University of Groningen 2014 Annual Report, the 2015 Plan Document and the 2015 Institutional Budget. In the view of the Board, the principle of independence is safeguarded through adherence to the Code of Good Governance introduced by the Association of Universities in the Netherlands (VSNU).

In 2014, the Board reappointed the members of the Board of the University for a period of four years. The Supervisory Board welcomed a new member, Mr W. Reehoorn, who took office on 1 January 2014. At its December meeting, the Board paid tribute to Professor Geertje Lycklama à Nijeholt, who sadly passed away in November 2014. She was a member of the Supervisory Board until 1 July 2013 and had a long record of service.

T.H.J. Joustra
Chairman of the Supervisory Board

7 April 2015
In 2014, the University of Groningen again improved its position in the Academic Ranking of World Universities (ARWU, also known as the ‘Shanghai Ranking’). It moved up to 82nd position in what is considered to be the most reliable quality indicator for universities worldwide. All things considered, this is a very impressive achievement: a university in a city with a population of only 200,000 is competing successfully with the world's largest and best universities, which are rooted in urban agglomerations that are five to ten times larger than our city. In my view, that is something we can be proud of. By ‘we’, I mean not only the staff of the University but also the people who live in our region and city. The fact that such achievements are not only possible, but are also regarded as perfectly normal, says something about the dynamic spirit in the north of our country.

You cannot have failed to notice that 2014 was the 400th anniversary of the University of Groningen. King Willem-Alexander graced the opening ceremony with his presence, and more than 150,000 people attended the festivities and events held in the subsequent months. I am convinced that the energy invested by so many of the University’s staff in this magnificent celebration will have a considerable positive impact on the links between the University of Groningen and the north of the Netherlands. The 400 Questions project, the jubilee film ‘For Infinity’, the many exhibitions and the theatre spectacle Voor Eeuwig (For Infinity): all these events not only brought ‘town and gown’ closer together but also, first and foremost, drew attention to those people in our academic community who are passionately dedicated to the pursuit of knowledge. I would like to take this opportunity to compliment, once again, everyone who contributed to the success of the celebrations. Thanks to you all, it was a wonderful, memorable event.

Unfortunately, 2014 was also the year in which the city of Groningen was struck by an earthquake for the first time. Tremors had previously been felt in some areas of the city, but the magnitude of this shock was too great to be classified as a tremor. Obviously, the University immediately assessed the damage to its buildings and property. Luckily, the damage was not serious. But this does not mean the earthquake has not had a significant impact. Since it is clear that the city is also at risk, more stringent safety requirements are needed for our buildings and installations. The Board of the University sees it as a top priority to obtain an accurate assessment of the additional measures that are necessary to ensure the safety of the University’s staff and students. In close cooperation with the University Medical Center Groningen (UMCG), the Hanze University Groningen, education institutions, other large organizations in the city and, of course, the local authority, the Board of the University is engaged in talks with NAM and the government about the additional resources that are required to ensure operational continuity.

The report year was a milestone in term of student numbers: the University enrolled its 30,000th student. The students come from all over the world and the number of international students continues to rise. The results of the 2014 Dutch National Student Survey (Nationale Studenten Enquête 2014) showed that student satisfaction with the University of Groningen has increased slightly. Another important result was achieved in the comparative survey by Elsevier: students rated no less than thirteen of the University’s Bachelor’s degree programmes as the best in the country. Professors in the Netherlands were also very positive about the Bachelor’s programmes. In their eyes, Groningen was the top broad-based university in the Netherlands in terms of average quality level. They even rated the Bachelor’s degree programmes in Biology, Pharmacy, Dutch Language and Culture, Theology and Philosophy as the best in the Netherlands. Groningen’s degree programmes also score highly in the Keuzegids Universiteiten, the guide to Dutch universities published every year by the Centre for Information in
Higher Education (CHOI, Centrum Hoger Onderwijs Informatie). In the Keuzegids, six Bachelor’s programs are rated as best overall, and ten Bachelor’s programmes as the best in their category. In addition, for the second year running, the University of Groningen had the highest number of first-year Bachelor’s students of all the Dutch universities.

Clearly there is still a world to be won in terms of teaching quality, but these figures and evaluations show that the effort we are putting into improving the quality of our education are bearing fruit. This is demonstrated, for example, by the fact that in the past year, 70% of Bachelor’s degrees were completed within four years. The institutional audit carried out in May by the Accreditation Organisation of the Netherlands and Flanders (NVAO) went well, and at the end of the year the Higher Education and Research Review Committee approved the University’s teaching and research profile. With this, we fulfilled one of the main objectives of our strategic plan. I regard this as an an endorsement of the approach chosen by the University.

Our Master’s degree programmes also meet high quality standards. Six of the Master’s degree programmes offered by the University were given top ratings in the Keuzegids Masters 2014, the guide to Master’s programmes: Nanoscience, Population Studies, Medical and Pharmaceutical Drug Innovation, and the Research Master’s degree programme in Economics and Business, Behavioural and Social Sciences and Behavioural and Cognitive Neurosciences. The guide rates the Nanoscience programme as the best Master’s programme in the Netherlands. This has been the case since 2013. Furthermore, five of our Master’s programmes are rated as the best in their category: Sociology, Medicine, Pharmacy, Human Movement Sciences and the teacher training for foreign languages.

Against this background, the personal successes of our students are not surprising. Unfortunately there is not enough space to list all these achievements here. I will mention just three of these students. First, Maria Azhar won the Shell Young Talent Graduation Prize for Physics, awarded by the Royal Holland Society of Sciences and Humanities (KHMW, Koninklijke Hollandsche Maatschappij der Wetenschappen). Second, another KHMW prize, the De Zeeuw-

Van Dishoeck Graduation Prize, was awarded to Job Feldbrugge for his research into the earliest structures in the Universe. Job is the first winner of this new prize. Third, in addition to studying for his degree, Epke Zonderland became World Champion in artistic gymnastics.

I am proud to report that two new University of Groningen teaching institutes were launched in 2014: University College Groningen (UCG) and a new Master’s degree programme in Leeuwarden. The UCG, the University’s tenth faculty, opened its doors in September to 32 students in search of a challenging and innovative degree programme. The College offers English-taught BA and BSc programmes in Liberal Arts and Sciences. It provides special academic training that is oriented to the University’s focus areas: Energy, Healthy Ageing and Sustainable Society. UCG is based in a beautifully renovated building on the Hoendiep.

In Leeuwarden, the first 15 students have begun the Master’s programme in Multilingualism. With this Master’s programme the University of Groningen has an even stronger presence in Friesland than it did as a northern Dutch university. University Campus Fryslân (UCF) has become the eleventh faculty of the University of Groningen. In addition to the Multilingualism programme, UCF will offer between five and ten new degree programmes in fields that are relevant for Friesland, such as Water, Energy, Life Sciences, Tourism, Sustainable Society, Technology and Governance.

The University of Groningen has enhanced its visibility on the international stage by being the first university in the Netherlands to become a partner in FutureLearn.com, the social learning platform. FutureLearn is an initiative of the Open University (OU), a distance learning and research university in the United Kingdom that was founded in 1969 and, since 2013, has offered free online courses to more than 300,000 learners in more than 190 countries. Graduates of the University of Groningen have excellent prospects in the international job market, according to the Global Employability Survey published in the New York Times. The French HR consultancy Emerging joined forces with the German polling agency Trendence to interview 2,200 recruiters and 2,300 managers of large companies in 20 countries about the employability of graduates. University of Groningen alumni are in 86th position in
this ranking, which means that the University is among the top 100 universities in this respect too.

Although there are no rankings for alumni relations, I think it is highly probable that the University of Groningen would also be among the top 100 universities in terms of maintaining close contacts with its alumni. Our graduates within and outside the Netherlands maintain strong links with their alma mater. Many of our alumni have formed Chapters, of which there are now twelve. The chapters organize all manner of activities. The Singapore Chapter, for example, runs a placement project for Groningen students, providing a fantastic opportunity to gain experience and come into contact with companies in that part of the world. The picture would not be complete without mentioning that our alumni co-fund University of Groningen prizes such as the Aart Bosman Prize for best student of the year, the F. Garcia Martinez Prize for best student of the Qumran Institute, and the Lecturer of the Year prize. In addition, in the past year, through various activities and campaigns of the Ubbo Emmius Fund, our alumni have donated more than EUR 1 million to a wide range of University projects.

Many Groningen researchers have reached the top of their field at international level. This is also evident from the prizes and honours conferred upon Groningen researchers, and from their success in winning important research contracts. In September it was announced that Prof. B. Feringa was to receive the 2015 Arthur C. Cope Late Career Scholars Award from the American Chemical Society (ACS), for his ‘groundbreaking research on dynamic molecular systems and stereochemistry, specifically the design of light-driven rotary molecular motors and phosphoramidites for asymmetric catalysis’. A team of Groningen chemists led by Feringa constructed an electric nanovehicle. This spectacular invention attracted worldwide attention.

Prof. T. Piersma was one of the winners of the 2014 Spinoza Prizes. He was awarded the prize for his research on migratory birds. Piersma is the fourth Groningen researcher, after Prof. G. Sawatzky, Prof. D. Postma and Prof. B. Feringa, to win the ‘Dutch Nobel Prize’. The University also had several Vici laureates in 2014: Prof. R.S. Etienne for his research on ecological communities, Prof. L.V.E. Koopmans for his research into the structure of dark matter, Prof. K. Loos for her research into piezoelectric block copolymers, which can be used to develop new materials for data storage and battery applications, and Prof. G. Roelfes for his research on artificial metal enzymes. In 2014, seven highly innovative Groningen researchers were awarded a Vidi grant, and nine recent PhD graduates received a Veni grant.

These excellent results reflect the high standard of research carried out at the University of Groningen. A further testament to the standard of our research is the election of Prof. Jan Willem Veening and Dr Martijn Wieling to the Young Academy of the Royal Netherlands Academy of Arts and Sciences (KNAW). Every year, the Young Academy selects ten new talented researchers to add to its ranks. It says a great deal that, in 2014, two of these researchers were from the University of Groningen.

Groningen researchers have a high profile in Europe too. Thorben Cordes, Lude Franke and Mladen Popović successfully applied for Starting Grants from the European Research Council (ERC). A Starting Grant enables talented young researchers to establish their own research teams and carry out their research plans. Thorben Cordes is researching transport proteins, Lude Franke is researching environmental risk factors in immune disorders, and Mladen Popović has established his reputation with his groundbreaking research into the Dead Sea Scrolls. I also find it very gratifying that our Sustainable Society spearhead has been assigned responsibility for coordinating the socioscientific research carried out in the context of the Platform for Energy Research in the Socio-Economic Nexus (PERSON). A large group of European universities are working together in this EU platform to research the human factor in the transition to sustainable energy. The results of the research are expected to make a significant contribution to the European Union’s efforts to make citizens of the Member States more aware of their role in the energy transition.

A research field in which the University of Groningen is very successful is Polar research. This also put us in the international spotlight during the past year. The Arctic Centre of the Faculty of Arts is involved in the Polar research being conducted under the European research programme ‘EU PolarNet: Connecting Science with Society’, in which sixteen European countries are working
with institutions from Canada, Russia and the United States to draw up a research agenda for the Polar regions. The research focuses on climate problems and on the position of the peoples of the Arctic. The University of Groningen also has a presence on the West Antarctic Peninsula, in the person of Anita Buma of the Energy and Sustainability Research Institute Groningen (ESRIG) and Jacqueline Stefels of the Groningen Institute for Evolutionary Life Sciences (GELIFES). Both researchers have an established track record in polar research and have been awarded grants by the NWO for their studies of the effects of global warming on the South Pole.

The Netherlands Interdisciplinary Demographic Institute (NIDI) has a leading national and international position in demographic research. Despite this, the future of the knowledge institute came under threat when the Ministry of Education, Culture and Science halted the funding of demographic research. Together with the Royal Netherlands Academy of Arts and Sciences (KNAW), the University of Groningen has taken on the funding of this internationally renowned knowledge institution. The University's motives in doing so were not entirely altruistic. NIDI's research aligns closely with the Healthy Ageing and Sustainable Society spearheads, so there was a broad support base within the University for the co-funding of NIDI. The Board of the University is pleased that the future of the institute is now assured and that the links between demographic research carried out in Groningen and by NIDI in The Hague could be developed in this way.

The operating result of the University of Groningen for 2014 is €39.1 M, comprising approximately €30 M from ordinary activities and approximately €9 M from exceptional items, such as the write-back of provisions and the result from participating interests. This result exceeds the target set by the University and provides additional capacity for achieving its ambitions in the coming years. These ambitions are geared to the further strengthening of research and teaching (in particular the Master's programmes) and to the investment provision for this.

Looking back, I can see that the University of Groningen strengthened its position in teaching and research in 2014, on national as well as international levels. The progress that has been evident – and measurable – in this regard for more than a decade therefore continued in 2014. The year 2014 was also a definite high point for the University in terms of its connections with the northern region. The enthusiasm and creativity with which the staff of the University organized the 400th anniversary celebrations, and the overwhelming response from the region and from our alumni all over the world, was inspiring and energizing.

Unfortunately, there was also a low point in 2014. The earthquake risk that has cast a shadow over the lives of so many people in the north of the province of Groningen is now affecting our University. In this respect, there are difficult times ahead. However, I am in no doubt that the University, together with the city's other institutions, with the municipal and provincial authorities, and above all with the people of our beautiful and dynamic region, will overcome this adversity. More than ever, we are aware that we are the university of the energy region of the Netherlands. And we are more determined than ever to do all we can, as a research and teaching institution, to help make the energy transition that is crucial for our society.

Sibrand Poppema
President of the Board of the University
Cultural Anniversary Events
- Music Theater ‘For Infinity’
- For Infinity – The Movie
- Aletta the Musical
1. Profile

1.1 Identity

The University of Groningen is an international research university with strong, thriving roots in the north of the Netherlands. Research, teaching and societal impact are closely linked to each other. The main characteristic of a research university is that it not only conveys existing knowledge but also provides an environment in which staff and students are free to develop new knowledge.

Freedom

The University of Groningen defends the academic freedom of its staff and students as defined by UNESCO (1997): ‘Higher-education teaching personnel are entitled to the maintaining of academic freedom, that is to say, the right, without constriction by prescribed doctrine, to freedom of teaching and discussion, freedom in carrying out research and disseminating and publishing the results thereof, freedom to express freely their opinion about the institution or system in which they work, freedom from institutional censorship and freedom to participate in professional or representative academic bodies.’ In the spirit of academic...
freedom for staff and students, the University adheres to the Magna Charta Universitatum (1988), to which it is a co-signatory, and to the codes of practice of the Royal Netherlands Academy of Arts and Sciences (KNAW) and the Netherlands Organisation for Scientific Research (NWO).

**Diversity**
The University is a diverse and international community in terms of the staff and students who come to work and study here. The University is an institution with a generous and free-thinking spirit, and a 400-year history characterized by the independent pursuit of knowledge. The University of Groningen educates its students to become emancipated, academically minded and independent citizens who actively engage in society and are socially responsible.

**Breadth and depth**
The University of Groningen is a broad university, both in terms of the course units and degree programmes it offers in the Bachelor's phase, and in terms of its research, which is integrated with teaching and geared to society. With regard to depth, the University gives students the opportunity to specialize through its Master's degree programmes and research spearheads. The PhD programmes offered by the Graduate Schools are in line with this. The way in which research is organized requires direction, and the guiding principles must be cohesiveness and scope.

**Space**
The University of Groningen welcomes everyone who wishes to work and study in an environment in which quality and diversity are important values. The ambition is to belong to the top echelons in the world, serving society the norm. The University is firmly rooted in society and is active within it in many different ways: from groundbreaking research to sporting and cultural activities, from engaging in public discourse to stimulating entrepreneurship in the region. The University of Groningen defines itself as a public facility that is open to all and committed to corporate social responsibility.

**Performance**
The University trains the future leaders of society. This imposes obligations on staff and students. The core activity of the University is the provision of high-quality and inspirational education, focusing on science, academia and professional practice. We provide a study environment that challenges students but also expects them to achieve. Academic excellence and societal relevance are two main principles of research. The linking of teaching and research is a basic principle.

**Management and staff participation**
Developments in the environment in which the University operates call for decisive governance and efficient practices. Active, visible staff participation is extremely important in the governance of the University and ensures that decisions have a support base.

**Active student life**
The University encourages active student life in the city of Groningen. Sports, culture, debate, in-depth thinking, and international and social contacts are part of university life and the personal journey to independence. In addition, the University believes that an active student life contributes in a positive way to effective study behaviour and to degree completion within the nominal period.

**Number of RUG students in grand total of Dutch students**

Source: VSNU
1.2 Societal themes

The research profile of the University of Groningen is the result of its policy choices, partly based on the results of international visitsations and peer review. Fundamental and applied research are firmly linked. The programmes and course units offered in the Bachelor’s phase are broad and differentiated, and designed to cater for differences in the talents of students. The Master’s degree programmes align not only with the University’s research programme but also with the job market. The University has regional, national and international links in sustainable networks with other universities, education institutions, the public and private sectors and other organizations.

The University makes focused choices with the fields of research, namely Energy, Healthy Ageing and Sustainable Society. The choices are based on the strengths of researchers, the existing portfolios, innovation in science and the needs of society. The themes align closely with themes at national level (Top Sector policy in the Netherlands) and at international level (the EU Grand Challenges). The University places great emphasis on talent development at all levels. In its teaching, research, operational management and governance, the University of Groningen intends to develop further as a sustainable institution. The variety of disciplines provides excellent opportunities for innovative collaboration between researchers, lecturers and students that transcends the boundaries of their individual disciplines. Interdisciplinary collaboration is an essential characteristic of the University.

1.3 Community

The University of Groningen is the university of the Northern Netherlands. The fact that the University is firmly rooted in its community is evident in several ways. It is a partner with a strategic vision for education, research and social relevance in the region.

University Medical Center Groningen

The University Medical Centre Groningen (UMCG) is the affiliation established on 13 January 2005 between the former Academic Hospital Groningen (AZG) and the Faculty of Medical Sciences of the University of Groningen. It was established according to the principle that the University would be responsible for research and educational policy, while the academic hospital would be responsible for patient care, providing employment and specialist medical training. These tasks are inextricably linked.

Within the framework of the UMCG an integrated policy is followed for teaching, research, patient care and specialist training. The UMCG-RUG plan document for 2014 was approved by the Joint Policy Body on 2 December 2013, in accordance with Article 12.21 of the Higher Education and Research Act (WHW, Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek). This document sets out the coordination required between the teaching and research activities and the related patient care and training tasks.
The UMCG Board of Management has laid down the teaching programme for academic year 2014-2015, taking into account the personnel and logistics consequences for the hospital side of the UMCG, which provides, subject to conditions, the facilities needed for clinical training, thus enabling the programmes to be organized so that they comply with the learning outcomes specified in the Training of Physicians Decree pursuant to the Health Service Occupations Act. In 2014, the agreements made in the context of the plan document with regard to the Medicine degree programme were realized.

One of the results of this was the implementation, on 1 September, of the new G2020 curriculum in Year 1 of the Bachelor’s programme. The core of the new curriculum is the introduction of Learning Communities.

Groningen Agreement

The University of Groningen is cooperating with the City of Groningen, Hanze University Groningen and the University Medical Center Groningen in what is known as the ‘Groningen Agreement’. Agreements are in place regarding the facilities and positioning of Groningen as a City of Talent. Subjects include creating and attracting new knowledge-intensive businesses and knowledge initiatives, implementing traffic measures to keep various city locations accessible, student housing (for Dutch and foreign students), and IT facilities at city level.

University Campus Fryslân becomes eleventh University of Groningen faculty

The University Campus Fryslân (UCF) in Leeuwarden opened in 2011 and is funded by the Fryslân (Friesland) provincial authority and the Leeuwarden municipal authority. The aim of UCF is to strengthen the ties between the region’s teaching and research institutions, socio-cultural organizations and businesses. This will boost the knowledge infrastructure and knowledge economy, and enhance Leeuwarden’s position as a city of knowledge and a student city. The themes are Water, Energy, Life Sciences, Tourism, Multilingualism, Sustainable Society, Technology and Governance.

Following the evaluation of the first period of UCF, the Fryslân provincial authority asked the University of Groningen to oversee the future development of Campus Fryslân. The University will offer Master’s programmes at Campus Fryslân that are important for Fryslân. This will involve a total of between five and ten new degree programmes that will attract hundreds of students to Leeuwarden. A number of Master’s programmes are already offered in Leeuwarden. The University of Groningen is responsible for the Master’s degree programme in Multilingualism, for example.

A further priority is the establishment of an international residential University College in Leeuwarden. The University College will offer a broad three-year Bachelor’s programme, and students will study and live on campus. The aim is to attract some 600 University College students.
Science Shops

The Science Shops of the University of Groningen carry out society-oriented research for a range of non-profit organizations. Based on the subject of the questions they receive, the shops also mediate in teaching and research projects in their network. The Science Shops are based in various faculties, which means that they have specialist knowledge of a wide range of societal issues and of how academic research could help to solve them. This involves themes in the following fields: natural sciences, languages, culture and communication, teaching, economics and business studies, and medicine and public health. The Science Shops can answer questions from various societal organizations and businesses. Approximately 140 questions are received every year.

1.4 Alumni relations and fundraising

The University of Groningen maintains strong links with its alumni through events, social media and the magazine ‘Broerstraat 5’. The basis for many activities is an address database in which most of the 120,000 alumni are registered. The alumni also form the fundraising backbone of the Ubbo Emmius Fonds (UEF) of the University of Groningen. More and more alumni are donating to projects or supporting the University in other ways. Research shows that, by donating to the University, alumni have a greater sense of involvement in teaching and research.

The Alumni Chapters are testament to this. In 2014 there were ten chapters within and outside the Netherlands. Their members meet every six months and decide which researcher’s work they will sponsor. Each meeting is an opportunity for ensuring that the network of interesting and influential Groningen alumni continues to grow. In 2014, two new chapters were set up in the Netherlands. The Gooische Groningers chapter decided to launch a named fund under the UEF umbrella. Twenty founder members decided to extend their notarial deeds, which are due to expire in 2015. New chapters were launched abroad, in Jakarta (Indonesia) and Dubai/Abu Dhabi (United Arab Emirates). The monthly amount received by the UEF is increasing, mainly thanks to the growth of Alumni Chapters (members sign a notarial deed that is valid for five years).

Whereas smaller funds in the Netherlands are coming under pressure, the Ubbo Emmius Fund has grown in the past few years. In 2014, with the diversified approach, a total of €4.1 M in donations and pledges was raised (€3.4 M in 2013). The target for 2014 (UEF long-term plan), namely €3.75 M, was exceeded. In the report year, more than €1 M was received in direct gifts (through the banks). This comprised some €0.65 M in new pledges in 2014 and approximately €0.75 M from pledges made before 2014 for the coming years. The remaining amount (more than €1.6 M) will go directly to faculties, and comprises contributions (in some cases, grants) obtained through mediation by the UEF (e.g. funding for PhD students). Sometimes it is also a case of sponsorship that academics were able to obtain with the contribution of private funding raised by the UEF.

The Ubbo Emmius Fonds raises funds among alumni and, where possible, the wider community, through a combination of crowd funding and telephone campaigns, donations by giro payment slip, alumni Chapters, dinner events, direct appeals to wealthy individuals, businesses and capital funds. The UEF also attempts to interest alumni in donating prizes (best thesis, student of the year, etc.). In 2014, alumni in Chapters outside the Netherlands donated for the first time. Alumni greatly value the contact with the researchers who are carrying out the work they fund.

More and more gifts and pledges are made for more than one year, and this is a welcome trend. This increases the engagement with the work of our researchers. In addition, institutional capital funds are also making pledges for a number of years. Increasingly, it is possible to match funds raised among alumni with donations from small capital funds and grants. Alumni and private sponsors appreciate the fact that the full amount of their donation is used to help fund research, with no cost deductions.

The number of alumni supporting the Ubbo Emmius Fund through annual donations is increasing. In relative terms, the number of alumni who donate is falling, despite the fact that the number of students graduating from the University has increased considerably in recent years. At the end of 2014, the University of Groningen alumni network had almost 120,000 members. In the coming years, a specific approach needs to be developed for younger alumni.
Gift for Infinity
- 3D projection spectacle
- Workout with skating champion Mark Tuitert

23 May 2014
2. Teaching

2.1 Vision and objectives

The University of Groningen’s vision for education is set out in the ‘Educational Vision 2012–2015’. Implementation of the vision continued in 2014. In addition, preparations were made for the formulation of a new vision for education in close cooperation with students, lecturers and other stakeholders. In 2014 the emphasis was on internationalization and the International Classroom concept, learning communities, differentiation in education, assessment and e-learning. The quality assurance system that was renewed in 2013 was implemented and improved.

2.2 Performance agreements and positioning

Performance agreements

In 2012, along with all other institutions of higher education in the Netherlands, the University of Groningen signed positioning and performance agreements with the Ministry of Education, Culture and Science. The national review committee evaluated the proposals as ‘very good’. The agreements aligned with the approach already set out in the Strategic Plan for 2010–2015 and the Educational Vision for 2012–2015. The results and progress are therefore discussed below in the context of

Student numbers (1 October 2014)

- total: 30,041
- first-time registrations: 6,254
- international students: 4,551 (2013: 4,151)
- international students: 13.2%
- target for 2015: 20%
- international first-time registrations: 23.6%

Internationalization

- 1,154 students spent semester abroad
- 30% of Master's students with experience abroad

Excellence track

- 7.5% of students

Lecturer professionalism:
accreditation staff with UTO

- 2015: 80% (target)
- 2014: 65% (on target)
- 2013: 51.0%
- 2012: 16.4%

BSA threshold

- 45 ECTS credit points

Global employability ranking / international value of Groningen degree

- 2014: 86th position (3rd among Dutch universities)
- 2013: 83rd position (2nd among Dutch universities)
Concerning the university in general there is a 13% dropout rate, a level that is equal to the goal.

The switch rate amounts to 9.90%, which is slightly better than the goal of 10%.

The yield is 72.4%, which is between 72% and 73%, as expected. The goal is 70%.

In 2014-2015 9.4% of students enrolled in the Bachelor’s and Master’s Courses of the University of Groningen Honours College (UGHC), being above the goal of 7%.

The number of staff participating in UTQ (University Teaching Qualification) has been registered until 1 March 2015. It was 65% at that moment, suggesting the project is on track for achieving the goal of 80%.
The results from the performance indicators for teaching/education were as follows in 2014:

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>SPECIFICATION</th>
<th>SITUATION IN 2012</th>
<th>SITUATION IN 2012</th>
<th>SITUATION IN 2014</th>
<th>TARGET FOR 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>quality/excellence</td>
<td>Excellence programme intake</td>
<td>5.8</td>
<td>7.5</td>
<td>9.4*</td>
<td>7.0</td>
</tr>
<tr>
<td>pass rate</td>
<td>drop-out rate</td>
<td>12.0</td>
<td>11.7</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>switch</td>
<td>11.9</td>
<td>10.4</td>
<td>9.9</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>pass rates</td>
<td>53.6</td>
<td>65.8</td>
<td>72.4</td>
<td>70</td>
</tr>
<tr>
<td>measures</td>
<td>UTO</td>
<td>16.4</td>
<td>51.0</td>
<td>65</td>
<td>80.0</td>
</tr>
<tr>
<td></td>
<td>contact hours</td>
<td>100</td>
<td>100</td>
<td>98</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>overheads</td>
<td>18.2</td>
<td>18.3</td>
<td>18.2</td>
<td>18.4</td>
</tr>
</tbody>
</table>

The above figures show that the University of Groningen is making the required progress in terms of the compulsory quantitative performance indicators.
Selective ambitions and positioning of teaching

The number of Bachelor's degree programmes had already been reduced prior to 2014 in accordance with the agreements made with the Ministry of Education, Culture and Science with regard to teaching. This was done by broadening the scope of the degree programmes and giving students greater choice within them. In addition, the range of English-taught degree programmes was expanded. In 2014, important steps were taken towards realizing the plans formulated in the profiling agreements.

> Nine new faculty programmes at the University of Groningen Honours College were implemented.
> The first intake of students at University College Groningen began the Liberal Arts and Sciences degree programme.
> New pilot studies with learning communities were launched (e.g. for the Medicine degree programme and University College Groningen, the Faculty of Behavioural and Social Sciences and the Faculty of Spatial Sciences.
> The International Classroom project was developed further. A vision for internationalization was adopted. A Language and Culture Policy was formulated and its implementation plan was approved. Finally, the International Classroom Institutional Framework was developed.
> The new University of Groningen assessment policy was adopted and implemented.
> The first Entrepreneurship workshops were offered to any interested Groningen students.

Matching (study choice activities) was introduced for all degree programmes at the University of Groningen in order to support students in study choices and self-selection.

Mid-term review

In 2014 the Higher Education and Research Review Committee conducted a mid-term review. The progress made in terms of the Positioning Agreements was assessed as positive. The review committee stated that it was satisfied with the progress made regarding the Performance Agreements, which are due to be officially reviewed at the end of 2015.

2.3 Education themes

The Positioning and Performance Agreements with the Ministry for Education, Culture and Science are based on the Education Vision 2012-2015. The focus is on five aspects:

1. Recognition of talent
2. High-quality teaching and study success
3. Academic community
4. Internationalization
5. Interface between academia and society

2.3.1 Recognition of talent

a) Continuous line from introduction to self-selection

The continuous line from introduction, orientation, and information to self-selection and selection (in the case of certain degree programmes) must ensure that students make a well-informed decision when they choose a specific degree programme. The University is committed to reinforcing this line so that students choose the degree programme that is right for them without any unnecessary delay.
Introduction, orientation, information
The continuous line from introduction to selection begins in primary education. In 2014, the University of Groningen and the Northern Netherlands Knowledge Hub (managed by the University) again organized a very varied package of educational activities for primary school pupils. The activities included the Children's University. The University is increasingly going 'out and about', with activities in the provinces of Friesland, Groningen and Drenthe.

The Pre-University College is designed for students in pre-university education (VWO). The Pre-University College organizes lectures, symposia and web classes for these students. A Junior Honours College was held for secondary school students in VWO groups 5 and 6. This is an intensive week-long summer school in which secondary school students find out about the talent programmes at the University of Groningen. The Pre-University College seized the opportunities offered by the University's 400th anniversary celebrations to reach new target groups. Lectures by academics were organized for students in pre-vocational secondary education (VMBO), senior general secondary education (HAVO) and senior secondary vocational education (MBO). The students were also given the opportunity to attend lectures at the University.

b) Matching, selection and admission
Matching, selection and admission regulations are important instruments for ensuring that students choose a degree programme that is right for them. The best choice for a student is one that aligns with his or her expectations, and also with his or her specific talents. Conversely, the student must also have the abilities that satisfy the requirements of the degree programme.

Matching
After pilot projects with matching and introductory meetings in 2013, compulsory matching was introduced in 2014 for all new students with Dutch qualifications. The aim of matching is to help secondary school students to find out whether a particular degree programme is right for them. The matching process is designed to assess whether the student's motivation, abilities and expectations are in line with what the degree programme offers and requires. At the University of Groningen, matching involves students completing a standard questionnaire. This is followed (if the department or student wishes) by an activity in which the prospective student can compare his/her impressions of the degree programme with reality. The process concludes with a recommendation for the prospective student.

Decentralized selection procedure
New students who choose a fixed-quota degree programme must follow a selection procedure. The following faculties have a decentralized selection procedure: Medical Science, Economics and Business, and Behavioural and Social Sciences. There is also a selection procedure for the Liberal Arts and Sciences programme offered by the new University College Groningen.

Study Advice system (BSA)
In academic year 2014-2015, the BSA threshold was 45 ECTS credit points.

Admissions: international students
The University of Groningen is seeking to increase the number of international students (in Bachelor's and Master's degree programmes) and exchange students to 20% of the total number of students registered. Substantial growth has been realized in these numbers in recent years. The growth objective requires the streamlining of the admissions procedure for students who do not have Dutch qualifications. This reorganization was carried out in 2014. This involved centralizing the administrative processes, which were previously faculty-based, and bringing together the relevant expertise.

c) Differentiation
In 2014, 7.5% of students at the University were admitted to an Excellence track.

University of Groningen Honours College (UGHC)
In 2014 many of the faculties introduced new faculty Bachelor's Honours programmes, which are designed for students who are interested in a more in-depth or philosophy-oriented programme. These faculty programmes are based on an identical vision for excellence and have the same learning outcomes and student workload as the existing Bachelor's Honours programme. The new programme tracks were assessed as Excellent by the Sirius programme of the Ministry of Education, Culture and Science.
Master's Honours degree programme in High-Tech Systems & Materials

In 2014 the High-Tech Systems & Materials (HTSM) Master's Honours programme was introduced, a joint undertaking between University Campus Fryslân, the University of Groningen and businesses in the Drachten Innovation Cluster, with Philips Consumer Lifestyle as the coordinator. The HTSM Master's Honours programme contributes to public-private education collaboration between industrial partners, the public sector and knowledge institutions in the Northern Netherlands, and offers gifted technology students the opportunity to explore and advance the boundaries of the HTSM discipline.

The programme brings students into contact with scientists, lecturers and product developers from knowledge institutions and innovative businesses. The Master's programme in HTSM will be part of the University of Groningen Honours College and was also recognized as Excellent by the Sirius programme.

University College Groningen (UCG)

In September 2014, the first intake of students began the English-taught degree programme in Liberal Arts and Sciences at University College Groningen, a new faculty of the University. The establishment of University College Groningen is one of the intentions stated in the Positioning Document with regard to differentiation and the focus on social themes. In the curriculum there is a strong focus on the themes Healthy Ageing, Energy and Sustainable Society. Learning communities, small-scale and project-based teaching, and the International Classroom are central elements of the innovative concept at University College Groningen. Like the Honours College, UCG can serve as a ‘living lab’ for innovations in teaching at the University of Groningen. University College Groningen is residential, and the growth of an academic community is an important aspect. University College Groningen offers a Bachelor’s degree programme for which students are selected on the basis of the ‘small-scale, intensive teaching’ feature.

Summer Schools

During the summer, the University of Groningen offers its own PhD students and those of other universities within and outside the Netherlands the opportunity to broaden or deepen their knowledge at a Summer School. After a successful start in 2013, the project was continued and expanded in 2014. The number of Summers Schools almost doubled, from 10 in 2013 to 18 in 2014. As a result, a second request was issued to the faculties to submit proposals for ten new Summer and Winter Schools. The Summer and Winter Schools are held in Groningen or abroad.

The Summer and Winter Schools received very positive ratings. They are an excellent way to showcase the University and the individual Master’s and PhD programmes at an international level. It also enables the University to work closely with international partners and other stakeholders, and to make its networks accessible to students.

2.3.2. High-quality teaching and study success

a) Educational innovation

Teaching Agenda

In 2013, in the context of the University of Groningen Teaching Agenda (the implementation of the Educational Vision 2012-2015), University-wide agreements were made regarding partial assessments, planning, supervision and monitoring of theses, the minimization of competition between course units, the teaching intensity, annual planning, the raising of the BSA threshold, and the Minors. The purpose of the Teaching Agenda is to translate elements of the Educational Vision into concrete agreements that contribute to teaching quality and study success.

E-learning

In the Positioning Document, the University of Groningen affirms its commitment to the use of e-learning. For the University, e-learning is primarily a resource; innovation in the campus-based education that the University offers can be supported with modern resources and technology. The aim is to stimulate students in the learning process and create greater scope for more intensive supervision and discussion.

In 2013 the Board of the University appointed an E-learning Steering Group and made €1.0 M available for e-learning. After the first call, in which almost €0.5 M was awarded to pilot projects, a further sum of almost €0.5 M was awarded in a second call. Quality was a selection criterion for the projects, as well as the wish to gain wide-ranging experience with e-learning. Examples include the flipped classroom, MOOCs (Massive Open Online Courses), SPOCs (Small Private Online Courses), matching and self-selection for international prospective students, and interactive statistics lectures.
In 2014 the University joined FutureLearn, a UK-based MOOC platform. It was the first university in the Netherlands to join the platform. In September 2014, the University launched its first MOOC on this platform: ‘Decision-making in a Complex and Uncertain World’. More than 13,000 registrations were received.

Bologna agenda
At the end of 2013, the first degree certificate was awarded with an ECTS grading table on the Diploma Supplement. As of 2014, the Diploma Supplement for all Bachelor’s and Master’s degree certificates awarded by the University of Groningen will include an ECTS grading table. The table provides a statistical overview of the grades awarded for a given degree programme in the previous three years. The figures show how individual students have performed in relation to fellow students and previous cohorts. This is important for international comparability and recognition of study results. At the end of 2013, the European Commission again awarded the University the ECTS label. In addition it awarded the Diploma Supplement label, which is valid until 2016. With this award, the Committee recognizes that the University has implemented and applied the two transparency instruments in accordance with the guidelines in the ECTS Users’ Guide.

Entrepreneurship
In the 2012 Positioning Document, the University included Entrepreneurship as a key teaching theme. Entrepreneurship and a business-minded approach are increasingly defined as key competences for graduates. At the end of 2013, Prof. A.J. Groen was appointed Dean of Entrepreneurship, and the University of Groningen Centre of Entrepreneurship (UGCE) was launched. One of the UGCE’s objectives is to develop and provide University-wide education at all levels in the field of entrepreneurship. As an extension of this teaching, there will be programmes that enable students and researchers to take the next step towards ambitious entrepreneurship.

In this way the UGCE contributes to the development of the existing range of programmes, such as the Minor in Entrepreneurship and the Master’s programme in Small Business & Entrepreneurship offered by the Faculty of Economics and Business (FEB). It also contributes by organizing guest lectures. New programmes have been created on three levels: at Bachelor’s level in the form of the Minor in Innovative Entrepreneurship for FEB students, and the degree programme in Industrial Engineering & Management (IE&M) offered by the Faculty of Mathematics and Natural Sciences (FMNS). In addition, a course unit in Technology-based Entrepreneurship was introduced at Master’s level for IE&M students, along with a PhD-level course in Entrepreneurship and Valorization for the Graduate School of Medical Sciences. Finally, the UGCE is developing initiatives for extra-curricular education in entrepreneurship (see 4.4).

b) Lecturer professionalism

University Teaching Qualification
In 2010, agreements were made at the University of Groningen to ensure that, by 2015, 80% of all academic staff hold the University Teaching Qualification (UTQ). This target was incorporated in the Performance Agreements in 2012. At the end of 2014, 65% of lecturers had obtained the UTQ. This result means that the University is on target.

There are UTQ tracks for new young lecturers and for experienced lecturers. After completing the basic skills element, new lecturers are required to design teaching involving the supervision, testing and assessment of students. At the end, they evaluate the effects of the teaching. The UTQ track for experienced lecturers involves compiling a skills portfolio, and the UTQ certificate is awarded if this satisfies the criteria.

Senior Teaching Qualification
In 2014, a pilot project was launched at the Faculty of Mathematics and Natural Sciences involving a Senior Teaching Qualification (STQ) programme for education managers. The STQ programme was then offered to all faculties in a University-wide pilot project. The programme provides a great deal of scope for the learning goals of the individual participants.

c) Assessment

In 2014 the University of Groningen’s assessment policy was evaluated and updated. The Assessment Policy formulated new principles and focus areas. New developments included the introduction of digital assessment and the implementation of pilot projects with test item banks, adaptive and cumulative assessment. The main idea behind the new policy is that assessment is a very important factor in the students’ learning process and should be implemented accordingly.
2.3.3 Academic community

The Positioning Document states that the University of Groningen is committed to implementing learning communities. The concept is geared towards organizing teaching with fixed groups of students and lecturers, with activating social structures and work formats. The focus is on active participation and the way in which the learning environment and social interaction stimulate the learning process. Pilots are being carried out at four faculties: Spatial Sciences, Behavioural and Social Sciences, Medical Sciences, and University College Groningen.

The aim of the pilots is to gain experience with the various forms of learning communities. In practice there are two types of learning community. The first type is the ‘residential’ form, the basis of University College Groningen. Students live and study together as a community on campus. The model aims to achieve full collaboration between students and teaching staff in the academic community. Another form of learning community involves a group that works closely together for a long period, for example on a particular theme. There are examples of functioning learning communities within the Honours College.

In 2014 the Learning Communities Steering Group was set up. It is chaired by the Dean of Education of the Faculty of Medical Sciences. A budget is available for more pilot projects at the University of Groningen. In 2015 the Steering Group will issue a call for project proposals on behalf of the Board of the University. In 2014, a sounding-board group of students was set up. This group will meet with the Steering Group approximately twice a year for discussions.

There is a continuing focus on linking the learning community concept to Research-driven Education and the International Classroom. This involves developing a group identity that extends beyond the University, expanding the learning environment outside the programme, developing understanding of and learning from other standpoints and cultures and of reflection, and discussing knowledge and knowledge acquisition.

2.3.4 Internationalization

In the first phase of the internationalization process, the emphasis was on increasing the number of English-taught degree programmes, increasing the number of staff and students from abroad, encouraging Dutch students to follow part of their degree programme abroad, and building an international network of collaborating universities. The University is currently engaged in the following phase, during which internationalization will be fully integrated in the University organization and linked more closely to quality assurance for teaching and research.

a) International exchanges

In the context of the implementation of the Erasmus+ programme, the faculties reviewed all bilateral agreements for staff and student mobility within the EU/EEA. The teaching offered by partner institutions must align with University of Groningen programmes, to ensure that the period spent abroad contributes to the student’s attainment of the learning outcomes of his/her degree programme. There are currently 592 agreements at discipline level with 288 different partners in the EU/EEA. For exchanges outside the EU, new agreements were entered into with universities in India, China, Mongolia, Korea, Japan and Colombia, and with the Russian State University for the Humanities (RSUH). The University of Groningen is involved in 23 Erasmus Mundus Action 2 projects for mobility outside the EU. In 2014/15, in the context of these projects, 149 undergraduates, PhD students and postdoctoral researchers were selected to study or carry out research at the University of Groningen.

A large number of workshops and training courses for staff and PhD students were organized in cooperation with partners in the Coimbra Group and the U4 Network. A four-party agreement was signed for double and joint doctorates. There is a great deal of interest in the U4 Winter and Summer Schools for PhD students, the Leadership course and the International Perspectives in Teaching & Learning course. Student representatives in the U4 Network now meet on a regular basis to share information on each other’s organizations and activities. In celebration of the 400th anniversary of the University of Groningen, the Annual General Meeting of the Coimbra Group was held in Groningen, and the education conference ‘Universities in the 21st Century: For Infinity’ was held at the Bernoulliborg. More than 250 participants were informed about the latest developments in education and internationalization.
A total of 1,154 Groningen students spent a semester abroad: 660 with an LLP-Erasmus grant and 494 with a grant from the Marco Polo Fund of the University of Groningen. This is an increase of 9% compared to the previous year. In relation to the number of Master’s degrees awarded, 30% of the students have gained experience abroad when they graduate. This figure excludes students who go abroad to study or for a placement without assistance from Erasmus or the Marco Polo Fund.

**Bologna agenda**

In 2014, the University of Groningen offered three joint and 16 double Master’s degree programmes. Three new agreements for double Master’s degrees were concluded, with the Universities of Madrid (Universidad Carlos III), Lund and Osaka. Within the framework of the U4 strategic partnership, an agreement for double doctorates was concluded with the Universities of Uppsala, Ghent and Göttingen.
b) International Classroom

The International Classroom project was launched in April 2014, and 2014 saw the conclusion of three pilot projects (at the Faculty of Medical Sciences, the Faculty of Spatial Sciences and the Faculty of Mathematics and Natural Sciences). The University is aiming to obtain the special certification for Internationalization awarded by NVAO following the next institutional audit, which will probably take place in 2018. Also in 2014, the Language and Culture Policy was adopted. It will be implemented in 2015 under the supervision of a project coordinator. All faculties are required to implement the International Classroom by the end of 2019.

2.3.5 Interface between academia and society

a) Research-driven Education

The essence of academic education is the linking of teaching and research in all phases, including the Bachelor's phase. Gaining experience in research ensures that students deepen their understanding, are able to analyse, develop a critical approach, and can draw conclusions independently. However, disciplines vary considerably in terms of their research dynamics, skills and methodology. These differences are reflected in the ways in which research is incorporated in teaching. There are four general elements for Bachelor's degree programmes:

- Current research and research findings are incorporated in teaching.
- Students reflect on and discuss current research, including that of fellow students.
- Students learn increasingly complex research skills as they progress through their degree programme.
- Students learn to use their knowledge in the final Bachelor's project.

b) Academic integrity

In 2012 the Netherlands Code of Conduct for Academic Practice was amended and the University of Groningen regulations on Academic Integrity were reviewed. In that context, confidential advisors for academic integrity were appointed. At the same time, an Ethics Platform was established. In the spring of 2013, the platform developed course material on the subject of academic integrity.

In the Bachelor's phase, the focus is on intellectual property (source references, preventing plagiarism) and the reliable documentation of research data. These subjects are dealt with in greater depth in the Master's and PhD phases. During the PhD ceremony, all PhD graduates swear to uphold the principles of academic integrity. Attention is also paid to creating an environment of active academic discussion and social control. In 2014, the subject of academic integrity was included in every phase of every degree programme at the University of Groningen.

c) Preparation for employment

NEXT Career Services

The University of Groningen aims to provide its students with the best possible development opportunities in preparation for their future careers. To this end, NEXT Career Services was set up in 2012. NEXT helps students to make the right study and career choices, and organizes activities to prepare them for the employment market. 74% of students have now heard of NEXT. The central Service Desk is manned every day by students who have been trained for this work by the University's careers instructors. NEXT provides services including walk-in office hours, workshops and CV checks. In 2014, a total of 1,419 student took part in the 93 workshops. Student awareness of the Service Desk increased sharply in 2014. In March 2014, 23% of students knew how to contact the Service Desk. This figure increased to 39% in December 2014.

NEXT is also very active on Facebook, Twitter and its own internet portal, with its own highly individual 'look and feel'. There is also a fortnightly blog about career-related matters. In 2014 the digital platform Career ConNEXT was developed further. It is designed as a 'meeting place' for students, alumni, staff, study associations and employers. All activities in the context of careers services at the University can be found on this platform. The information includes careers events and job vacancies for students and graduates.

NEXT works actively with faculties, study associations and alumni societies. In 2014, agreements were concluded with the study associations in this context. NEXT also organizes seminars with external parties such as LinkedIn and Shell. These seminars are always very well attended.
d) ‘For Infinity’ celebrations: 400th anniversary of the University of Groningen

In 2014 the RUG was 400 years old, and the occasion was celebrated in style. In the activities there was a strong focus on teaching and education. Academic education was presented in a festive atmosphere, not only to students, staff and alumni but also to the people of the city and region of Groningen and other interested persons.

2.4 Quality assurance

a) Visitations and Accreditation

Institutional accreditation

In May 2014, the institutional audit committee of the Accreditation Organisation of the Netherlands and Flanders (NVAO) visited the University for the second time. In 2013, the NVAO assessed teaching quality at the University as ‘conditionally positive’. In 2014 the committee concluded that the University of Groningen had made sufficient progress and satisfied the conditions, and it duly awarded the NVAO accreditation to the University.

Degree programme accreditations

There were visitations for the majority of the University’s degree programmes in 2012 and 2013. The new accreditation system focuses more strongly on the importance of good testing and assessment, and the tasks of the Boards of Examiners are more sharply defined. In the case of several degree programmes, this led to recommendations for testing and Boards of Examiners, and in a few cases to formal agreements or an improvement period. In 2014, the improvement periods for the Bachelor’s and Master’s degree programmes in Chemistry and Chemical Engineering were assessed by NVAO. The assessment committee was very satisfied with the results, and stated that what were initially deficient aspects had been transformed into strong aspects. The Research Master’s degree in Clinical and Psychosocial Epidemiology also received a positive assessment after an improvement period.

At the beginning of 2014, the new degree programme in Liberal Arts and Sciences obtained a positive result in the new-programme assessment. The programme was awarded NVAO quality accreditation in the category ‘Small-scale and intensive education’. This was the official ‘green light’ for the degree programme. The joint Master’s degree in North Sea Energy Law also obtained a positive result in the new-programme assessment. The Master’s programme, with a student workload of 90 ECTS credit points, is designed for legal professionals and is offered in collaboration with the University of Aberdeen, the University of Oslo and the University of Copenhagen.

An estimated 4,000 joint programmes are offered in the European Higher Education Area. A procedure has been developed to ensure that the accreditation process does not need to repeated unnecessarily. The procedure is called MULTRA: Multilateral Agreement on the Mutual Recognition of Accreditation Results regarding Joint Programmes. In 2014 NVAO awarded the first two MULTRA accreditations, one of which was for the University of Groningen. The two-year Euroculture specialization, which the University of Groningen offers in collaboration with seven European partners under the Master’s degree programme in European Studies, was accredited by NVAO on the basis of the accreditation awarded by the Zentrale Evaluations- und Akkreditierungsagentur Hannover (ZEvA).

b) Quality assurance system

The quality assurance cycle of the University of Groningen has been systematized, partly as a result of the institutional assessment. Teaching quality was an important aspect of this. Teaching quality assurance at the University of Groningen is based on the PDCA cycle (Plan, Do, Check, Act). The aim of the PDCA cycle is to safeguard and improve quality in an ongoing cyclical process. The PDCA cycle was implemented in the Administrative Meetings (BOs, Bestuursleuke Overleggen) that are held in the spring and autumn between the Board of the University and the Faculty Boards. To a greater extent than in the past, agreements are now made systematically and are concrete, uniform and comparable. There are instruments in place to support the PDCA cycle. These are the University’s Education Monitors, in which all aspects of teaching quality are recorded and evaluated. In 2014, the new Education Monitor system was introduced (see next point).
c) Internal quality assurance

Evaluation and monitoring are carried out at degree-programme, faculty and University levels.

**Education Monitor**

In 2014, the faculties and the Office of the University worked with the Education Monitor for the first time. The Education Monitor is part of the University’s quality assurance system and is written on various aggregation levels. This quality assurance instrument was developed in 2013, building on the quality assurance system that was already in place.

At degree programme level, departments describe the quality of their teaching and education in terms of specific criteria. They then indicate what action needs to be taken or whether the criteria need to be adjusted. This provides the departments with a concise quality overview in which the areas for improvement are clearly identified. The faculties base their Education Monitors on the information in the degree programme monitors. The faculty Education Monitors are the basis for the official consultations held in the spring between the faculties and the Board of the University. The faculty Education Monitors are also the input for the general University Education Monitor, which is approved in the autumn and discussed with various bodies.

2.5 Activities

Every year the University of Groningen organizes activities designed to raise lecturer and student awareness of the importance of good teaching. On the annual Education Day, a symposium on education is held and the Lecturer of the Year is chosen. All the faculties nominate a candidate for these elections. In 2014, all three prizes (the Jury Award, the Audience Award and the Internet Prize) went to Prof. Anton Scheurink of the Faculty of Mathematics and Natural Sciences.

In July the academic year concluded with the Summer Ceremony, including the announcement of the nine GUF-100 prizes for the best student of each faculty, and the presentation of the 2014 Aart Bosman Student Excellence Award.

During the annual Welcoming Ceremonies, the University welcomed 2,100 students from 100 countries. For several years, international students have rated this activity as the best of its kind in the Netherlands. Europe-wide it is ranked in ninth place.
Anniversary Exhibitions
- Groninger Museum
- Der Aa Church
- University Museum
- Open air
3. Research

3.1 Vision and objectives

Breakthroughs in academia are often made at the interfaces of several different subject areas, which is why many research groups at the University of Groningen are multidisciplinary. In addition, the University participates in many national and international research programmes. Groningen-based researchers collaborate with colleagues all over the world on a daily basis. This approach reflects the University’s research mission, which is to stimulate and carry out good and excellent research. This research contributes to:

a) the functioning and wellbeing of society at local, national and international levels because it leads to insights, breakthroughs and innovations in knowledge and because it focuses on current social issues

b) the best training for students, because it brings them into contact with the latest and most innovative research in their discipline.
The University of Groningen achieves this by:
> making clear choices in its research profile, geared to reinforcing and broadening the foundation of good and excellent fundamental research
> focusing on three social themes that reflect its research strengths: Healthy Ageing, Energy and Sustainable Society.
> actively following a policy geared to discovering and attracting talented international academics and supporting their development
> training PhD students in a Graduate School setting as part of this 'talent policy'.

Quantitative objectives include the positioning of the University as a top-100 research university, and increasing the number of PhDs awarded to 500 in 2015.

3.2 Positioning

Top 100 position
A strong research profile is called for in the current climate of increasing internationalization and competition between universities to attract top staff and students from around the world. International university ranking lists play an important role in this. The University of Groningen is now among the world’s top 100 universities, including those in the last two of the three most influential international ranking lists. This is a gratifying achievement in the academic year in which the University celebrated its 400th anniversary.

After nine years in the 101-150 group of the ARWU, ('Shanghai ranking'), the University of Groningen climbed to 92nd position in 2013/14 and 82nd position in 2014/15. The latter improvement in its position is partly due to changes in the ranking methodology, as a result of which younger researchers can also attain the ‘Highly Cited' status. The upward trend, which took the University to 97th place in the QS Rankings in 2013/2014, continued into 2014, when the University ranked 90th. The Times Higher Education rankings were the only ones in which the upward trend appears to have gone into reverse. Having climbed to 89th place in 2012, the University fell to 97th place in 2013 and further to 117th place in 2014. This fall also reflects a change in the ranking methodology. As a result of this, in 2013 all Dutch universities suffered a decline in their reputation score, which accounts for one-third of the final score.
Other ranking lists

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<th>Ranking</th>
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<td>National Taiwan University Ranking</td>
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* 2011: 134, 2010: 170

**Investment agenda**

In 2014 the Board of the University decided on an investment agenda for teaching and research, with the emphasis on research. The sum of € 35 M has been reserved for the implementation of the investment agenda for the period 2014-2017. The starting points for the investment agenda are as follows:

a) alignment with the new Strategic Plan for 2016-2020
b) structural improvement and consolidation of teaching and research
c) preference for interdisciplinary and inter-faculty collaboration
d) alignment with University-wide themes where possible.
The faculties have submitted 52 subplans for the investment agenda. The Board of the University has selected 28 of the subplans for development and implementation in 2015.

**International top research**

As part of its ‘talent policy’, the University places a strong emphasis on top individual researchers, from recent PhD graduates to senior researchers. To this end, a Dean of Talent Development and a support team were appointed in 2011. In 2014 the Dean and the team implemented policy to support top-level researchers with ERC grant applications, Spinoza Prize acceptance lectures, and acceptance lectures for Academy Professors (KNAW).

**National initiatives and recognition**

**NWO Spinoza Prize**

Prof. T. Piersma, Professor of Migratory Bird Ecology at the University of Groningen, was awarded a Spinoza Prize in September 2014. NWO (Netherlands Organisation for Scientific Research) presented a total of four Spinoza Prizes to outstanding researchers in that year.

**KNAW**

One talented researcher from the University of Groningen was elected to the Young Academy (score 10%, University target achieved in terms of market share). In 2014, 54 Groningen professors were members of KNAW (Royal Netherlands Academy of Arts and Sciences). This means that the University of Groningen has an average representation in relation to the other Dutch universities (share = 10%).

**Personal grants**

In NWO’s Innovational Research Incentives Scheme, the University of Groningen was awarded 9 Veni grants, 7 Vidi grants and 4 Vici grants (8%, 8% and 13%, respectively, of the total number of awards). Given a desired national market share of 10%, performance in Veni and Vidi grants was reasonable and performance in Vici grants was good. In addition, 7 Groningen researchers were awarded TOP and ECHO grants.

**International recognition**

**Personal EU grants**

In the report year, the University of Groningen was awarded three Starting Grants (9%), one Consolidator Grant (3.4 %) and two Proof of Concept Grants (18%) in the various ERC rounds. No ERC Advanced Grants were awarded in 2014. Given the target of 10%, performance in Starting Grants was average. Performance in Consolidator Grants was below average, and good in Proof of Concept Grants.

**Collaborative EU projects**

In 2014, 27 new collaborative projects were approved under H2020, as in 2013 (13 in Pillar 1, 4 in Pillar 2, 9 in Pillar 3 and 1 under ‘Other’). The University of Groningen is the coordinator for seven of the new projects (8 in 2013).
Strategic alliances
In its positioning process, the University of Groningen aims for active and structural coordination/consultation between universities, both nationally and internationally. In this context, the University focuses on fields in which it has proven strengths and participates in regional public-private partnerships (see Chapter 4), sector planning and international collaboration.

Coimbra group
In 2014 the University of Groningen hosted the Coimbra Group Annual Conference, the theme of which was ‘Universities of the 21st Century’. In 2014, through its participation in the Coimbra group, the University focused on harmonization within the European Research Area. Important themes relating to research included societal impact, open data, researcher recruitment and PhD training.

U4 Network
The scope of the research collaboration in the U4 Network (Uppsala, Ghent, Göttingen and Groningen) was broadened. In 2014, Summer and Winter Schools and workshops were organized for PhD students, an agreement was concluded for joint PhD training, and the Academic Leadership Programme commenced for the second time. In addition, funding was obtained for two new Erasmus Mundus Action 2 projects for researcher exchanges.

Changes to the organization of research

Internal
In the context of the research profile of the University of Groningen, the only changes made were those at the Faculty of Mathematics and Natural Sciences. The Centre for Behaviour and Neuroscience (CBN) and the Centre for Ecological and Evolutionary Studies (CEES) merged to form a new institute called the Groningen Institute for Evolutionary Life Sciences (GELIFES). In addition, part of the former KVI (nuclear physics) was transferred to the CTN (Centre for Theoretical Physics). As a result, the CTN was renamed the Van Swinderen Institute for Particle Physics and Gravity. The remaining section of the KVI is now the KVI Center for Advanced Radiation Technology (KVI-CART). The Institute for Technology, Engineering and Management (ITM) was also renamed in order to more accurately reflect the research profile. It is now called ENTEG (ENgineering and TEchnology institute Groningen).

External
Together with the Royal Netherlands Academy of Arts and Sciences (KNAW), the University of Groningen has taken on the funding of the Netherlands Interdisciplinary Demographic Institute (NIDI). The University sees NIDI as a good partner with which to collaborate closely on the themes of Sustainable Society and Healthy Ageing. The institute’s demographic research is a welcome addition to current research.

Societal themes

Energy
A number of steps were taken with regard to the Energy focus area. The organization of energy research was reinforced with the establishment of the Centre for Energy Economics Research. The University of Groningen also joined the Netherlands Energy Research Alliance (NERA), the association of Dutch knowledge institutions that participate in the European ERA networks.

The research itself achieved successes within and outside the Netherlands. At national level there were successes in the call for applications for the NWO programme URSES (Uncertainty Reduction in Smart Energy Systems). Two of the eleven successful URSES applications were submitted by the University of Groningen, which is also a participant in two of the other projects for which funding was awarded. URSES involves research in the area of smart grids (intelligent energy systems) and their regulation in the future. At international level, the University coordinates the Platform for Energy Research in the Socio-economic Nexus (PERSON), a European group of experts.

Healthy Ageing
UMCG and the Faculty of Economics and Business have concluded a collaboration agreement to consolidate their joint research on the theme of Healthy Ageing. The two partners will jointly appoint a Professor of Health Economics.

Healthy Ageing is one of the UMCG’s research themes. Important pillars within this theme are LifeLines and the European Research Institute for the Biology of Ageing (ERIBA). The UMCG again achieved a growth in output in 2014, partly thanks to the strategic use of policy space for research.
Sustainable Society
In 2014 the theme Sustainable Society was anchored in the organization through the appointment of a steering group comprising the deans of the following faculties: Behavioural and Social Sciences; Economics and Business; Theology and Religious Studies; Philosophy; Arts. The Sustainable Society research profile focuses on three main areas: Inclusion, Cooperation and Resilience. In addition, two structural collaboration frameworks were set up, one with the University of Bremen and one with the NIDI.

3.3 Graduate Schools

a) PhD programme, structure and implementation
The report year saw the completion of the implementation of the general skills package that all the Graduate Schools must offer to all PhD students. In addition, a start was made with the central courses in ‘Entrepreneurship’ and ‘Dealing with the Media’. These courses will begin in 2015. In September the annual PhD Day for all PhD students was held.

Hora Finita, the registration and monitoring system for PhD students, was implemented University-wide in 2014. A number of new modules were added, and others are due to be introduced in 2015. The system is expected to be fully operational by the end of 2015. In 2014 the Graduate Schools analysed the results of the PhD Survey, the biannual satisfaction survey held among PhD students. Measures have been implemented to increase satisfaction among this group of students and to improve PhD success rates.

b) Admissions and graduations
In 2014 a total of 591 PhD students were admitted, a slight increase on the previous year (548 PhD admissions). This total is for admissions
within and outside the standard procedure. Approximately 58% of active PhD students at the University of Groningen come from outside the Netherlands. The University follows an active policy for setting up PhD sandwich programmes with international partners. In the past year this resulted in new research agreements with the Universidade de São Paulo (USP), the Universidade Estadual de Campinas (UNICAMP) (both São Paulo, Brazil), the Universidad de Antioquia (UdeA) (Medellín, Colombia) and the Università Vita-Salute San Raffaele, (Milan, Italy). In addition to previous separate agreements with Göttingen and Ghent, an agreement has now been concluded with all the partners in the U4 network.

The University of Groningen has a special arrangement with four universities of applied sciences (HBO institutions) in the north of the Netherlands: Hanze (HG, since 2007) NHL, Stenden and Windesheim (since 2012). The aim is to conclude a similar agreement with Van Hall Larenstein University of Applied Sciences. The arrangement enables HBO lecturers to study for a PhD by means of funding for a third work day in addition to the two funded by the universities of applied sciences themselves. In 2014, the quota on numbers was abolished at the request of the universities. Lecturer-PhD students are now selected solely on the basis of quality. At the end of 2014, 36 lecturers at the universities of applied sciences were studying for a PhD under such an arrangement (30 in 2013): HG 22, NHL 6, Stenden 7 and Windesheim 1, of which 9 began the programme in 2014.

In 2014, three lecturers from the Hanze University of Applied Sciences received their PhD. Given the current number of students in this group, and the increasing intake, the number of PhDs awarded to HBO lecturers is expected to increase to 10 per year from 2016.

In 2014 a total of 443 PhDs were awarded, of which 27 ‘cum laude’. This means that the number of PhD awards stabilized in relation to 2013 (447 PhDs awarded, of which 32 ‘cum laude’). Therefore the target of 500 PhD awards in 2015 was not met, partly because the number of new scholarship PhD places has been strictly limited since 2010. New policy, geared to improved alignment of the Research Master’s and PhD phases and to increasing the intake of PhD students from abroad who have already obtained a grant, is being implemented in order to retain the market share of 10% in the coming years.

c) Achievements of the Graduate Schools
In 2014 the University of Groningen participated in one successful application in the NWO Graduate Programme, namely that of the Netherlands Institute for Cultural Analysis. Eleven applications were submitted for the programme. The Social Sciences division of NWO accepted 35 applications for PhD funding under its Research Talent programme, but only one of these applications was from the University of Groningen.

3.4 Quality assurance

a) System

The research of the University of Groningen has an excellent international reputation. In order to preserve this reputation, it is essential that the quality and impact of research – and variations in these aspects – are evaluated on a regular basis. To this end, research is assessed every six years by a Peer Review Committee (PRC, a committee of external experts), and interim self-evaluations known as mid-term reviews (MTRs) are also held. In addition to quality, productivity, social relevance and viability, the 28 institutes that have primary responsibility for quality are also assessed on management and leadership. Quality assurance procedures are entirely in accordance with the national Standard Evaluation Protocol (SEP).

The new SEP 2015-2021 was published in the spring of 2014 and will come into effect in 2015. A notable change in the SEP is the decrease in the number of assessment criteria, namely from four to three. Productivity is no longer assessed separately, but as an aspect of quality. In addition, the assessment scale has been radically altered and mid-term reviews are no longer compulsory. Social relevance, academic integrity and the quality of PhD programmes need to be substantiated in more detail. In the summer of 2014, a number of urgent amendments were made to the internal guidelines of the Board of the University. A fully updated version of the University’s protocol for the quality assurance of research was published in the spring of 2015.

The University still carries out mid-term reviews and still aims to assess (preferably at national level) all its SEP units on at least the aggregation
level of the 28 institutes; the preference for larger units is to assess these at programme level. The research information system (PURE) introduced in 2013 was more or less fully implemented in 2014. It will help to ensure that the administrative load for academic staff does not increase as a result of the stricter accountability requirements.

b) Evaluations in 2014

Interim self-evaluations of research
In the report year, the reports on the mid-term reviews (MTRs) were received from the Faculty of Mathematics and Natural Sciences (all the then SEP institutes, 13 in all) and the Faculty of Behaviour and Social Sciences (Heijmans Institute and Teacher Training programme). MTR reports are submitted to the University Committee for Academic Practice (UCW) for advice. On the basis of the UCW’s findings, the Board of the University makes agreements with the Faculty Boards (FBs) regarding the required follow-up. The UCW issued its recommendations for Behavioural and Social Sciences at the beginning of 2015. In 2014 the interim evaluation of the Faculty of Mathematics and Natural Sciences was completed, along with those of the Faculty of Arts and the UMCG. Ultimately, all UCW advice was positive, in some cases following additions required by the UCW, which were discussed in an Administrative Meeting with the relevant Faculty Board. The institutes and FBs have followed up the recommendations well, and the intended measures appear to be achieving the desired results to a satisfactory extent. The following points deserve special mention.

The MTR of the Faculty of Arts involved not only the research of the three SEP institutes (ICOG, CLCG, GIA) but also the training and supervision programmes of the Graduate School for the Humanities (GSH). Although the GSH is not an SEP unit, the quality of its PhD training needs to be assessed in accordance with the SEP. The synchronization of quality assurance reports was therefore well received and is an example that the other faculties can follow.

The UMCG and the Faculty of Mathematics and Natural Sciences opted for a method involving ‘site visits by critical colleagues’, whereby directors/programme leaders from each institute took part in discussions with a committee of colleagues from other faculty institutes. The advantages of the resulting close involvement and sharing of best practices are widely acknowledged.

The organization of research at the UMCG was radically restructured in the previous period, following recommendations by a number of previous PRCs, in response to which the Board of Directors took the decision to implement a restructuring that was instigated top-down and organized as a bottom-up process. As a result of the restructuring there are now 33 research programmes that align more closely with current and future research and with the UMCG-wide theme of Healthy Ageing. The MTR for the Groningen Institute of Philosophy (GRIPh, Faculty of Philosophy), which was scheduled for 2014, was postponed for a year because the period covered by the previous external visitation, namely 2005 to 2011, was one year longer than planned.

External research assessments
In the report year, the official response was based on the final report published in January 2014 by the Peer Review Committee (PRC) that assessed Dutch research in pedagogy and educational sciences (PedOK, 2006 to 2011). This included an assessment of three of the four programmes offered by the Nieuwenhuis Institute. In the view of the UCW, the Faculty Board’s response dealt satisfactorily with the main findings and recommendations made by the PRC. The main areas for improvement discussed in the autumn administrative meeting with the Faculty Board were as follows:
> a reorientation of programme content
> improve acquisition of external and contract funding
> tighten up PhD student policy, focusing on the success of measures to improve alignment with and increase admissions to the Research Master’s programme
> improve productivity.

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2 This concerns the four research programmes of the Nieuwenhuis Institute, Teaching & Teacher Education. This was last assessed separately in 2009/10, together with the research of other university teacher-training programmes. The other three programmes were externally assessed in 2012/13. The PRC report was published in January 2014.
The complete PRC report and a summary of the official response are available on the University website. In addition, the official response of the Faculty of Behavioural and Social Sciences to the PRC report on Sociology (2007-2012) was received at the end of 2014. The response of the Faculty of Spatial Sciences to the report on Human Geography & Planning (2007-2012) is expected at the beginning of 2015. Later in 2015, the UCW will issue recommendations on the two reports, which will be finalized in an Administrative Meeting.

c) Academic integrity and data management

In 2014, the increased emphasis on academic integrity was translated into four concrete action points:

> The University of Groningen endorses the stricter code of practice published by the Association of Universities in the Netherlands (VSNU) in 2014 and its own Regulations for the Protection of Academic Integrity.

> When they are appointed, all researchers and PhD students must declare that they are familiar with the Netherlands Code of Conduct for Scientific Practice and will comply with it.

> The PhD regulations have been thoroughly revised. With effect from 1 January 2014, when defending their thesis, all PhD students are required to take an oath to the effect that they will uphold the principles of academic integrity.

> In the report year, all faculties began drawing up protocols for the management of research data. Some of the faculties have gained initial experience with the protocols, and this will be incorporated in the definitive versions, which must be completed by the end of 2015. The project for setting up a central Research Data Office was largely completed in 2014. The official opening of this expertise centre will take place in 2015, but it has already been providing support for some time.

> Extra emphasis is placed on academic integrity in all degree-programme phases, including the PhD phase.
Anniversary Lectures
4. Societal Impact

4.1 Vision and objectives

At the University of Groningen, research, teaching and societal impact are strongly interwoven. This brings the University into close contact with the business world and social organizations, and leads to partnerships and new business activities geared to creating value from existing specialist knowledge.

This process of value creation is the essence of knowledge valorization for the University of Groningen. It involves making knowledge suitable and/or available for the economy and society, and translating it into competitive products, services, processes and new economic activities. To this end, the University focuses on:

- the social themes of Healthy Ageing, Sustainable Society, and Energy
- facilitating collaboration through sustainable networks and public-private partnerships
- bringing knowledge to the market through patent licences and start-ups
- supporting regional valorization activities through the Consortium for Valorisation and Entrepreneurship (CVO)
- promoting entrepreneurship.

### EU contracts
- 2014: € 35.8 mln
- 2013: € 14 mln

### Patent applications
- 2014: 19
- 2013: 19
- 2012: 15

### Contract activities:
- 2014: € 176.2 mln
- 2013: € 183.7 mln
- 2012: € 174.6 mln
4.2 Societal impact indicators

In 2013 the University of Groningen drew up a provisional set of indicators for quantifying valorization results. In 2014, together with the faculties, the indicators were analysed in terms of the possibilities for implementation and their ability to measure societal impact. Following the analysis, some of the indicators were redefined. All faculties have begun collecting data for the indicators. In the longer term, University-wide and faculty targets will be linked to the various indicators.

Social themes

In the context of the social themes, the University of Groningen works with the public and private sectors, knowledge institutions and social organizations. In 2014, collaboration with the public sector was extended in the context of the Energy Transition theme with the realization of a strategic partnership with Gasunie in the Energy Academy Europe.

Under the Healthy Ageing theme, the SPRINT (Smart Prevention, Rehabilitation & Intervention Technologies) programme, a public-private partnership, has been reinforced through the participation of new companies. A total of 59 companies are now participating in the programme, which is geared towards realizing innovations and products with a short time-to-market that are designed to help the elderly regain or improve their mobility. The research profile of the Sustainable Society theme focuses on three areas: Inclusion, Cooperation and Resilience, based on issues that are current in society.

4.3 Collaboration

The University of Groningen has an extensive network for collaborating with regional, national and international parties, including businesses within and outside the Netherlands, the provincial authorities, the Northern Netherlands Provinces Alliance (SNN), the Groningen Agreement, the Northern Netherlands Development Agency (NOM), Energy Valley, the Northern Netherlands Healthy Ageing Network, ministries and the European Commission. The University is also involved in partnerships between knowledge institutes and the public and private sectors, such as CCC (Carbohydrate Competence Centre), BioBrug, LifeLines, Food Circle and ERCET (European Center for Exascale Technology). The Alumni Relations and Fundraising department (A&F) of the University assists with advice on knowledge valorization. A&F consults important industrial partners on this subject. The network is utilized in order to respond as effectively as possible to the changed landscape of collaboration, research, teaching and societal impact.

Regional

The University of Groningen works with regional partners in the Northern Innovation Agenda (NIA), based on the Regional Innovation Strategy (RIS): a joint policy for the Northern Netherlands for making use of education and research. The University participated successfully in the development of the top-sector roadmap for HTSM-NN (High-Tech Systems and Materials – Northern Netherlands), incorporating an academic agenda for the HTSM field.

Deal of the North

In 2014 the Netherlands Institute for Space Research (SRON), the Groningen provincial authority and the University of Groningen signed the Deal of the North. The plan entails the parties investing more than €6.5 M in the next four years to strengthen scientific research and the high-tech infrastructure in the Northern Netherlands in the field of astrophysics. The private sector will also contribute to these investments. In addition, SRON will continue to operate in Groningen.

National

The University of Groningen participates fully in Top Sector activities in which academics and businesses jointly set up and fund projects. The government’s Top Sector policy focuses on encouraging collaboration in nine sectors between researchers, businesses and the public sector. Top Sector projects are co-funded by NWO, STW and other funding bodies for academic research. The University’s successes in this context include the Top consortium for Knowledge and Innovation in Offshore Wind (TKI-WoZ), the Carbohydrate Competence Centre (top sector Agrifood), Future Gas (top sector Energy) and Dinalog (top sector Logistics). Media Studies made a contribution in the Creative Industry top sector in the form of the Centre for Digital Humanities, which brings together the humanities, theology and philosophy in the context of the priority theme Sustainable Society. In 2014 the University made an active contribution to the Promotion of Research and Development Act (WBSO, Wet Bevordering Speur- en Ontwikkelingswerk) by facilitating the application process for businesses.
International

Collaborative EU projects
In 2014, researchers from the University of Groningen were involved in 106 projects under the EU’s Seventh Framework Programme for Research and Technological Development (FP7). Nineteen European projects were started in 2014 (including six under the FP7 Cooperation programme and six FP7 People/Marie Curie projects). Four projects were implemented under the Security programme. The University was the coordinator of one of these projects. Two new COST (European Cooperation in Science and Technology) actions are also coordinated by Groningen researchers. In addition, the first Horizon 2020 contract was signed.

Europe
In 2014, several new contracts were signed and a number of contracts with Brussels were fulfilled. The combined value of these contracts in 2014 was € 35.8 M. The University played an active role as associate partner in the KIC InnoEnergy, primarily through research into education development in the field of energy transition. This resulted in new initiatives in the social sciences and engineering. A start was also made with the development of research projects with private international partners in the field of solar energy.

Development cooperation
In 2014 the University of Groningen took part in a number of NICHE (Netherlands Initiative for Capacity development in Higher Education) projects that the Ministry of Foreign Affairs is funding in developing countries. In 2014 the University was the coordinator of five NICHE projects in Tanzania, Zambia, Mozambique and Kenya. It is also a consortium partner in several projects. Six PhD students in Groningen are working on the Tanzanian projects, the themes of which are e-learning, good governance, IT, healthcare, education coordination and government decentralization. In addition, various faculties are working with African and Asian partners in projects funded from other sources. At international level, one of the University’s focus areas is sustainable society in less developed regions.

4.4 Knowledge economy

Knowledge valorization results in many new products and services that contribute to the development of the knowledge economy. The University of Groningen contributes to this development through patent licences and the Consortium for Valorisation and Entrepreneurship, and by supporting start-ups and promoting entrepreneurship.

Patents
Since 2008 there has been a joint UMCG/University of Groningen policy regarding the utilization of knowledge, as set out in the Nota Valorisatie (policy document on valorization) drawn up by the University and the UMCG. June 2014 saw the publication of a completely new brochure, ‘Adding Value to Society’, which sets out the policy for and means of facilitating patent applications and business development at the University and the UMCG. This brochure is important supporting publicity for the activities of the two organizations that collaborate closely in this field.

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Novolizer (inhaling tool developed at RUG/UMCG)
context: the University’s department of Research & Valorisation (R&V) and Business Generator Groningen (SBGG, Stichting Business Generator Groningen).

The patenting policy of the University/UMCG is in line with the principles of public–private partnership (PPP) formulated by the VSNU (Association of Universities in the Netherlands) and the NFU (Netherlands Federation of University Medical Centres). The principles can be summarized in two main points:
1) UMCG/University of Groningen wants the intellectual contribution made by its researchers/inventors to be recognized through their naming as the sole or joint applicant in patent applications.
2) UMCG/University of Groningen wishes to receive reasonable (and preferably competitive) financial remuneration for licensing or transfer to a commercial party.

These two points are a frequent subject of discussion with commercial companies. The Department of Administrative and Legal Affairs (ABJZ), supported by R&V and SBGG, ensures that PPP contracts conform to policy. The first condition, the naming of the University in patents, is non-negotiable. The second condition (payment of royalties/milestones) is negotiated separately for each patent.

In 2014 a total of 52 projects emerged from the screening process. An Invention Disclosure form (or equivalent) had been filled in for 32 of these projects. In recent years, the number of patent applications ultimately submitted has varied between 15 and 20 per year. The figures often have to be corrected because R&V does not have complete information at the time of publication. This is usually because companies initially submit applications in their name only, whereas the University/UMCG should be named as a joint applicant. In such cases, R&V enter into discussions with the company and the application is corrected and can then be included in the University/UMCG portfolio.
The previous Annual Report stated that there were 15 patent applications filed in 2013 in the name of the University of Groningen and/or AZG (i.e. the UMCG). The final total was 19 (see Figure), 14 of which were filed jointly with other universities or companies, and in some cases funded by third parties.

The current number of patent applications for 2014 is 16. The University is named as a joint applicant in 11 of these. The final total is expected to be 19. As far as is known, in 2013 and 2014 no patent applications were filed by third parties in which inventors at the University/UMCG were involved but in which the University/AZG is not named as a joint applicant. It is difficult to compile precise information on this category, which results from contractual obligations that are not in accordance with University/UMCG policy.

In the past year the Research & Valorisation department has invested in a dedicated system for monitoring licence and sales contracts, and allocating the net patent income from these in accordance with the standard model. The size of this task will increase in the coming years, given the growing number of licence and sales agreements for University/UMCG patents.

### Start-ups and commercialization

The year 2014 saw the launch of a pilot test facility for the upscaling of production processes. It provides a link in the chain from milligram-level development in the lab to ton-level production in industry. The facility is called ZAP (Zernike Advanced Processing). Construction of the processing area began in 2014, and training for future operators of this type of facility will begin in September 2015. ZAP is a collaboration between universities, universities of applied sciences and institutions providing senior secondary vocational education. As an extension of the ZAP facility, work also began on an InnoLab for chemistry. The InnoLab, which is scheduled to open its doors after the summer of 2015, will provide chemical laboratory facilities for start-ups and product-development projects. The plan for InnoLab is being drawn up in consultation with the Chemistry Top Sector. InnoLab is a collaborative venture between the University, the UMCG and Syncom b.v.

### Entrepreneurship

The Consortium for Valorisation and Entrepreneurship (CVO) was set up in 2011, building on the collaboration developed in the preceding five years between the University, the UMCG and SBGG (Stichting Business Generator Groningen) in the context of societal impact. The Hanze University of Applied Sciences Groningen has now joined the CVO, which will provide a strong stimulus for entrepreneurship and an enterprising approach among the staff and students of the consortium partners. The CVO has been awarded a grant of € 5 M for four years, but the partners (including Rabobank) are making substantial investments for a period of six years in order to ensure the success of the CVO. In 2014 the CVO focused on societal impact through student entrepreneurship education, screening and scouting for feasible initiatives, public-private partnerships and raising awareness of knowledge transfer/exploitation.

### Promoting entrepreneurship

In 2013 the University of Groningen Centre of Entrepreneurship (UGCE) was launched. The aim of the UGCE is to develop and provide university-wide teaching on entrepreneurship for all levels (see Section 2). As an extension of this, there will be programmes that enable students and researchers to take the next step towards ambitious entrepreneurship. In 2014 the extracurricular course in Entrepreneurship was introduced. It is designed for students of all faculties who wish to acquire a basic knowledge of the subject. There is a large demand for this, and the course is repeated every year. The course concludes with a VentureLab weekend, during which students develop and pitch a business idea.

Students who already run a business or have a detailed business plan can take part in VentureLab Student. This is part of VentureLab North, which was launched as a pilot project at the end of 2014 with fifteen entrepreneurs and comprises an intensive training and coaching programme in innovative entrepreneurship and business development. In 2014 the University of Groningen also joined the Exploring Entrepreneurship summer school, a programme held in Moscow on entrepreneurship research. This summer school will be held in Groningen in 2015.
Contract activities
The turnover on contract activities in 2014 was € 176.2 M, of which € 168.5 M related to contract research and € 7.7 M to contract teaching. Annual turnover on contract activities fell by € 7.5 M in relation to 2013.

Annual turnover on UMCG Research and Teaching fell by € 13.8 M compared to 2013. This was mainly due to the fall in revenue from government-funded projects (€ 8.9 M). This relates to a decrease of € 4.5 M in LifeLines grants, a decrease of € 1.5 M in ERIBA grants and a decrease of € 1.7 M in EurSafety grants in 2014. There was also a considerable decline in other contract activities (€ 7.1 M), following the completion of projects for various top institutes. There was a slight increase of € 1.7 M in the turnover of the Faculty of Mathematics and Natural Sciences due to a rise in revenue from EU projects and externally funded projects. The Faculty of Economics and Business also realized an increase of € 1.7 M. The revenue of the Faculty of Behavioural and Social Sciences fell by € 2.6 M. The other faculties remained relatively stable.

Income from most of the funding categories remained stable in relation to 2013, with the exception of government funding, which saw a substantial decrease. There was a slight increase (amounts between € 0.6 M and € 2.0 M) in the funding categories Private Sector, Foundations/Trusts and Indirect Government Funding. In 2014 there was a further substantial increase (€ 4.7 M) in income from EU projects.

Revenue from contract teaching went up slightly, by € 0.2 M. For several years the University has been in partnership with Freia/AOG, which is also responsible for providing some of the contract teaching. This partnership is formalized at executive and management level through the AOG Foundation.
The Night of Art & Science

24 May 2014
5.1 Vision and objectives

Staff and resources must be deployed with the aim of realizing objectives based on the University’s vision and strategy. This must be ensured through policy, which is why an integrated Plan-Do-Check-Act cycle (PDCA) was developed. The cycle links the financial process of planning, budgeting and accounting with the goals and ambitions of the institution’s primary process.

The University of Groningen has made performance and positioning agreements with the Ministry of Education, Culture and Science. Within the University, these agreements have been translated into ambitions and concrete objectives for the faculties and units, which have initiated a large number of activities designed to realize the objectives. Project leaders, most of whom are from the faculties, are responsible for the implementation of each activity. The planning, implementation and results of the activities are very closely monitored. This is part of the PDCA cycle, in addition to other agreements and ambitions that have been defined within the University and are discussed at Administrative Meetings between the Board of the University and the Faculty Boards and the management boards of the services.
5.2 Performance agreements and positioning

In 2014, on behalf of the Ministry of Education, Culture and Science, the Higher Education and Research Review Committee assessed the University's progress with regard to the Performance Agreements in terms of positioning and focus. In this mid-term review, the committee looked at whether a satisfactory start has been made with the implementation of the University's own plans. A grading of 'Satisfactory' is sufficient to secure funding from the selective budget (€ 4 M per year for the University of Groningen). On the basis of the University's annual report for 2013, additional information provided and discussions with the Board of the University resulted in a positive recommendation by the review committee with regard to the University's progress. The recommendation was adopted by the Minister for Education, Culture and Science, and the funding from the selective budget was continued.

Progress with regard to the mandatory indicators for teaching quality and study success will be assessed on the basis of the 2015 Annual Report. Given the progress made in realizing the ambitions, the review committee expects a positive result in 2016. In a letter to the House of Representatives at the end of 2014, the Minister for Education, Culture and Science reaffirmed that ‘The performance agreements are a means of improving the quality of education. They are not an end in themselves. It is about fostering a quality-oriented culture, a culture that promotes the quality of teaching and research.’ It is the task of the institution’s accountant to assess whether the performance indicators for 2015 have been correctly calculated. To this end, consultations began with the accountant in 2014 on the agreed definitions, descriptions, methods and queries relating to the calculations.

5.3 Continuity section

With effect from report year 2013, the Minister for Education, Culture and Science introduced a compulsory continuity section to be included in annual reports. The purpose of the continuity section is to provide the Minister with additional information on the intended policy of the governing body of the institution concerned and on the expected consequences of that policy for the financial position of the institution. The new continuity section has been evaluated by the Dutch Inspectorate of Education. The increased emphasis on future-oriented thinking, and the new continuity section that reflects this, are an important part of the planning and control cycle for the Minister. In the view of the Minister, the new continuity section provides the Board of the University with a valuable additional instrument for business operations that can serve as a basis for a discussion within the University about the expected effects of external developments combined with chosen policy in the coming years.
5.4 Long-term budget and continuity section

Data set A1.
Explanatory note on staffing (FTEs) and student numbers

The long-term perspective is based on the Strategic Plan of the University of Groningen and the Positioning Document, including the performance agreements. In the long term, the number of Dutch students at the University of Groningen is expected to remain stable, and the number of students from outside the Netherlands is expected to increase in line with the ambitions relating to the intake of international students. This will result in an increase in revenue from tuition fees. This extra revenue, plus the expected annual growth of 4% in external income, will be invested in the ratio of 75% (personnel costs) and 25% (other costs) to facilitate this growth. In the previous long-term perspective, the ratio was 73% (personnel costs) and 27% (other costs). This is partly due to a change in the presentation of projects coordinated by the University of Groningen. With effect from 2014, funding passed on to partners will no longer be included under income. The change in presentation relating to this reduces the external revenue.

<table>
<thead>
<tr>
<th>KEY INDICATOR</th>
<th>ACTUAL FIGURES 2014</th>
<th>BUDGET 2015</th>
<th>MULTI-YEAR PROJECTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff (average)</td>
<td>5.608</td>
<td>5.573</td>
<td>5.575</td>
</tr>
<tr>
<td>Management</td>
<td></td>
<td>279</td>
<td>279</td>
</tr>
<tr>
<td>Teaching and research supporting staff</td>
<td>589</td>
<td>585</td>
<td>585</td>
</tr>
<tr>
<td>Other supporting staff</td>
<td>1.388</td>
<td>1.371</td>
<td>1.372</td>
</tr>
<tr>
<td>Academic staff</td>
<td>3.351</td>
<td>3.338</td>
<td>3.339</td>
</tr>
<tr>
<td>Studenten</td>
<td>28.753</td>
<td>28.500</td>
<td>29.095</td>
</tr>
<tr>
<td>Of which international</td>
<td>3.286</td>
<td>3.823</td>
<td>4.418</td>
</tr>
<tr>
<td>uit Nederland</td>
<td>25.467</td>
<td>24.677</td>
<td>24.677</td>
</tr>
</tbody>
</table>
A prognosis of the staffing increase was drawn up on the basis of current average personnel costs per FTE. Staffing is divided into two categories: academic staff (WP, wetenschappelijk personeel) and support/administrative staff (OBP, ondersteunings- en beheerspersoneel). The OBP category is subdivided into management/boards, teaching/research support, and ‘other’.

<table>
<thead>
<tr>
<th>BALANCE SHEET (€ M)</th>
<th>ACTUAL FIGURES 2014</th>
<th>BUDGET 2015</th>
<th>MULTI-YEAR PROJECTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>742.0</td>
<td>754.2</td>
</tr>
<tr>
<td>ASSETS</td>
<td>736.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital assets</td>
<td>455.1</td>
<td>485.0</td>
<td>505.6</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Tangible assets</td>
<td>422.2</td>
<td>449.5</td>
<td>495.1</td>
</tr>
<tr>
<td>Financial assets</td>
<td>32.9</td>
<td>35.5</td>
<td>10.5</td>
</tr>
<tr>
<td>Current assets</td>
<td>281.1</td>
<td>257.0</td>
<td>248.8</td>
</tr>
<tr>
<td>Stocks and accounts receivable</td>
<td>69.5</td>
<td>68.5</td>
<td>68.5</td>
</tr>
<tr>
<td>Cash assets</td>
<td>211.6</td>
<td>188.5</td>
<td>180.1</td>
</tr>
<tr>
<td>LIABILITIES</td>
<td>736.2</td>
<td>742.0</td>
<td>754.2</td>
</tr>
<tr>
<td>Equity</td>
<td>520.7</td>
<td>527.2</td>
<td>539.4</td>
</tr>
<tr>
<td>General reserve</td>
<td>422.2</td>
<td>449.5</td>
<td>495.1</td>
</tr>
<tr>
<td>Appropriated reserve public</td>
<td>93.6</td>
<td>73.7</td>
<td>67.4</td>
</tr>
<tr>
<td>Appropriated reserve private</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Appropriated funds public</td>
<td>1.7</td>
<td>1.7</td>
<td>1.7</td>
</tr>
<tr>
<td>Appropriated funds private</td>
<td>3.2</td>
<td>2.3</td>
<td>2.3</td>
</tr>
<tr>
<td>Facilities</td>
<td>33.0</td>
<td>33.2</td>
<td>33.2</td>
</tr>
<tr>
<td>Long-term debts</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Short-term debts</td>
<td>182.5</td>
<td>181.6</td>
<td>181.6</td>
</tr>
</tbody>
</table>
Data set A2. Explanatory note to balance-sheet and operating figures in the long-term budget.

The policy of the University is that, in principle, investment in tangible fixed assets is financed from internal resources, and short-term capital borrowing is acceptable for this purpose. The planned investments are included in the above long-term perspective as set out by the Board of the University in the 2015 statements (Detailstaten). In 2014 a new master plan for accommodation was drawn up for the period 2014-2024, involving a total investment volume of €386 M. The assumption is that the investment in accommodation will have a significant influence on the development of liquid assets in a long-term perspective. This means that, from 2019, if the accommodation plans are implemented without changes, the University's current account facility will be overdrawn for a number of years. The item ‘special-purpose reserve (public)’ comprises the total of the University’s central reserve, the decentral reserves of the faculties and services, and the institution’s special-purpose reserves. The expectation is that, on balance, there will be no change in short-term debts, provisions, and the public and private special-purpose reserves.

<table>
<thead>
<tr>
<th>OPERATION (€ M)</th>
<th>ACTUAL FIGURES 2014</th>
<th>BUDGET 2015</th>
<th>MULTI-YEAR PROJECTIONS 2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>640.4</td>
<td>597.4</td>
<td>604.6</td>
<td>612.7</td>
</tr>
<tr>
<td>Government grant</td>
<td>352.8</td>
<td>333.9</td>
<td>332.0</td>
<td>330.4</td>
</tr>
<tr>
<td>Other government funding</td>
<td>3.4</td>
<td>14.8</td>
<td>15.4</td>
<td>16.2</td>
</tr>
<tr>
<td>Tuition fees</td>
<td>54.0</td>
<td>57.2</td>
<td>58.1</td>
<td>59.0</td>
</tr>
<tr>
<td>Other income</td>
<td>230.2</td>
<td>191.5</td>
<td>199.1</td>
<td>207.1</td>
</tr>
<tr>
<td>Expenditures</td>
<td>603.2</td>
<td>591.5</td>
<td>599.8</td>
<td>607.4</td>
</tr>
<tr>
<td>Personnel costs</td>
<td>388.8</td>
<td>393.8</td>
<td>394.0</td>
<td>399.7</td>
</tr>
<tr>
<td>Accommodation costs</td>
<td>38.7</td>
<td>42.2</td>
<td>42.2</td>
<td>42.2</td>
</tr>
<tr>
<td>Depreciation</td>
<td>33.7</td>
<td>32.3</td>
<td>32.3</td>
<td>32.3</td>
</tr>
<tr>
<td>Other expenditure</td>
<td>142.0</td>
<td>123.2</td>
<td>131.3</td>
<td>133.2</td>
</tr>
<tr>
<td>Balance of income and expenditures</td>
<td>37.2</td>
<td>5.9</td>
<td>4.8</td>
<td>5.3</td>
</tr>
<tr>
<td>Balance of business operations</td>
<td>2.0</td>
<td>1.5</td>
<td>1.2</td>
<td>0.9</td>
</tr>
<tr>
<td>Balance of extraordinary income and expenditure</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>TOTAL RESULT</td>
<td>39.2</td>
<td>7.4</td>
<td>6.0</td>
<td>6.2</td>
</tr>
<tr>
<td>Incidental costs in total result</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
</tbody>
</table>
In the long-term perspective for the statement of income and expenditure, the University of Groningen assumes that the growth in student numbers will be solely due to the increase in the number of international students. Growth of 4% per year in external revenue is also assumed. These developments will result in additional revenue that will be invested in the ratio 75% (additional staffing) and 25% (other additional expenses) to facilitate this growth. The growth in student numbers and external revenue had a neutral effect on the operating result.

5.5 Other reporting in the continuity section

B1 Internal risk management and control system

The management determines the financial planning and control cycle on an annual basis. This is part of the University’s PDCA cycle, through which strategy and activities in research, teaching and valorization are linked to the deployment of resources. The planning and control cycle specifies how, and according to which principles, frameworks and formats, the budget will be drawn up and adopted in a long-term perspective.

The cycle also specifies how and in what format the faculties and units will provide quarterly information to the Board of the University on results and changes to the outlook. This information includes notable developments that may have occurred, the risks they foresee and related measures or activities that have been planned or implemented. These reports are discussed twice a year (or more often if necessary) by the Board of the University, the Faculty Boards and the management boards of the services, in the context of fulfilling agreements and realizing the ambitions in the fields of research, teaching and societal impact.

B2 Risks and uncertainties

Earthquakes

Risk
One of the risks for the University of Groningen is the seismic activity in the Groningen region. This risk has four aspects. The first aspect is the safety of staff and students in the University’s buildings. The second aspect is the financial consequences of alterations that might have to be made to existing buildings, and the additional investment required as a result of stricter construction standards. The third aspect is the risk of discontinuity in business operations. Fourthly, the image of the University could suffer if earthquakes become a long-term problem in the city of Groningen as well as the region.

Measures
Seismic activity in the Groningen region was not recognized as a real risk until relatively recently. Work is still ongoing in terms of formulating a coordinated approach and understanding the consequences of addressing the responsibilities of NAM and the Ministry of Economic Affairs. The impact of the earthquakes on the University’s real estate holdings and the consequences for the long-term accommodation plan are being assessed. The University has also appointed a project manager to coordinate the various matters relating to the earthquake risk. These efforts are geared to limiting the risk of the consequences to an acceptable level. Two claims have already been included and explained in the financial statements for 2014. They are quantified under ‘off-balance-sheet claims’. There is currently no impact on continuity.

Restructuring of the Financial-Economic organization

Risk
The transition to the new Financial-Economic (FE) organization within the University will be made in May 2015. The standardization and merging of administrative processes must result in increased efficiency, decreased vulnerability and enhanced quality. In addition, a management control position will be introduced for the boards of the faculties and services with a view to strengthening the coordination between realizing the ambitions in teaching, research and social impact, and deploying staff and resources.
During the transition period there is a risk that the major staffing changes and the far-reaching changes to the various work processes will result in a temporary ‘dip’ in the availability and quality of information.

**Measures**
The quality and availability of information from the financial administration systems and the drawing-up of the faculty and service subplans (being in control in the transition period) are assured in several ways. An approach was chosen that does not involve phases (definition study, basic design, technical design, construction, testing, implementation, and management and maintenance), in order to preclude the risk of differences in interpretation arising as progress is made. The FE transition is based – as far as possible – on a project-management approach whereby experts from various faculties and services work in a multidisciplinary team in short two-week ‘sprints’. With regard to implementation, a ‘soft landing’ approach has been chosen. The transition to the new structure will be gradual and, where necessary and possible, will involve ‘shadow runs’. This applies to work processes as well as staffing.

**Long-term programme for investment in accommodation**
The University has drawn up an ambitious long-term accommodation plan for the coming years. The total estimated investment for the period to 2024 is €386 M.

**Risk**
A number of risks have been acknowledged with regard to the realization of this plan.

> Insufficient control of the implementation of the accommodation master plan for the period 2015-2024, with consequences for the size of the investments, the liquidity position and future operating expenses.
> Insufficient compensation from government funding for wage and price developments in investment and accommodation costs.
> Increased investment and maintenance expenditure due to the earthquake risk.

**Measure**
Responsibility for managing accommodation policy and accommodation investment rests at central level. This is also incorporated in the University’s PDCA cycle. There is a long-term plan, in which the frameworks are set out, also in relation to the consequences for the liquidity position and future operating expenses. The Board of the University makes separate decisions for each part of the plan that is implemented. When projects are implemented, their cost and throughput time will be monitored. The Board of the University will be informed every three months (or more often if necessary) about the progress in implementation. Costs will be controlled through adherence to strict margins and, in the plan phase, by focusing on low accommodation costs in the future.

**Changes in government policy**

**Risk**
Government policy on higher education is changeable. Recently, society has begun to shift away from the focus on pass rates and the utility-driven approach that place accountability at institution level. The pace of these changes is greater than the throughput time for the measures required to realize the new aims. This can impede useful developments that have already been initiated, such as improving study success. Furthermore, the Interdepartmental Policy Study (IBO) on scientific research has shown that scope for matching is very limited when competing for national and European research funding.

**Measure**
Against this background, the University will redefine its ambitions in the Strategic Plan for 2016-2020. Faculties and services will then define their own objectives and standards to reflect the current climate. In close consultation with employee participation bodies, which will have a larger role as a result of the right of consent relating to the main points of the University budget, a new balance will be sought between the required pluralism and the essential positioning of the University as a whole.
Consequences of the economic crisis

Risk
Factors include ad hoc cutbacks by the government, but also a shift in the allocation of research funding in favour of the Top Sectors, the development in research funding by the EU and the number of organizations that can apply for this. These factors have an impact on higher education and research. This could mean that the 4% per year growth in external income (teaching/research for third parties) will not be realized. The envisaged increase in the number of international students could also come under threat from the consequences of the economic crises.

Measure
The developments in external revenue and the number of international students are monitored and reported to the management every quarter, or as often as necessary. The financial risk in the short term is limited. In principle, this development is cost-neutral. The long-term risks are greater because it could affect the international position of the University. If developments are identified promptly, timely measures can be taken.

Insidious cutbacks, the increasing cost of meeting statutory obligations, and the fact that wage and price developments are only partly compensated (or not at all) are being offset by more efficient and effective organization, particularly with regard to activities that support the primary process. In recent years, the University has standardized and integrated facilities services, IT services, libraries and a number of administrative processes.

Trend in the number of registered students

Risk
The University of Groningen is – and will remain – an attractive university for students because it offers a range of high-standard, feasible degree programmes and excellent facilities. In order to continue offering these programmes and facilities, it is important to maintain the number of registered students. As a result of demographic trends, the number of first-year students in the Netherlands will decrease in the coming years. It is also noted that the universities in the Randstad conurbation are attracting students in the Master’s phase, mainly because of assumptions regarding career prospects in that region.

Measure
As well as investing in stronger profiling of Master’s programmes, the University of Groningen is seeking to become a global university. In order to achieve this aim, the University is focusing on attracting students from abroad and, since spring 2015, on the development of an international branch campus in Yantai in China. This will provide opportunities for students of the University to prepare themselves for careers in a globalized world.
Overview

<table>
<thead>
<tr>
<th>RISKS AND UNCERTAINTIES</th>
<th>MEASURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earthquakes</td>
<td>- assess damage to real estate and accommodation</td>
</tr>
<tr>
<td></td>
<td>- appoint project manager</td>
</tr>
<tr>
<td>Transition to new Financial-Economic organization</td>
<td>- 'shadow run' for work processes</td>
</tr>
<tr>
<td></td>
<td>- 'shadow run' for staff positions</td>
</tr>
<tr>
<td>Investment programme for accommodation to 2024:</td>
<td>- responsibility for strategy at central level</td>
</tr>
<tr>
<td></td>
<td>- separate decision-making by Board of the University</td>
</tr>
<tr>
<td></td>
<td>- cost control through strict margins and management</td>
</tr>
<tr>
<td>Changes in government policy:</td>
<td>- redefinition of University’s ambitions in Strategic Plan for 2016-2020</td>
</tr>
<tr>
<td>Consequences of economic crisis</td>
<td>- more efficient and effective organization (e.g. of activities that support primary process)</td>
</tr>
<tr>
<td>Fall in student numbers due to demographic trends and appeal of Randstad</td>
<td>- additional profiling of Master's programmes</td>
</tr>
<tr>
<td></td>
<td>- intention to become a global university</td>
</tr>
<tr>
<td></td>
<td>- international branch campus in China</td>
</tr>
</tbody>
</table>

B3 Reporting by the supervisory body

Continuity section

In order to increase administrative efficiency in the education sector, the Minister for Education, Science and Culture has stipulated that annual reports must now include a new continuity section. The added value of this measure is that it anchors a control process in the organization whereby major developments can be quickly identified and their implications for the University's results and capital situation can be clearly assessed. The discussions on these matters with the Supervisory Board are an important part of the process.

Change processes

In the past year, the Supervisory Board has been closely involved in a large number of change and improvement processes. In this context, it paid particular attention to the Quality Assurance Institution Assessment, in which the University of Groningen applies the PDCA cycle (Plan, Do, Check, Act) as the guiding principle. This will provide a strong foundation for the future evaluation of improvement processes. In 2014 the Supervisory Board also set up a new audit committee for quality assurance.

The University is also making good progress with the University Teaching Qualification (UTQ). In the view of the Supervisory Board, the new University College Groningen (UCG) is an essential element in the profile of the University of Groningen. Apart from this, new learning formats such as distance learning are also a point of attention for the Board. In 2014, the Supervisory Board focused on the funding of the long-term accommodation plan and the discussions about the earthquake-proofing of planned new buildings. The plans for new real estate that is energy-efficient and sustainable are an important area of focus in the Supervisory Board's role.

A number of change processes were initiated with considerable consequences for staffing. The Supervisory Board was continually kept informed about this. Examples include the reorganizations at the Faculty of Arts, the Kernfysisch Versneller Instituut (KVI), the Admissions department and GrafiMedia. Another important change process was the concentration of Financial-Economic (FE) activities. The aim of the transition to the new FE structure was to modernize the internal organization and digitize the procurement processes. The progress of these processes is discussed in detail with the Board of the University on a regular basis.
Strategic key figures

In 2014, following the submission of the draft annual financial statements for 2013, the Audit Committee of the Supervisory Board requested strategic key figures. The University’s current strategic key figures are as follows:

<table>
<thead>
<tr>
<th>KEY FIGURES</th>
<th>WO 2013</th>
<th>RUG 2012</th>
<th>2013</th>
<th>2014</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Solvability</td>
<td>0.5</td>
<td>0.7</td>
<td>0.7</td>
<td>0.7</td>
<td>&gt; 0.5</td>
</tr>
<tr>
<td>2. Liquidity</td>
<td>1.0</td>
<td>1.1</td>
<td>1.4</td>
<td>1.5</td>
<td>&gt; 0.5</td>
</tr>
<tr>
<td>3. Profitability</td>
<td>2.4%</td>
<td>0.2%</td>
<td>5.1%</td>
<td>6.1%</td>
<td>&gt; 0%, &lt; 3%</td>
</tr>
<tr>
<td>4. Resilience</td>
<td>51.3%</td>
<td>72.9%</td>
<td>75.2%</td>
<td>81.3%</td>
<td>&gt; 50%</td>
</tr>
<tr>
<td>5. Contract income</td>
<td>26.2%</td>
<td>28.4%</td>
<td>28.7%</td>
<td>27.5%</td>
<td>&gt; 30%</td>
</tr>
<tr>
<td>6. Accommodation costs</td>
<td>13.7%</td>
<td>12.7%</td>
<td>12.2%</td>
<td>12.0%</td>
<td>&lt; 14%</td>
</tr>
</tbody>
</table>

These key figures are part of the monitoring, analysis and decision-making processes. It is important that developments in the target values are considered over an extended period. This means that the key figure ‘Profitability’ is partly determined by incidental developments.

SODOLA

In view of the extensive similarities in the character and function of accredited research schools, the directors have formed a network called SODOLA (Structuurcoördinatie van Directeuren van Onderzoeksscholen met Landelijke Accreditatie). The purpose of SODOLA is to safeguard and reinforce the role that research schools play in the context of training and scholarship. The University of Groningen currently has three inter-university research schools: Behavioural and Cognitive Neurosciences (BCN), the Inter-university Center for Social Science Theory and Methodology (ICSS) and Mediaeval Studies. The directors of the research schools and the deans of the relevant coordinating faculties have jointly confirmed that the current funding of the research schools complies with the VSNU-SODOLA Guidelines for the Funding of Research Schools, and that the extent of the funding is sufficient for the continuation of core activities.

Code of Good Governance

The Association of Universities in the Netherlands (VSNU) has introduced a Code of Good Governance. The Supervisory Board endorses the principles of the code. The Supervisory Board reinforced its own organization with the appointment of an audit committee. In 2013 the Supervisory Board drew up a set of regulations on reimbursements for members of the Board of the University, thereby formalizing the expenses policy that applies to the members.
5.6 Enforcement and control

**Treasury**

Treasury activities at the University of Groningen are carried out in accordance with the Treasury Rules approved by the Supervisory Board. The rules set out the treasury management processes and the financing policy for the Board of the University. Treasury management and financing policy are based on the strategic plans for teaching and research and investments in property, in order to facilitate the monitoring and management of future funding streams. The aim is to optimize returns within the risk policy of the Board of the University. The University sets out its policy and principles in the Treasury Rules in the form of guidelines for investment policy, financing policy, possibilities for participations in legal entities, and loans to legal entities.

**Tenders**

For the various projects involving new buildings, extensions and alterations at the University, the central Property and Investment Projects Department applies a code of conduct in line with European rules and regulations on tendering. The consultancies employed to manage large-scale projects also advise the University on this subject. In the past few years, the Board of the University took the decision to increase the number of staff in the Purchasing Management department by three on a temporary basis. Work also began on a long-term procurement plan setting out a vision and concrete objectives for the coming five years.

In 2014, 49 tendering procedures were initiated, of which 41 were European tendering procedures (EA) and 8 (single and multiple) private tendering procedures (MO and EV). The latter category requires guidance and advice from the Procurement department. In the past year, all the EAs and 7 MO/EVs have been completed. These were European tendering procedures for international mail and courier services, waste processing and removal, office products, party catering, office furniture, specialist floor maintenance, in-house emergency services, and Christmas gifts for staff. Single and multiple tendering procedures for the following were also completed: photography, asbestos inventory and removal, hardware projection screens, modifications to air-conditioning system, organic chemistry lab, valuables transport, University of Groningen Guidelines for Radiation Protection (VSR). The tendering procedures for office products, staff Christmas gifts and international mail services were implemented jointly with other institutions.

In 2014 the emphasis was on the realization of tendering procedures and the related essential improvements to processes and policy. A project manager is appointed for each project in order to shorten the purchasing process and aspects of the tendering procedure that can be influenced through purchase management. This measure was introduced in 2014. The positive effects will become evident in the coming years. This year saw the implementation of the long-term procurement plan that sets out the vision and objectives for the coming five years. This includes policy, which has now been discussed with the Purchasing Committee. The Procurement department has a website that is kept up to date.

In 2014 the Board of the University also decided to proceed with the large-scale outsourcing project for graphics and media services and document processing. The project involves several Procurement staff. The Best Value Procurement (BVP) method has been introduced for the tendering procedures for graphics and media services, document processing and telecom. The professionalization of various procurement processes, for example digital tendering (Negometrix), and the drawing-up of sustainable procurement guidelines are now ongoing processes at the University of Groningen.

An acceleration in a number of processes will be evident in the coming year. This will result in the completion of more projects. A new Public Procurement Act (Aanbestedingswet) will come into effect in 2016, and this will also have a considerable impact on procurement processes. Changes will become evident in the need for knowledge acquisition and in alterations to existing templates.
Policy document on funding transparency in higher education

Theme 1. Outsourcing of teaching programmes:
The University of Groningen does not outsource to private organizations any teaching in programmes registered with the Central Accreditation Council (CROHO).

Theme 2. Investment of public funding in private sector activities
The University does not spend any government funding on private sector activities, other than those relating to knowledge transfer and knowledge valorization.

Theme 3. Granting of exemptions
Exemptions from parts of examinations are granted by the Boards of Examiners. Clearly, the reason for granting an exemption must be that the candidate has already acquired the relevant knowledge and experience. As far as possible, the Boards of Examiners set out their exemptions policy in advance. It is not possible to obtain exemption from a whole degree programme.

Theme 4. Funding of foreign students:
In the context of internationalization, the University of Groningen participates in exchange programmes with various universities in Europe. In the education it provides to Dutch as well as foreign students, the University of Groningen complies fully with the principles of funding regulations. In 2014 the University awarded funding from the Graduation Fund to two non-EEA students, within the meaning of Article 7.51 of the Higher Education and Scientific Research Act (WHW).

Theme 5. University staff registered for initial degree programmes:
The University of Groningen has staff members who also study at the University. Only 69 of these cases involve regular staff who are studying for a degree outside their working hours. Most of the other cases concern regular students who are employed for short periods as support staff (student assistants or on-call workers) to assist with teaching (practicals) or with invigilation during written examinations. These students are registered in the University's staff administration system, in accordance with WOPI agreements. There are also persons with zero-hours contracts, interns, pollsters and trainee researchers. In 2014 the figures were as follows:
> staff who are studying 69
> room supervisors 118
> student assistants 581
> unsalaried 217
> other 206:
  - pollster 15
  - cloakroom assistant 1
  - on-call catering staff 6
  - researcher 8
  - PhD student 38
  - student OBP 82
  - PR staff 56

Only the first category concerns regular staff who have a University of Groningen student card. It may be assumed that they are studying for a University of Groningen degree in their spare time. The University has an Emergency Fund for students, to which it donates €1 per registered student per year. The money is set aside from the tuition fees received.

Payments from the Graduation Fund in 2014 (non-Dutch students)

<table>
<thead>
<tr>
<th>EEA STUDENTS</th>
<th>TOTAL PAYMENTS TO EEA STUDENTS (X € 1.000)</th>
<th>NON-EEA STUDENTS</th>
<th>TOTAL PAYMENTS TO NON-EEA STUDENTS (X € 1.000)</th>
<th>GRAND TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>19.9</td>
<td>2</td>
<td>4.8</td>
<td>24.7</td>
</tr>
</tbody>
</table>
Theme 6. Students follow modules of degree programmes
The University does not offer degree programme modules in the form of pre-structured learning routes with separate certificates, as part of a CROHO programme.

Theme 7. The student is following a degree programme other than the one for which he/she is registered.
The policy of the University of Groningen is to ensure that students are able to find the degree programme that is right for them as soon as possible. With the exception of electives, it is not possible for students to sit examinations that are part of degree programmes for which they are not registered.

Theme 8. Funding of tailor-made programmes
In 2007 the University/UMCG introduced a tailor-made programme for students from Saudi Arabia. In the current academic year the programme has approximately 120 students. The programme was set up at the special request of the Ministry of Higher Education in Saudi Arabia, and prepares Saudi students for the Medicine or Dentistry degree programmes at the University with a view to working as doctors or dentists in Saudi Arabia. These students receive King Abdullah Scholarships from the Saudi government. The University does not organize any other tailor-made programmes for companies or organizations.

Corporate governance
The rules, guidelines and agreements for a transparent management and reporting philosophy are set out in the University’s Management Regulations and elsewhere. These are detailed regulations, complementing the statutory regulations, on aspects such as the official position of the Supervisory Board, the Board of the University and the Faculty Boards as regards management matters. The addition of an ‘in control’ statement would have little added value for the Board of the University. The members of both the Supervisory Board and the Board of the University are guided by the Code of Good Governance for Universities drawn up by the VSNU (Association of Universities in the Netherlands). The Supervisory Board and the Board of the University fulfill the statutory roles assigned to them in the planning and control cycle. The effects of policy implementation are reflected in the budget and reporting in the annual financial statements.

Management and control
The University follows a transparent central planning and control cycle in which the University budget is monitored halfway through the reporting year by means of a precise update and cutoff: the first half-year on the basis of quarterly financial reports, and the second half-year on the basis of monthly and quarterly reports at corporate level. This enables the Board of the University to make timely adjustments when necessary.

The University’s liquidity flows are continuously monitored by means of detailed liquidity planning that is updated every week. The University continues to fund investments in new buildings and IT from its own resources, in order not to incur external interest charges. To date, this has enabled the University to avoid external financing costs, which means that the full amount of government funding is used for teaching and fundamental research. In recent years this has resulted in long-term equilibrium and a prudent financial policy. Positive annual results are used to save for investments in accommodation and IT.

The funding of university institutions is changing as a result of performance agreements with the Ministry of Education, Culture and Science. As such, this can be defined as a risk. Stable growth in student numbers is also an important factor. A structural reduction in government funding will have far-reaching consequences for the business operations of the University of Groningen. Aspects such as the performance agreements, reviews, positioning ambitions and focus (mid-term) play an important role. Apart from this, the University is becoming increasingly dependent on indirect government funding and income from contract research. In order to minimize the related risks for continuity of business operations, universities need to maintain reserves. This is also relevant in terms of the necessary investments in accommodation.
Letter of Representation
The Board of the University submitted a Letter of Representation to the University Auditor on 18 May 2015. This provides a check for the external auditor and is therefore documented in the University Auditor’s audit files.

Unusual events
There were no noteworthy unusual events at the University of Groningen in the financial year.

Top incomes and remuneration
Under the Dutch Senior Officials in the Public and Semi-Public Sector (Standards for Remuneration) Act (WNT, Wet Normering bezoldiging Topfunctionarissen publieke en semipublieke sector), the University reports as follows. According to the WNT, the general maximum salary in higher education comprises:

- Gross salary € 187,340
- Taxable expenses € 8,263
- Employer’s pension contribution € 34,871

Total maximum: € 230,474

During the report year 2014, the University had one member of staff whose salary exceeded this. This involved an incidental exceeding of the maximum due to the inclusion of royalties in the salary payment made to a non-executive employee (a professor):

2014 2013
Gross salary € 220,162 € 98,845
Taxable expenses € 0 € 0
Employer’s pension contribution € 17,334 € 18,151
Total: € 237,496 € 216,996

In 2014 there were a number of former employees for whom the University set up a one-off reserve following termination of their employment contract. The statutory maximum severance payment (€ 75,000) was not exceeded in any of these cases.

Expense claims by Board members
In the previous report year, the Supervisory Board of the University of Groningen approved new regulations on reimbursements for members of the Board of the University. The expense claims below are in accordance with the regulations (amounts in €):

<table>
<thead>
<tr>
<th></th>
<th>Poppema</th>
<th>Sterken</th>
<th>De Jeu</th>
</tr>
</thead>
<tbody>
<tr>
<td>Representatieon costs</td>
<td>1,089</td>
<td>1,462</td>
<td>1,089</td>
</tr>
<tr>
<td>Domestic travel costs</td>
<td>60</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>Travel costs (travel card)</td>
<td>6,420</td>
<td>6,420</td>
<td>6,420</td>
</tr>
<tr>
<td>Foreign travel costs</td>
<td>979</td>
<td>979</td>
<td>979</td>
</tr>
<tr>
<td>Other</td>
<td>1,089</td>
<td>8,921</td>
<td>1,089</td>
</tr>
<tr>
<td>Total:</td>
<td>1,089</td>
<td>8,921</td>
<td>1,089</td>
</tr>
</tbody>
</table>

WNT reporting on senior executive pay in 2014 (amounts in €)

<table>
<thead>
<tr>
<th></th>
<th>Gross salary</th>
<th>Employer’s contribution pension premiums</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>President of the Board of the University</td>
<td>199,074</td>
<td>29,939</td>
<td>229,013</td>
</tr>
<tr>
<td>Vice Pres. of the Board of the University</td>
<td>170,125</td>
<td>28,995</td>
<td>199,120</td>
</tr>
<tr>
<td>Rector Magnificus</td>
<td>166,870</td>
<td>28,995</td>
<td>195,865</td>
</tr>
</tbody>
</table>
Complaints and objections

The University has laid down the statutorily prescribed rules and procedures for the handling of any complaints and appeals – not just official complaints and appeals under the General Administrative Law Act but also other types of complaint. The rules are of course revised internally if there are reasons for doing so, such as legislative amendments.

Students who wish to make a complaint or consider their rights to have been violated can discuss the matter informally with a study advisor or a student counsellor of the Student Service Centre (SSC). In the case of collective complaints, the students can also raise the matter with their Faculty Council or the University Council. A formal procedure can be instigated by submitting an official complaint, objection or appeal to the Central Portal for the Legal Protection of Student Rights (CLRS), which can be accessed online. Various matters can be dealt with, ranging from inappropriate behaviour by a University staff member to a lecturer’s failure to mark a thesis in good time.

In 2014 the Board of Appeal for Examinations (CBE) received 183 appeals, and 143 objections were lodged with the Disputes Committee. (By comparison: in 2013 students lodged 137 appeals and 206 objections.)

Complaints relating to the suspected violation of academic integrity can be submitted to the Academic Integrity Committee (CWI), either through the Board of the University or other channels. The CWI has the powers to investigate these complaints. Following its investigation, the CWI advises the Board of the University as to the validity of the complaints and any measures that should be taken. In 2014, one complaint was submitted to the CWI.
Sporting events
- Walk for Infinity
- Lauwersloop Run
- Bommenberend Boating race
- Cycling Tour
6. Business Operations

6.1 Staff policy

Workforce
At the end of 2014 the staffing level was 3,894 FTE (excluding 1,590 FTE for UMCG Teaching and Research). Compared to 2013, the staffing level at the University of Groningen increased by 164 FTE. This is a slight increase, in line with the trend in previous years. Of these FTEs, 42% have a temporary contract. This relative proportion increased slightly in relation to the previous year (41%). Salary costs in 2014 were €388.7 M (including UMCG Teaching and Research). In 2014, the value of work performed by third parties (including staff hired on secondment) was more than €18.5 M. Expenditure on secondment staff hired through the sheltered employment service was more than €0.4 M.

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4 The total was 5,484 FTE at year-end 2014. The figure of 5,608 FTE is given in section 4; this is the year’s average.
Nature of academic staff (WP) and admin/support staff (OBP) appointments in percentages, 2012–2014

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>permanent OBP</td>
<td>38</td>
<td>37</td>
<td>38</td>
</tr>
<tr>
<td>WP</td>
<td>22</td>
<td>22</td>
<td>21</td>
</tr>
<tr>
<td>subtotal permanent</td>
<td>60</td>
<td>59</td>
<td>57</td>
</tr>
<tr>
<td>temporary OBP</td>
<td>5</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>WP</td>
<td>35</td>
<td>35</td>
<td>36</td>
</tr>
<tr>
<td>subtotal temp.</td>
<td>40</td>
<td>41</td>
<td>42</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Strategic HR policy
The HR policy of the University of Groningen is linked to the University’s strategic ambitions and is geared to talent development, leadership development, performance management, R&O interviews and diversity. In the first half of 2014, the focus was on implementing and evaluating the Result and Development (R&O) interviews. Every year a staff survey (the JSPE) is held on the strategic HR agenda. The survey serves as a monitoring instrument. In 2014 the results of the 2013 JSPE were analysed.

Talent development
In 2014 the Dean of Talent Development’s team continued with all the instruments and activities implemented for academic staff. The training and support programme helps academic staff during their career. This integrated programme provides support in the acquisition of career grants, both nationally (NWO) and at European level (ERC). In 2014 substantial investments were made in the strategic support and nomination of top academics. This included extending the collaboration with external partners for support, and professionalizing the nomination procedure for academic prizes.

In this context, collaboration within the network of Faculty Funding Officers (initiated in 2013) is invaluable and is proceeding well. The University’s Dean of Talent Development, Ritsert Jansen, has written books on the subject of building a career in science. The books are published by Cambridge University Press and continue to be popular with young talented academics. Investments were also made in the further development of the continuing ‘Excellence Path’. Four deans (University College Groningen, Honours College, Graduate School and Talent Development) jointly focused on the social as well as professional aspects of career development for talented academics.

In 2012 the HR department implemented a broad and successful mobility and employability project (Talent Travel) for support staff. The first phase of this project was evaluated in 2014. The results were discussed extensively by the various employee participation platforms and in management meetings. The decision was taken to extend the project into a second phase, with the continued aim of encouraging staff to take responsibility for their employability. On the basis of the evaluation, the focus in the new project plans has partly shifted to target groups who were less well represented in the first phase. Particular attention is given to the employability of staff up to Scale 5 and a project has been launched that is geared specifically to the managers of talented support staff. In this project, managers themselves develop activities to enhance the employability of their staff teams.

Leadership development
In 2014 the provision of leadership programmes continued for both academic and support staff managers. This included academic leadership, the introduction for new professors, a follow-up programme for experienced professors, and leadership and coaching skills for new team leaders and Principal Investigators (PIs). In addition, an executive seminar was held in 2014 for the Board of the University and the College of Deans. The seminar focused on shared guiding principles for the new strategy.

The second edition of the valued European leadership programme offered by the University for and with its three U4 partners (Ghent, Göttingen and Uppsala) began in 2014. Twenty European university executives (including five from Groningen) are following an eighteen-month programme of seminars involving intensive interaction and lectures. The programme is divided into two-day sessions that are held at one of the universities.
Performance management

Performance management involves activities designed to improve the performance of a team, department or individual. The underlying aim is to improve the effectiveness of the organization as a whole. The activities include the Result and Development (R&O) interview, a formal discussion about results achieved and objectives for the coming period. New regulations for R&O interviews were adopted on 1 January 2013. The Board of the University set a target of 90% for the number of staff who should have had a first R&O interview by 1 July 2014.

In the first half of 2014, everything was geared to achieving the target and evaluation the implementation. In accordance with a University-wide question format, all faculties and services carried out a local evaluation of the R&O interview process. Managers and their staff, as well as boards, reported their experiences and suggested improvements. As part of the PDCA cycle, all organizational units formulated local as well as University-wide recommendations. In addition to the local evaluation reports, a digital survey was conducted among a random sample of staff members. The results of the local evaluations and the digital survey served as input for a University-wide evaluation report on the introduction of R&O interviews.

There is now a general consensus on the value of and need for an annual discussion about work. There were many suggestions for improving the R&O form. The suggestions have been followed up, and the aim is to introduce a new digital process in 2015. The four assessment ratings (‘Unsatisfactory’, ‘Not yet satisfactory’, ‘Good’ and ‘Very good’) were found to be too general, and there were requests for the addition of a ‘Satisfactory’ rating. A further general comment was that it is difficult to formulate agreements in terms of the SMART criteria (Specific, Measurable, Acceptable, Realistic, Time-bound). Managers as well as their staff also find it difficult to make agreements about development. In response to this HR has adapted the support it provides through training and workshops.

By 1 July 2014, R&O interviews had been conducted with 79% of University staff. Although the target of 90% was not achieved, this was a considerable improvement on the previous period. However, this required an enormous effort during implementation and in the years to come it will also require a great deal of hard work to maintain or improve the percentage achieved in 2014 and meet the annual target (90% of staff interviewed by 1 July).

Proportion of female professors RUG

<table>
<thead>
<tr>
<th>POSITION</th>
<th>TARGET FOR 2015</th>
<th>REALIZED IN 2014</th>
<th>REALIZED IN 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>WOMEN</td>
<td>MEN</td>
<td>WOMEN</td>
</tr>
<tr>
<td>Professor</td>
<td>25%</td>
<td>20%</td>
<td>99</td>
</tr>
<tr>
<td>Associate Professor (UHD)</td>
<td>35%</td>
<td>28%</td>
<td>87</td>
</tr>
</tbody>
</table>
Diversity
The figures for 2014 from the Talent to the Top Charter once again show that the University of Groningen is among the leading Dutch universities in terms of the percentage of female professors. The percentages have stabilized in relation to 2013, however. This has been a matter of concern for the Board of the University. In 2014 the initiative was taken to investigate the career step from Assistant Professor to Associate Professor, and the problems that women experience with this. The University has also initiated a new application round in the search for 30 Rosalind Franklin Fellows. The fellowships are designed for talented young female researchers who wish to become professors. The expectation for the long-term is that this policy will result in a higher percentage of female professors and associate professors.

6.2 Working conditions
The policy areas of the Health, Safety and Environment department (AMD) have been reorganized to reflect the focus on integrated sustainability. The department’s Dutch abbreviation has been retained, but the D now stands for Duurzaamheid (Sustainability) instead of Dienst (Service). Sustainability is discussed in detail in Section 7.

Health and vitality
In 2014, courses and workshops for staff were again held as part of the BALANS preventive health programme. AMD’s services are increasingly geared to preventing health problems and to reducing work-related stress and psychosocial strain by promoting employee empowerment. The guiding principles with regard to empowerment are individual responsibility and self-direction. In November the University of Groningen took part in the ‘Check Your Work Stress’ week, a national programme of activities on the theme of work-life balance.

In 2014, 270 preventive health checks were carried out, and 55 cases resulted in follow-up. Almost 500 staff took part in BALANS activities relating to nutrition, exercise, relaxation and brain maintenance (including the Work Balance week). Sick leave in 2000 was 2.8%, as in 2013. The rate was 1.8% among academic staff and 4.2% among support staff. The sick-leave reporting frequencies for the two groups were 0.49 and 1.23 respectively.

### Sick-leave percentages

<table>
<thead>
<tr>
<th>YEAR</th>
<th>STAFF, TOTAL</th>
<th>ACADEMIC STAFF</th>
<th>SUPPORT STAFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>2.8</td>
<td>1.8</td>
<td>4.2</td>
</tr>
<tr>
<td>2013</td>
<td>2.8</td>
<td>1.8</td>
<td>4.3</td>
</tr>
<tr>
<td>2012</td>
<td>3.0</td>
<td>1.8</td>
<td>4.6</td>
</tr>
<tr>
<td>2011</td>
<td>3.0</td>
<td>1.9</td>
<td>4.5</td>
</tr>
<tr>
<td>2010</td>
<td>3.0</td>
<td>1.9</td>
<td>4.6</td>
</tr>
</tbody>
</table>

Integrated Safety
The Health, Safety and Environment Service (AMD) uses the Management System for Integrated Safety in Higher Education (MIVH). The system was implemented in 2014 in order to focus on safety. The aim is to achieve greater coherence, collaboration and information with regard to all the safety measures that are in place within the faculties and services, and to identify any gaps in safety policy.

Crisis Team
The University of Groningen crisis team was called upon several times in 2014. Evaluations of the crisis team show that the use of social media plays an important role, both in the communication about a crisis and in the communication of the team itself. A protocol is being developed for the latter aspect.

Laser safety regulations
In-house training in laser safety was introduced in 2013. Eighty-five staff have now been trained to the level of laser worker.

Radiation safety
In 2014 there were no reportable incidents involving ionising radiation. The new quality system of the Radiation Protection Unit (SBE) functioned normally and was finalized. In the report year, the University of Groningen also played an important role in training radiation experts, and in that role it frequently collaborates with the UMCG and the Hanze University of Applied Sciences. The SBE wishes to contribute to the promotion of sustainable radiation protection in the future, both within and outside the University.
Biological safety

The biological safety organization (BSO) at the University of Groningen is coordinated by the HSE department and comprises biological safety officers appointed by the relevant faculties. At the beginning of the report year, 2014, the new BSO for Nijenborgh 4 made an inspection round. Deficiencies were discovered in one laboratory, and these were resolved in consultation with the relevant persons.

1. One research group had not applied for a permit for research activities involving GMOs. As far as can be ascertained, these activities had been carried out since 2011. The permits have now been granted.
2. The laboratory of this research group did not meet a number of assessment criteria. Following a thorough refurbishment, the laboratory is now up to standard.
3. A number of staff members in the research groups that work with GMOs were not authorized to work in contained-use areas. They subsequently obtained authorization through the new BSO. The staff members who had too little demonstrable experience attended a training course in safe microbiological techniques.

The above deficiencies were reported orally to the GMO Office (Bureau GGO). The deficiencies did not result in the imposition of enforcement measures by the Human Environment and Transport Inspectorate (ILT), the regulatory body for compliance with the Ministerial Regulation on Genetically Modified Organisms (Regeling genetisch gemodificeerde organismen).

6.3 IT facilities

IT services are provided by the Center for Information Technology (CIT) of the University of Groningen. Policy relating to IT is based on the University’s primary processes: teaching and research. The University can only maintain and strengthen its top position if its students, lecturers and researchers can make use of advanced IT facilities. Digital services and facilities for teaching and research should be ‘state-of-the-art’, but they must also be safe, reliable and robust in order to ensure efficient business operations.

IT support for research is provided by the Research and Innovation Support department (RIS). Researchers at the University can seek advice from RIS on the best way to make use of IT in their work. RIS can advise on safe data storage, high processing capacity, presenting research results using geographic information systems, 3D visualization and fast internet connections, and can also assist with writing IT paragraphs for grant applications. The Infoversum opened in June 2014, and researchers can use this full-dome theatre to present 3D visualizations of their research.
IT support for teaching is provided by the Educational Support and Innovation department. Support is provided in the use of IT in teaching, for example video and the management of teaching applications such as Nestor (the electronic learning environment), ProgRESS (the study monitoring system), Ocasys (the online course catalogue) and the Syllabus timetabling system. Attention is also given to innovative developments in teaching and IT. Trends in the past year were digital assessment, e-learning and MOOCs (Massive Open Online Course).

Developments in society and technology have a major impact on business operations and ways of studying, teaching and conducting research. Recent years have seen the rapid rise and fall of new trends in devices such as smartphones and tablets and the related operating systems. In 2014 the University upgraded its wireless network and increased the capacity in response to the growing use of mobile devices.

A further innovation in IT in the past year was the introduction of the new University Workstation (UWP2), in response to the increasing need to provide access to the University’s IT facilities at any time and in any location. UWP2 enables staff and students to access the University’s data and applications via the internet, at all times and on a variety of devices.

For some time the University has been looking to renew its e-mail system and electronic agenda services. In the search for a suitable new system to replace the existing facilities, the wishes of users, technical specialists and managers were taken into account with regard to 24/7 availability, security, cost and possibilities for collaboration. The best solution was found to be the Google Apps for Education (GAfE) platform. Students migrated to the new platform in 2013, and staff migrated to Google in mid-2014.

6.4 University Library (UB)
Radical changes were made to the library organization. The major reorganization in 2010 was followed in the years 2013-2014 by a restructuring of the organizational units and staffing. The relocation of faculty library collections and the related reassignment of staff in the central UB called for a great deal of flexibility on the part of staff. In a few years’ time, the University will have only two libraries apart from the Central Medical Library, namely the University Library City Centre and the University Library Zernike.

Etalage (Pure)
The UB was also responsible for the Etalage project, mainly publicized under the name ‘Pure’. The main aim of the project is to enhance the visibility of the academic and scientific output of the University and the UMCG. The secondary aim is to better facilitate the analysis and reporting of this output. The main source of information for these academic/ scientific results is PURE, a Current Research Information System (CRIS) that is used by many universities worldwide. In 2014, PURE project members visited all the faculties. They informed staff about PURE and helped them to enter publications and other data in the system. The expectation is that the system will be in use throughout the University by the end of 2015.
University Library renovations
Preparations for major alteration work began in 2014. The work is necessary not only because local collections have been moved to the UB but also because, after 28 years, the building is in urgent need of restoration.

6.5 Real estate and accommodation

The University’s accommodation policy has long been based on three principles: it is a strategic instrument, it stands for quality improvement and it is geared to spatial concentration. In 2011, in line with the Strategic Plan, work began on the subject of operational efficiency, particularly with regard to accommodation. In addition, the focus areas Healthy Ageing, Sustainable Society and Energy are reflected not only in new construction projects (for Healthy Ageing and Energy) but also in the commitment to sustainable design and implementation.

In 2014 it became clear that the city of Groningen is also part of the area that is susceptible to earthquakes caused by gas extraction. This has consequences not only for the University’s construction plans but also for its existing buildings. In 2014 the designs for the current major construction projects were assessed in terms of earthquake resistance and modified where necessary. This had major implications for both the duration and cost of the projects.

In 2015, seismic scans will be carried out on all University buildings to determine how earthquake resistant they are. This is an evolving area of knowledge, and understanding of the magnitude and effects of possible earthquakes is still developing. It is therefore difficult to predict the consequences of the seismic scans. What is certain, however, is that earthquake problems will continue to be a part of accommodation policy in the coming years.

Strategic resource

In new construction projects realized in recent years, aspects such as image, identity, sustainability, energy efficiency, flexibility, quality and dynamism were priorities in the design of University buildings. The buildings must facilitate work and learning not only today, but also in the future. In 2014 the accommodation plan for the period 2014-2024 was evaluated. The plan, drawn up by the department of Property and Investment Projects (VGI), presents the project portfolio for the coming ten years for developments in the organization and society, and the opportunities and problems with regard to accommodation. Flexibility and sustainability are central to the plan.

Quality improvement

High-quality workstations can enhance productivity and help to attract and retain high-quality staff. The quality of workstations is partly influenced by the quality of the surroundings, whether in a built or unbuilt environment. In 2011 the University began to explore new options for office workstations. Well-equipped workstations for staff and students continue to be a priority, and a further aim is to stimulate contact and knowledge-sharing. Increasingly, projects involve flexible work environments in which the layout and the degree of openness are aligned with the user’s needs in each case. The designs also incorporate possibilities for different uses in the future.

Concentration

In the context of operational efficiency, basing related disciplines and staff departments in a limited number of locations is and remains an important criterion in decision-making on accommodation. The accommodation and building activities are concentrated in three areas:

1. City Center Campus

The accommodation plan sets out a number of projects for the next ten years, the aims of which include solving the problem of faculties and services having scattered locations in different buildings, and reducing the University’s total footprint in the city centre. The implementation of these plans began in 2014 with the acquisition of the Public Library. When the Library has relocated to the Forum, the building will be converted for the Faculty of Law. In the long term, the Law and Arts faculties will be housed more efficiently in separate, distinct locations. The renovation of the University Library also began in 2014. Preparations were made to optimize the use of space in the buildings in which the Office of the University is based. Experiences with the tuinvleugel (a new office wing with flexible workspaces) are being incorporated in this project in order to make office accommodation in the city centre much more flexible and reduce the total surface area in use.
2. Healthy Ageing Campus

In 2014, in cooperation with the partners at the Healthy Ageing Campus, a plan of approach for the development of the campus was drawn up and approved. The envisaged result of this plan is an integrated design for the Healthy Ageing Campus incorporating all manner of functions (housing, teaching, research, temporary accommodation) that have been assessed in terms of feasibility.

3. Zernike Campus

In the coming years, work will begin on the Energy Academy and on Zernikeborg, the new building that will replace Nijenborgh 4. There are other projects on a smaller scale that involve the replacement, improvement or extension of existing facilities. The Energy Academy will be a zero-emissions building in which teaching, research and knowledge exchange in the field of energy (including sustainable energy) will take place. In 2014 the design was finalized and the contracting-out process was initiated. The handover is expected to take place in the summer of 2015. The development of Zernikeborg is on schedule. The provisional design was completed in 2014 and will be developed into a definitive design and specifications in 2015.

In 2014, the University of Groningen, the Hanze University of Applied Sciences and the Groningen provincial authority commissioned the West 8 design and architecture firm to produce a new urban development plan. This is a follow-up to a previous version that dates from the beginning of this century and needs to be updated. The new plan is the basis for improving the site layout in the coming years and provides inspiration and direction for improving the quality of the whole campus.

---

### Financing of investments in buildings (x € 1 M)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
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<td>21.4</td>
<td>21.4</td>
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<tr>
<td>Other income (internal &amp; external)</td>
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<td>2.2</td>
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<tr>
<td>Investments</td>
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<td>91.4</td>
<td>31.4</td>
<td>50.0</td>
</tr>
</tbody>
</table>
7. Social Responsibility

7.1 Operation and business model

Profile
The University of Groningen is a public-law institution. In 2014 it had ten faculties and a number of support services. Its activities are based mainly in the city of Groningen and environs and the Northern Netherlands region, and in some cases outside the region. The University collaborates with partners in the public and private sectors and with other partners in academic and higher vocational education in the Netherlands. Many projects are being carried out on an institutional, faculty, research-group and individual level, both in the Netherlands and abroad, in all continents.

Value chain
In each of its three primary processes, the University is a link in a chain. The University works closely with institutions in pre-university education (VWO) and higher vocational education (HBO), from which many students proceed to university. In this context the University has many contacts with other universities within and outside the Netherlands. The University of Groningen is a partner in a range of collaborative academic/

Environmental performance international comparison
- Green Metric Ranking:
  - 2014: 48
  - 2013: 65
  - 2012: 53

Environmental performance national comparison
- SustainaBul
  - 2015: 4
  - 2014: 8
  - 2013: 13

Environmental performance 2014/2013
- CO2 emissions: -2%
- energy consumption: -1%
- water consumption: -13%
- non-hazardous waste: -2%
- hazardous waste: -39%

Economic impact University of Groningen and UMCG

<table>
<thead>
<tr>
<th></th>
<th>Northern Netherlands</th>
<th>Whole of NL</th>
</tr>
</thead>
<tbody>
<tr>
<td>jobs</td>
<td>30,000</td>
<td>60,000</td>
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<tr>
<td>contribution to economy</td>
<td>€ 2.6 billion</td>
<td>€ 5.4 billion</td>
</tr>
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</table>
scientific research projects. Finally, in the context of societal impact, the University is often a partner in centres and consortia of businesses, other universities and public-sector bodies that bring together the knowledge and expertise of the participating organizations. The chains and networks are discussed in detail in Sections 2, 3 and 4.

**Materiality**

The essential (material) processes of the University traditionally comprise providing education and carrying out research, as described in Sections 2 and 3. Societal impact (Section 4) is also an important aspect, partly in response to the demands of society.

During its 400-year history, the University has become firmly rooted in Groningen and the north of the Netherlands. It regards itself as the ‘University of the North’. The University has a strong sense of social responsibility towards the region in terms of shared social, economic and cultural development. It is also an international university that is pursuing a global vision and global interests. This is why, where possible, the University wishes to help solve the problems threatening mankind.

The University of Groningen has approximately 30,000 students and a staffing level of more than 5,000 FTE (more than 11,000 individuals), and attracts thousands of guests and visitors every year. Its buildings cover an area of more than 40 hectares. The University’s ecological footprint is therefore substantial, which is why sustainability is a priority in its policy.

**Value creation**

The University creates value primarily through the many ways in which it builds knowledge and makes it applicable for society as a whole, so that everyone can benefit either directly or indirectly. In this way it creates value for individuals, organizations and larger groups. In essence, this involves talent development, entering into partnerships with relevant stakeholders and addressing the needs of society.

Preparing students for their future role in society is one of the aspects of the education that the University provides. On of the aims of the University’s research is to find solutions to the main problems that the world is facing. Finally, through valorization, universities drive technological and other innovations and economic activities, both within and outside their region.

**Employability**

A degree from the University of Groningen is highly regarded in the international job market, according to the Global Employability Survey recently published in the New York Times. The French HR consultancy Emerging joined forces with the German polling agency Trendence to interview 2,200 recruiters and 2,300 managers of large companies in 20 countries about the career prospects of graduates. The University of Groningen is in 86th place in the 2014 ranking list. Groningen ranks third among the Dutch universities in this list of the top 150 international universities, behind Eindhoven University of Technology (76th place) and Utrecht University (82nd place). In 2013, Groningen was in 83rd place, ranking second among the Dutch universities.

**Scope and delineation**

A characteristic of many university processes is that they take some time to come to fruition. The direct results of teaching can be measured by, for example, by pass rates and the number of degrees awarded, but the contribution that graduates will make to society in the long term is more difficult to assess. This also applies to research, particularly fundamental scientific research. Short-term results can be seen in the number of PhDs
 awarded and the number of publications, prizes and citations in specialist journals. Here, too, social relevance only becomes evident in the long term. In the valorization process, output can sometimes be directly shown with financial-economic data such as turnover and profit. But in this case too, the economic impact is not evident or measurable for some time. This makes it relatively more difficult, in an annual report such as this, to give a full account of the University’s activities and finances.

7.2. Societal aspects

Promoting knowledge
The University of Groningen defends the academic freedom of its staff and students as defined by UNESCO (1997). In the spirit of academic freedom for staff and students, the University adheres to the Magna Charta Universitatum (1988), to which it is a co-signatory, and to the codes of practice of the Royal Netherlands Academy of Arts and Sciences (KNAW) and the Netherlands Organisation for Scientific Research (NWO).

Commitment
The University of Groningen chooses to base its positioning on societal priorities, talent and sustainability. Its positioning focuses on societal themes to which the University can make important contributions, such as Healthy Ageing, Energy and Sustainable Society. The themes align with themes at national level (the Top Sectors) and at international level (the EU Grand Challenges). In its Strategic Plan, the University refers to society’s focus on sustainability as an opportunity.

Teaching and research
The University’s teaching and research are continuously monitored by the Accreditation Organisation of the Netherlands and Flanders (NVAO). NVAO is an independent, binational accreditation organization, set up by the Dutch and Flemish governments. It is tasked with providing an expert and objective assessment of the quality of higher education in the Netherlands and Flanders.

Sustainability
The University of Groningen complies with all the obligations and recommendations set out in agreements it has signed, for example the Copernicus Charter and the Long-term Agreement on Energy Efficiency. The University of Groningen has set itself the goal of promoting sustainable development in all aspects of the university. This involves teaching and research, as well as accommodation, management and business operations.

Environmental policy declaration
The University of Groningen has drawn up an Environmental Policy Declaration. This task comprises the following: ‘The University of Groningen as a socially responsible institution has set itself the goal of promoting sustainable development in all aspects of the university. This covers both the promotion of sustainable development in teaching and research and the expression of this in accommodation, management and business operations’.

Integrity
The University of Groningen endorses the stricter code of practice published by the Association of Universities in the Netherlands (VSNU) in 2014 and its own Regulations for the Protection of Academic Integrity. When they are appointed, all researchers and PhD students must declare that they are familiar with the Netherlands Code of Conduct for Scientific Practice and will comply with it.

Transparency
The University of Groningen complies with the government policy document on funding transparency in higher education (Notitie ‘Helderheid in de bekostiging van het hoger onderwijs’), the purpose of which is to provide clear information to funded universities and universities of applied sciences on the interpretation and application of current rules for the calculation of funding parameters (with effect from October 2003). Furthermore, the members of both the Supervisory Board and the Board of the University are guided by the Code of Good Governance for Universities drawn up by the VSNU (Association of Universities in the Netherlands). Finally, for the various projects involving new buildings, extensions and alterations at the University, the University applies a code of conduct in line with European rules and regulations on tendering.
Socially responsible procurement

Socially responsible procurement means that purchasing and contracting take account of the consequences of procurement processes, namely the consequences for society, the environment and the economy. Sustainable procurement means that purchasing processes take account of social and environmental aspects. ‘Social aspects’ refers to the improvement of working conditions throughout the production chain. This is incorporated in tendering documents in order to comply with internationally accepted work standards and to protect human rights (e.g. by combating child labour).

Social Return

In 2008 the Dutch universities jointly signed a covenant with the Netherlands Enterprise Agency in which they undertook to achieve a sustainable procurement target of at least 50% by 2012. This percentage must rise to 100% by the end of 2019. The criteria are formulated and monitored by the Netherlands Enterprise Agency, which is part of the Ministry of Economic Affairs. The agency implements Dutch government policy with regard to sustainability, innovation and international business. In the tendering procedures of the University of Groningen, the agency’s criteria are a minimum requirement. The University will also take part in the Sustainable Procurement Monitor carried out by the Ministry of Infrastructure and the Environment. This is designed to assess whether central and decentral public bodies meet the minimum requirements set by the Netherlands Enterprise Agency.

Social Return involves the inclusion of a condition in tendering processes to encourage businesses to create extra jobs, apprenticeships and work placements for people with poor job prospects, such as people entitled to benefits under the Unemployment Act (WW), Invalidity Insurances (Young Disabled Persons) Act (WAJONG) or the Work and Social Assistance Act (WWB), or young people looking for a work placement or apprenticeship. By focusing on social return in the procurement process, the University can encourage suppliers to help achieve its goals. A further strategic path mentioned in the University’s Strategic Plan is ‘to provide talent with the room to flourish’. Tendering procedures can contribute to this by enabling students to gain experience through work placements, thereby improving their job prospects.

SMEs / Regional Enterprise

In 2012 the University signed the Action Plan for Entrepreneur-Friendly Procurement (Actieplan Ondernemersvriendelijk Aanbesteden). The plan is an initiative of VNO-NCW Noord, Bouwend Nederland Noord and MKB-Nederland Noord, in collaboration with and supported by the Chamber of Commerce (North Region). Eighteen other large organizations in the Northern Netherlands have also signed the plan.

In the University’s Strategic Plan, the region’s shrinking population and the decline in research funding are identified as threats. In that context, measures to encourage SMEs as well as local/regional businesses are appropriate. SME-friendly business means that small businesses (max. 250 employees) are taken into account in tendering procedures. At regional level this applies not only to small businesses, but also to larger businesses in the provinces of Groningen, Friesland and Drenthe. Relatively speaking, there are a large number of SMEs in the North. The University does not give preferential treatment to regional or small suppliers but does want to ensure, as far as possible, that they are given a fair chance to compete for contracts.

Code of Responsible Market Conduct

The University has signed the Code of Responsible Market Conduct. The code is geared to sustainable and socially responsible business practice, specifically for the cleaning and window-cleaning sectors.
7.3 Economic aspects

The BiGGAR report
The University of Groningen and the UMCG are the main foundations of the economy in the Northern Netherlands. They have a strong international reputation and are highly regarded for their excellent teaching and their research results. The importance of the University and UMCG’s presence in the Northern Netherlands was underlined in 2014 in a report commissioned by the University from BiGGAR Economics, an independent consultancy firm specializing in the economic appraisal of knowledge and research institutions.

The University and UMCG directly support 12,500 full-time jobs and have an annual turnover of €1.4 billion. However, the impact of the University and UMCG on the northern and national economy is much greater. BiGGAR conclude that the two institutions support more than 24,000 jobs in Groningen, almost 30,000 jobs in the northern provinces and more than 60,000 jobs in the Netherlands. This means that the University and UMCG make an annual contribution of €2.6 billion to the Northern Netherlands economy and €5.4 billion to the Dutch economy.

The economy of the Northern Netherlands and the country as a whole benefit greatly from the University’s collaboration with companies and entrepreneurs in many areas. In the fields of healthcare and life sciences in particular, there is a great deal of economic activity in the Northern Netherlands. The focus on Healthy Ageing provides a fertile foundation for entrepreneurs who want to start a business in our region and for existing companies that want to be located here.

Open Access
Open Access is one of the University’s strategic focus areas. The rise of the internet has radically altered the possibilities for disseminating academic and scientific knowledge. Thanks to digitization, anyone with internet access can benefit from the latest scientific insights. The aim of Open Access is to make research findings available to everyone, free of charge, particularly if the research was funded from public resources. It is important for the University of Groningen and all other universities that the results of research (especially publicly funded research) is freely available to the public. Within the VSNU framework, the Board of the University has agreed to emphasize the importance of this.

7.4 Societal aspects

The University’s policy on health and safety is discussed in Section 6, in the paragraph on occupational health.

Remuneration
The VSNU negotiates with employer organizations on conditions of employment for university staff, except for the members of the governing boards, to whom the Dutch Senior Officials in the Public and Semi-Public Sector (Standards for Remuneration) Act (WNT, Wet Normering bezoldiging Topfunctionarissen publieke en semipublieke sector) applies. Conditions of employment relate to matters such as salary, holidays/leave, pensions and social security. The working conditions agreed with employer organizations are set out in the Collective Labour Agreement for Dutch Universities.

Appointments
The University of Groningen has an incentive policy geared to increasing the number of women in senior academic positions. This is realized through the Rosalind Franklin Fellowship (RFF) programme. In 2013 the EU awarded a grant of €6.6 M to the RFF programme. The University is investing €10 M in the programme. The EU grant is for the fifth round of the RFF programme, which began on 1 October 2014 for five years. In the case of support and management staff, the University only has objectives for the top positions. There is no active policy for disadvantaged groups in the labour market, although the University will have obligations under the Participation Act (Participatiewet) in the future. The University makes funds available to the sheltered employment service on an annual basis, and trains apprentices.

Safeguarding of legal rights

Office of the Confidential Advisor
Staff and students of the University of Groningen can consult the Office of the Confidential Advisor if they encounter sexual harassment, aggression, violence, discrimination or inappropriate behaviour (including stalking), or experience unfair treatment. Staff can also contact the Confidential Advisor if they are experiencing conflicts at work. The Confidential Advisor is an independent counsellor who has access to all the necessary information.
Whistleblower’s regulations
On 1 January 2011 the University introduced the Whistleblower’s Regulations that had been approved by the Board of the University on 14 December 2010. Staff, students or someone working at the University on a temporary basis can report suspected malpractices. This can be done within the direct management line (e.g. informing an immediate superior) or, initially, in confidence by consulting the Confidential Advisor. The legal position of the ‘whistleblower’ will be protected. In the report year, as in 2013, there were no reports from whistleblowers.

Animal experiments policy
At the University of Groningen, animal experiments are carried out for teaching and research purposes when there are no feasible alternatives. In accordance with the Animal Experiments Act (Wet op de Dierproeven), the Animal Welfare Body (IvD, Instantie voor Dierenwelzijn) must be notified about all experiments. The Animal Care and Use Committee (DEC) then issues recommendations on the experiment to the Central Committee for Animal Experiments (CCD). If the CCD approves the experiment, it grants the University a licence for the project. The experiments are carried out in a laboratory or in a natural environment. In order to ensure that experiments are conducted properly, the laboratories have special facilities for the animals, and staff undergo specific training. The University also has staff who are laboratory animal experts. They advise researchers on the best setup for their work with animals and supervises the treatment of the animals.

The members of the University’s DEC (DEC-RUG) are experts in animal experimentation, alternatives to animal experimentation, laboratory animals and their protection, and ethical assessment. The chairman of the committee and at least two of the other members are not employees of the University. The committee also has at least two members who are not involved in animal experimentation. In making its assessments, the DEC-RUG uses viewpoints it has formulated regarding codes of discomfort, teaching, field experiments, and choice of animal species. It also abides by generally applicable viewpoints from Codes of Practice on various subjects. Every year, the DEC-RUG publishes an annual report (Jaarverslag DEC-RUG) on its website. The report is in Dutch.

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Animal Experiments</th>
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<tbody>
<tr>
<td>2014</td>
<td>23,801</td>
</tr>
<tr>
<td>2013</td>
<td>30,532</td>
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<tr>
<td>2012</td>
<td>24,611</td>
</tr>
<tr>
<td>2011</td>
<td>29,035</td>
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Purchasing management
Many of the University’s purchasing processes are managed by the University Services Department. In this context, not only professionalization (e.g. digital procurement using Negometrix) is now an ongoing process but also the formulation of guidelines for sustainable procurement at the University.

The University of Groningen strongly believes in professional academic practices and ethically sound teaching and research. It is committed to academic integrity and is convinced that misbehaviour in academia must be avoided at all times. In addition, the University aims to make ethical choices in research, which includes a responsible animal experiment policy. Certain scientific research, such as the development of new medicines, would currently still be impossible without animal experiments. At the same time, however, the University of Groningen recognizes the intrinsic value of animals, which is why University and UMCG researchers are obliged to take into consideration not only the interests of humans and academia but also those of animals. Any conflicts of interest between humans and animals must be resolved in an ethically sound manner.
7.5 Environmental aspects

Green University

The University’s motto for sustainability is: ‘From following (2015) to leading in 2020’. In 2014 the Board of the University set up the Green University Task Force, which advises on policy for integrated sustainability and has representatives for the aspects People, Planet and Performance (the University’s business operations), for which the task force has compiled an ambition document. The task force seeks to align projects with upcoming trends in the world of sustainability in teaching, research and university processes. This is based on the following principles:

- there is no such thing as waste
- the pure exchange economy
- the circular economy
- energy efficiency and renewable energy go hand in hand
- sustainability is business (cutting costs and creating value).

Ambitions were formulated for these subjects in 2014 and the first projects have begun. The first results can be seen in events that have been organized, including Green Kicks and the second Green Mind Award, and in the establishment of the Green Office.

Sustainability ambitions

On the basis of the ambition document, the following sustainability ambitions were formulated on 2014.

People

- Raise students’ sustainability awareness
- Staff: long-term healthy employability; sustainable workplace
- Education: provide education in a sustainable way (improve organizational aspects)
- Transport: more staff using bikes
- Sustainability on the agenda University-wide in 2016
- Fair-trade canteens by 2018

Planet

- Energy
  - Improve energy efficiency by 2% per year
  - 10% of energy sustainable and self-generated (solar/wind)
  - Enhance visibility of energy measures taken
- 100% sustainable procurement by 2020
- Total waste collected in 2016 = total waste collected in 2012
- Reduce water consumption
- Ecology: promote ecology of Zernike

Performance

- Sustainability in all student curricula
- Promote sustainability research
- Energy performance in new buildings at least 10-20% lower than the statutory norm
- Ranking: improve current position or maintain current high position.

Green Office

In 2014 the University of Groningen opened the Green Office, comprising four students, one staff member and a group of volunteers who are working together to make the University more sustainable. The Green Office is geared to the University’s staff and students and is a platform for bringing people together and strengthening ideas and initiatives relating to sustainability. The Green Office is also the University’s central point of contact for staff and students who have questions about sustainability. The following activities were carried out in 2014:

- opening on National Sustainability Day with workshops and networking in the USVA (Student Culture Centre)
- organizing participation in Night of the Night
- start of lecture series on sustainability for staff and students
- drinks at the Green Office Café (networking café)
- role in the Library renovations
- toys collected for refugee children in Groningen
- production of sustainability map of Groningen: ‘Green in Groningen’, showing all the sustainability initiatives in Groningen
- role in making canteens more sustainable
- participation in Energy Career Event 2014 as part of the Energy Convention.
Ranking

UI GreenMetric World University Ranking 2014
This ranking system compares universities on the basis of sustainable measures implemented on campus and environmentally friendly management. The ranking list is drawn up by Universitas Indonesia and was issued for the fifth time in 2014. In 2014, 380 universities from 62 countries took part. The University of Groningen ended in 48th place, an improvement of 17 places compared to 2013.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>POSITION</th>
<th>POSITION AMONG OTHER PARTICIPATING DUTCH UNIVERSITIES</th>
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<tbody>
<tr>
<td>2014</td>
<td>48</td>
<td>3 (out of 4)</td>
</tr>
<tr>
<td>2013</td>
<td>65</td>
<td>3 (out of 4)</td>
</tr>
<tr>
<td>2012</td>
<td>53</td>
<td>1 (out of 5)</td>
</tr>
</tbody>
</table>

SustainaBul Ranking
SustainaBul is the main sustainability ranking list for Dutch higher education institutions. It is an initiative of Morgen (‘Tomorrow’), a network of local student organizations and a national volunteer organization. Morgen works to promote sustainability within higher education institutions, and emphasizes the role of students in this. The SustainaBul award was presented for the first time in 2012 and is presented every spring. Institutions are assessed on the sustainability of their teaching, research and business processes. In this ranking list too, the University improved its position in 2014 compared to 2013. It climbed a total of 5 places, ending in 8th place. From the 2014 final report: ‘The University of Groningen is in the top 5 for the subthemes Research, Energy & Buildings, Waste & Water and Procurement Policy. But due to a relatively low score for the subtheme Teaching (16th with 21 points), Groningen didn’t make the top 5 in the ranking list.’

Raising awareness

GreenMind Award 2014
Last year the second edition of the GreenMind Award (GMA) was held. In this biannual competition, staff and students are invited to submit ideas that can provide a stimulus for sustainable performance in the University’s business operations or its buildings. The winning project was ‘University Library 2020 – Visibly Green.’ The proposal was for a vertical garden and roof garden on the UB building, designed to contribute to a greener city and more effective insulation and rainwater collection, reinforce biodiversity and raise sustainability awareness.

GreenMind Award 2012
In 2014 the implementation of the winning GMA project from 2012 was largely completed. The aim of the project was to reduce energy and water consumption and reduce the amount of waste the University generates. Results: 83% more paper disposed of separately, a reduction of 22% in total residual (non-recyclable) waste, and 123 kg plastic disposed of separately in a week. Water consumption was reduced by 11% following the installation of water-saving taps. Smart controls for lighting and PCs (sleep time out) generated a saving of 1-5 euros per pc per month, and a total of approximately 5,000 kWh per year.

Green Kicks
The Green Kicks sustainability event took place in Groningen on 3 April 2014. Green Kicks focused on sustainability in the home and at work, and was held at the Euroborg (the home stadium of FC Groningen). There were sustainable vehicles and vessels, more than 50 lectures, workshops and games in the executive boxes. There was also an information fair where sustainable plans, products and developments were presented. The event was an opportunity for staff and students to find out about all manner of sustainability initiatives in the University and environs (city, province, business sector). Eight hundred visitors attended the event.

Energy
The University is focusing on reducing energy consumption. Energy teams have been set up in cooperation with the Health, Safety and Environment Service (AMD), the University Services Department and the faculties. The teams are tasked with improving energy efficiency. Joint organizational consultations have resulted in improvements such as smart modifications to the cable network in certain buildings and lower gas consumption in
buildings, particularly during off-peak hours. The results are expected to be known in the period April-October.

**Energy labels**
Almost every University building was given an energy label in 2014. The label provides information on the building’s energy efficiency. Energy labels can serve as input for the accommodation plan in the long term and contribute to the energy analyses of each location.

**LED lighting for Academy Building façade**
The façade of the Academy Building was fitted with 16 RGB LED spotlights, which are controlled wirelessly and can be set to different colours.

**Water**
In 2014, the annually increasing water consumption was reversed into a saving of 35,000 m³. For the Linnaeusborg, this translates into a water saving of 50%. Small-scale savings are also being made. In the Harmonie Complex, for example, waterless urinals have been installed.

**Waste**
In 2014 the waste policy adopted by the Board of the University in 1999 was evaluated. This policy is based on the ‘polluter pays’ principle. It was concluded that the main aspects of the policy can be continued, but a number of elements need to be updated, namely those relating to sustainable waste collection. The evaluation was carried out in the context of the European tendering procedure for all waste collection at the University. A requirement of the tendering is that waste collection must be as sustainable as possible, using vehicles (including electric vehicles) that meet the latest requirements. It was also agreed that plastic is to be separated from residual waste and that the University will have information on the entire waste chain, in line with its aims relating to waste.

**Environmental performance indicators (MPIs)**
The MPIs provide information on the developments in environmental performance over time, such as annual consumption (energy and water) and annual production (waste). These flows are monitored annually. The measurement results are shown in the table below.

**Smartflower**
A ‘smartflower’ was installed to compensate for the air conditioning systems for the temporary office units of the Energy Academy. The solar collector moves with the path of the sun, generating up to 3,170 kWh/year.
The results show that both energy and water consumption have decreased in relation to 2013. The decrease in water consumption at the University is mainly due to the water-saving measures at Linnaeusborg. The figures for waste also show a positive trend. In 2013 there was a major clearing of hazardous waste at Nijenborgh 4. This explains the peak in 2013 and the fall in 2014.

### Table 1: MPIs

<table>
<thead>
<tr>
<th>GENERAL</th>
<th>2005</th>
<th>2013</th>
<th>2014</th>
<th>CHANGE 2014 IN RELATION TO 2005</th>
<th>CHANGE 2014 IN RELATION TO 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross floorspace in m²</td>
<td>364838</td>
<td>431749</td>
<td>427562</td>
<td>+17%</td>
<td>-1%</td>
</tr>
<tr>
<td>MPI's</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CO₂ kg/m²</td>
<td>246.2</td>
<td>242.7</td>
<td>238.3</td>
<td>-3%</td>
<td>-2%</td>
</tr>
<tr>
<td>Energy in MPI Gj/m²*</td>
<td>1.57</td>
<td>1.54</td>
<td>1.52</td>
<td>-3%</td>
<td>-1%</td>
</tr>
<tr>
<td>Water in MPI m³/m²</td>
<td>0.41</td>
<td>0.45</td>
<td>0.37</td>
<td>-10%</td>
<td>-13%</td>
</tr>
<tr>
<td>Non-hazardous waste in MPI kg/m²</td>
<td>2.37</td>
<td>1.92</td>
<td>1.88</td>
<td>-21%</td>
<td>-2%</td>
</tr>
<tr>
<td>Hazardous waste in MPI kg/m²</td>
<td>0.20</td>
<td>0.18</td>
<td>0.11</td>
<td>-45%</td>
<td>-39%</td>
</tr>
</tbody>
</table>

* Adjusted for degree days
Environment

CO₂-emission/m²

2005  2013  2014

2013  2014

Use of energy/m²

2005  2013  2014

2013  2014

Water use/m²

2005  2013  2014

2013  2014

Non-hazardous waste/m²

2005  2013  2014

2013  2014

Hazardous waste/m²

2005  2013  2014

2013  2014

- 20 kilogram
- 0.2 gigajoule
- 20 liter
- 0.2 kilogram
- 0.02 kilogram

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- Foreword
- 1. Profile
- 2. Teaching
- 3. Research
- 4. Societal impact
- 5. Financial policy
- 6. Business operations
- 7. Social responsibility

Appendices
- Summary Financial Statements
- Audit Report
- Summary
- Colophon
Area RUG

Teaching and research
Sustainability is also an important aspect in the University's teaching and research. This relates to the societal themes of Healthy Ageing, Energy and Sustainable Society. The University endeavours to improve and develop teaching on the environment. Action points in this context include:

> Improving the integration and presentation of existing and newly developed modules relating to sustainability.
> Improving the external presentation of sustainability research together with the Energy Delta Research Centre (EDReC).
> Facilitating educational projects by the Center for Energy and Environmental Studies (IVEM) expertise centre.
> Making sustainability education more generally accessible through a range of general studies modules (AVV).
> Designing Minor programmes for specific degree programmes and new pilot modules for Economics and Business and UMCG Teaching and Research.
> Continuation of national and international networks and contributions to publications.
> Continuing attention to sustainable business operations and sustainable construction.
> Continuing attention to health, safety and the environment.
> Guaranteeing the sustainable development project in the long term.
Awarding of Honorary Doctorates

13 June 2014
Overview of central organizations
I. Governance

**Board of the University**
The Board of the University is the highest administrative body of the University of Groningen. The three members, including the Rector Magnificus, are appointed by the Supervisory Board in consultation with the University Council. The Board of the University reports to the Supervisory Board.

**Supervisory Board**
The Supervisory Board is a statutory body that monitors the management of the University. The Board’s tasks include the assessment and approval of the institutional plan, the annual report and the budget and the management regulations. Its members are appointed by the Minister for Education, Culture and Science. One of the members has the particular confidence of the University Council. The Supervisory Board is accountable to the Minister.

II. Consultative participation

Based on the Higher Education and Research Act (WHW) and the Electoral Regulations, the University’s staff and students are eligible to vote and be voted for in elections for the University Council or a Faculty Council or Service Unit Council. This right also applies to staff of the Netherlands Organisation for Scientific Research (NWO) and similar organizations who are working at the University.

**University Council, Faculty Councils and Service Councils**
Half of the members of the University Council and the Faculty Councils are university staff; the other half are students. They are elected from among and by the group they represent: staff and students of the University of Groningen. Staff members are elected for two years and students for one year. Four of the University’s service units have a Service Unit Council: the Office of the University, the Library, the University Services Department and the Center for Information Technology. The councils consist exclusively of staff members elected from and by the employees of the relevant unit.

Local Consultative Committee
The Local Consultative Committee (LO) is where the Board of the University and the four member employee organizations (Abvakabo FNV, CNV Publieke Zaal, CMHF and AC/FBZ) discuss important matters with regard to the legal position of employees, as well as the rules for personnel policy at the University of Groningen that may affect this legal position. The LO has an important voice in matters relating to staff planning and reorganizations when the Social Plan has to be approved.

III. Advice

The Executive Board receives advice from the following bodies and committees:

**Committee of Deans**
The Committee of Deans (CvD) has an advisory role. It comprises the chairs of the Faculty Boards, also known as Deans. It is chaired by the Rector Magnificus who, by virtue of his position, is a member of the Board of the University. The Committee of Deans is also responsible for the awarding of doctorates and honorary doctorates.

**Management Council**
The Management Council has an advisory role in the fields of personnel, finance and facilities such as IT. The Council is composed of the Treasurers of the nine Faculty Boards and the directors of the Office of the University Office, the Center for Information Technology (CIT) and the University Library (UB).

**University Committee for Academic Practice**
The University Committee for Academic Practice (UCW) is an independent advisory committee of the Board of the University.

**University Committee for Education**
The University Committee for Education (UCO) advises the Board of the University on matters concerning education at the University of Groningen, both on request and independently. A subcommittee of the UCO is the Advisory Committee for Students with a Performance Disability (ACF).
APPENDICES 2

Additional activities of Supervisory Board members

**T.H.J. Joustra**
- Chair Dutch Safety Board
- Member Board, National Fund for Rural Areas
- Chair Dutch Milk Foundation
- Chair Supervisory Board, Intermetzo
- Chair Advisory Board, G4S Group
- Member Advisory Board, AGT
- Member Advisory Board, Dutch Data Protection Authority
- Member Board, Society and Safety Foundation

**A.A.M. Schaafsma**
- Chair Samenwerkingsverband Passend Onderwijs VO 20.01

**J.G.M. Alders**
- Director Hans Alders Procesregie & Advies BV
- President Supervisory Director, ProRail
- Chair Energie-Nederland
- Chair Zorg & Welzijn pension fund
- Chair Alders round-table groups for Schiphol, Eindhoven and Lelystad
- Chair Consultative Body on Infrastructure and the Environment
- Chair Supervisory Board, Groninger Forum
- Chair Supervisory Board, University Medical Center Groningen
- Chair Supervisory Board, Groningen Academic Courses Foundation (Contract Teaching)
- Chair Supervisory Board, Stichting TKI Biobased Economy
- Chair Consultative platform on mussel transition (Ministry of Economic Affairs)
- Member Advisory Board, Energy Delta Gas Research (EDGaR)
- Member Supervisory Board, Lysias Consulting Group
- Member Executive Committee, VNO–NCW
- Project leader Schiphol Community Council (Ministry of Infrastructure and the Environment)
- Administrator Dutch national grid management (TenneT)
- Member Board, Eurelectric
- Member Board, Eurogas
- Ambassador Biodiversity Ecosystems and Economy Platform
The remuneration for membership of the Supervisory Board of the University of Groningen is paid to the employer Groningen Seaports.
APPENDICE 3
Additional activities of Board of the University members

<table>
<thead>
<tr>
<th>S. Poppema, President of the Board of the University</th>
<th>Organization</th>
<th>Salaried</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman, Board of Directors</td>
<td>Stichting Academische Opleidingen Groningen (AOG)</td>
<td>no</td>
</tr>
<tr>
<td>Chairman of the Supervisory Board</td>
<td>Groningen University Fund</td>
<td>no</td>
</tr>
<tr>
<td>Chair</td>
<td>Steering Committee on Human Resources, VSNU</td>
<td>no</td>
</tr>
<tr>
<td>Member</td>
<td>General Board, VSNU</td>
<td>no</td>
</tr>
<tr>
<td>Member</td>
<td>Medical General Board, VSNU</td>
<td>no</td>
</tr>
<tr>
<td>Chair, Advisory Body</td>
<td>Heroverweging Medezeggenschap</td>
<td>no</td>
</tr>
<tr>
<td>Chairman, Steering Group</td>
<td>Energy Academy Europe</td>
<td>no</td>
</tr>
<tr>
<td>Member, Advisory Board</td>
<td>Energy Academy Europe</td>
<td>no</td>
</tr>
<tr>
<td>Chair</td>
<td>Executive Committee, Stichting Ubbo Emmius Fonds</td>
<td>no</td>
</tr>
<tr>
<td>Vice Chair</td>
<td>Board of Directors, Stichting Ubbo Emmius Fonds</td>
<td>no</td>
</tr>
<tr>
<td>Member, Steering Group</td>
<td>Sector Plan for Sports Research and Teaching 2011-2016</td>
<td>no</td>
</tr>
<tr>
<td>Member, Advisory Board</td>
<td>Hansa Energy Corridor</td>
<td>no</td>
</tr>
<tr>
<td>Member, Board</td>
<td>Energy Delta Gas Research</td>
<td>no</td>
</tr>
<tr>
<td>Member, Supervisory Board</td>
<td>Stichting Energy Valley</td>
<td>no</td>
</tr>
<tr>
<td>Chairman, Supervisory Board</td>
<td>INCAS3</td>
<td>yes (University of Groningen)</td>
</tr>
<tr>
<td>Member, Supervisory Board</td>
<td>Zorggroep Leveste Middenned6</td>
<td>yes (University of Groningen)</td>
</tr>
<tr>
<td>Member, Supervisory Board</td>
<td>Northern Netherlands Healthy Ageing Network (HANNN)</td>
<td>no</td>
</tr>
<tr>
<td>Member, Supervisory Board</td>
<td>Top Institute BioMedical Materials</td>
<td>no</td>
</tr>
<tr>
<td>Member, Supervisory Board</td>
<td>LifeLines</td>
<td>no</td>
</tr>
<tr>
<td>Member, Supervisory Board</td>
<td>Carbohydrate Competence Center</td>
<td>no</td>
</tr>
<tr>
<td>Member, Supervisory Board</td>
<td>Protein Competence Center</td>
<td>no</td>
</tr>
<tr>
<td>Board member</td>
<td>Groningen Confucius Institute</td>
<td>no</td>
</tr>
<tr>
<td>Board member</td>
<td>Netherlands Antilles Foundation for Clinical Higher Education</td>
<td>no</td>
</tr>
<tr>
<td>Board member</td>
<td>Berlin Institute of Health</td>
<td>no</td>
</tr>
<tr>
<td>Member, Scientific Advisory Board</td>
<td>Rectors’ Conference of Asia-Europe Foundation</td>
<td>no</td>
</tr>
<tr>
<td>Member, Advisory Board</td>
<td>Manipal Global Education Services</td>
<td>no</td>
</tr>
<tr>
<td>Member, Academic Advisory Group</td>
<td>Energy Delta Institute</td>
<td>no</td>
</tr>
<tr>
<td>Board member</td>
<td>Association of Arab and European Universities</td>
<td>no</td>
</tr>
</tbody>
</table>

6 renamed Treant Zorggroep as of 1 Jan. 2015.
Board member Dutch Academic Institutions Abroad no
Board member European Medical School Oldenburg-Groningen no
Member Ecostructure Task Force, Philips Noord-Nederland no
Member Kernteam Bestuurlijk Platform Sensor Universe no
Member Mai Materials Innovation Institute no
Chair, Foundation Board Stichting Behoud Groene Hortus no
Honorary Consul-General Republic of Korea yes (University of Groningen)
Member Plenair Orgaan van het Capaciteitsorgaan yes (University of Groningen)
Member Steering Group, Groningen Agreement no
Member Netherlands Academy of Technology and Innovation (AcTI) no
Member Task Force Health Care no

J. de Jeu, Vice President, Board of the University
Member, Supervisory Board Stichting LOFAR no
Chair, Supervisory Board RUG Holding Company BV no
Chairman, Supervisory Board Kennis Conversie Fonds BV no
Vice Chair, Board Business Generator Groningen Foundation no
Chairman of the Board Consortium for Valorisation and Entrepreneurship no
Board member CUBE05o Foundation no
Board member Stichting Het Fonds Ondernemend Groningen no
Vice Chair of Board Stichting Academische Opleidingen Groningen (AOG) no
Member Steering Committee on Governance and Finance, VSNU no
Board member Stichting Studielink no
Member SNN Programmaraad no
Member, Supervisory Committee Operationeel Plan Noord-Nederland SNN no
Board member Dutch Techcenter for Life Sciences no
Board member SURF no
Chairman of the Board Netherlands eScience Center no
Chair ERCET steering group no
Chair Target steering group no
Chairman, Supervisory Board Marketing Groningen no
Chairman of the Supervisory Board Stichting Openbaar Onderwijsgroep Groningen yes

E. Sterken, Rector Magnificus
Member of the Supervisory Board Groningen University Fund no
Secretary-Treasurer Stichting Nicolaas Mulerius Fonds no
Board member Energy Delta Institute no
Chairman of the Board Eric Bleumink Fund no
Member Steering Group on Education, VSNU no
Advisor TKP Investments Beleggingscommissie yes
Member Steering Group, FLOT (flexible education and top sport) NOC-NSF no
APPENDIX 4

Backgrounds of the Board Members

I. Members of the Board of the University

Prof. S. Poppema (President)
Sibrand Poppema (1949) studied medicine at the University of Groningen. He then trained as an anatomical pathologist and studied for his PhD at the University. His experience abroad includes a period spent as a research fellow in Kiel (Germany) and Boston, Massachusetts. In 1985 he was appointed Professor of Immunopathology at the University of Groningen. He spent the period between 1987 and 1995 in Canada, as Professor of Pathology and Oncology at the University of Alberta and as Director of various departments of the Cross Cancer Institute in Edmonton. In 1995 he became Professor of General and Surgical Pathology at the University of Groningen. From 1999 to 2005 he was Dean of the Faculty of Medical Sciences, and he became Vice President of the University Medical Center Groningen (UMCG) after its establishment in 2005. In 2008 he was appointed President of the Board of the University of Groningen.

Prof. E. Sterken, Rector Magnificus
Elmer Sterken (1961) studied econometrics at the University of Groningen and graduated cum laude (with honours) in 1983. In 1990 he was also awarded his PhD in Groningen, in 1990 in economics for his these DUFIS. An econometric model of the Dutch financial system. He subsequently pursued a career at the University of Groningen and was appointed professor-director of the National Network for Business Economics in 1994. In 1996 he was appointed Professor of Monetary Economics at the University of Groningen. He has also been visiting professor at universities in Germany (Munich), Japan (Osaka and Kobe) and the USA (Atlanta). From 2008 to 2011, Sterken was Dean of the Faculty of Economics and Business. In 2011 he was appointed Rector Magnificus of the University of Groningen.

J. de Jeu, MA, MSc (Vice President)
Jan de Jeu (1955) graduated in Philosophy (1981) and Educational Sciences (1985) at the University of Groningen. In 1988/89 he participated in the Executive Development Programme Business Administration at Erasmus University Rotterdam and in 1998 in the Senior Executive Programme at the London Business School. De Jeu began his career in management positions at PTT Nederland (Netherlands Postal and Telecommunications Services) and PTT Post (1984-1993). He then worked as Sector Manager of Facilities and Services at the Martini Hospital in Groningen (1993-2000). In 2000 he became a managing partner of Twynstra Gudde Consultants and Managers in Amersfoort. In 2008 he was appointed director of Twynstra Gudde Holding. In January 2012 he joined the Board of the University of Groningen. He is responsible for finance, accommodation and real estate, technology transfer, public private partnerships, commercial activities and ICT.
II. Members of the Supervisory Board

Mr Tj.H.J. Joustra (Chair)

Tjibbe Joustra (1951) studied Dutch law at the University of Groningen from 1970 to 1975. He began his career at the Ministry of Agriculture, Nature and Food Quality. He was appointed Secretary-General of the Ministry in 1987. From 2000 to 2004 he was chairman of the Executive Board of the Employee Insurance Agency (UWV). After this he was the National Antiterrorism Coordinator for five years. In the years 2009-2011 he was chairman of the Horticulture Board (Productschap Tuinbouw) and other organizations. On 1 February 2011 he was appointed chairman of the Dutch Safety Board. (Onderzoeksraad voor Veiligheid).

J.G.M. Alders

Hans Alders (1952) began his career as a politician. He was a member of the Dutch House of Representatives, spokesman on the civil service and other matters, and later of the PvdA (Dutch Labour Party) parliamentary party. In the period 1989-1994 he was Minister for Housing, Spatial Planning and the Environment in the third Lubbers cabinet. He issued policy documents on spatial planning (VINEX, the Fourth Memorandum on Spatial Planning – Extra) and environmental policy (NMP-plus, the National Environmental Policy Plan – Plus). After serving as a minister he moved to an international position as director of the United Nations Environment Programme in Geneva. From 1996 to 2007, Alders was Queen’s Commissioner for the Province of Groningen. He then became chairman of EnergieNed, the association of energy providers in the Netherlands.

H.D. Post

Harm D. Post (1953) began his career in 1976 at the South Holland provincial authority, where he worked on traffic and transport policy in South Holland. From 1978 he held various management positions at Hanze Vervoer- en Techniekgroep in Groningen: he was director of GADO (the Groningen bus company) GADO Touring (the Groningen coach company) and the taxi company GadoTax. He also worked for the owner of these companies in Ukraine.

Harm Post then became director of NoordNed Personenvervoer BV, a new bus and train operator owned by the UK-based transport multinational Arriva. In June 1999, under Post’s leadership, NoordNed won the first public tender for railway lines in the province of Groningen.

Since 2001 Post has been director of Groningen Seaports, the company that manages two seaports, two inland ports and a railport. The strong sectors of Groningen’s seaports are energy (30% of electricity in the Netherlands is generated at Eemshaven), chemistry (15% of the Dutch chemical industry is based at Delfzijl), logistics, agribusiness and recycling. Since 2013, Post has also managed the port of Lauwersoog, one of the main prawn-fishing ports in northwest Europe.

He has always engaged in many administrative activities in addition to his work. For example, he is currently chairman of Commerciele Club Groningen, Honorary Consul for Norway, member of the Supervisory Board of the NNT and chairman of the ‘Friends of the Beatrix Children’s Hospital’.

W. Reehoorn

Wietze Reehoorn (1962) studied Dutch law at the University of Groningen. He began as a trainee at ABN AMRO in 1989 and went on to hold senior management positions in Wholesale, Commercial & Corporate Banking and Risk Management. In 2000 he was appointed Corporate Executive Vice-President. In 2001 he joined the management team of Business Unit Nederland and in 2002 he became Head of Corporate Development at ABN AMRO Groep NV. In 2004 he again joined the management team of Business Unit Nederland and later became Head of Commercial & Corporate Banking. After ABN AMRO was taken over by a consortium of banks in 2007, Reehoorn became CEO of Merchant Banking in the Netherlands. In 2009 he joined the transition team for the integration of ABN AMRO and Fortis Bank Nederland. In 2010 he was appointed Chief Risk Officer on the Managing Board of ABN AMRO Groep NV, ABN AMRO Bank NV and Fortis Bank (Nederland) NV (part of ABN AMRO Bank NV since 1 July 2010).

A.A.M. Schaafsma

Agnes Schaafsma (1956) studied classical languages at the University of Groningen. Agnes was directly affiliated to the Maartenscollege in Groningen as a lecturer in Classical Languages (1980-2000) and member of the board (from 1990). In 2001 she moved to the Willem Lodewijk Gymnasium. Schaafsma has extensive experience in governance and management. For example, she is a member of the board of the Vereniging voor Rectoren van Zelfstandige Gymnasia, and chairs the steering group of Pegasus (an education development project of 35 collaborating independent gymnasium secondary school).
## Terms of office

### Board of the University

<table>
<thead>
<tr>
<th>administrator</th>
<th>position</th>
<th>start of appointment</th>
<th>end of appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>S. Poppema</td>
<td>President</td>
<td>1 September 2008</td>
<td>1 October 2018</td>
</tr>
<tr>
<td>J. de Jeu</td>
<td>Vice President</td>
<td>1 January 2012</td>
<td>1 January 2020</td>
</tr>
<tr>
<td>E. Sterken</td>
<td>Rector Magnificus</td>
<td>1 March 2011</td>
<td>1 March 2019</td>
</tr>
</tbody>
</table>

### Supervisory Board

<table>
<thead>
<tr>
<th>administrator</th>
<th>position</th>
<th>start of appointment</th>
<th>end of appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>T.J.H. Joustra</td>
<td>Chair</td>
<td>1 September 2012</td>
<td>1 September 2016</td>
</tr>
<tr>
<td>J.G.M. Alders</td>
<td>Member</td>
<td>1 August 2008</td>
<td>1 August 2016</td>
</tr>
<tr>
<td>H.D. Post</td>
<td>Member</td>
<td>1 March 2013</td>
<td>1 March 2017</td>
</tr>
<tr>
<td>W. Reehoorn</td>
<td>Member</td>
<td>1 January 2014</td>
<td>1 January 2018</td>
</tr>
<tr>
<td>A.A.M. Schaafsma</td>
<td>Member</td>
<td>1 November 2007</td>
<td>1 November 2015</td>
</tr>
</tbody>
</table>
APPENDICE 5
Composition of Central Bodies

**Supervisory Board**
T.H.J. Joustra (Chair)
J.G.M. Alders
H.D. Post
W. Reehoorn
Ms A.A.M. Schaafsma

**Board of the University**
S. Poppema, President
J. de Jeu, Vice President
E. Sterken, Rector Magnificus

**Student assessor**
B.J. van der Sleen

**Committee of Deans**
E. Sterken (Chair)
L.W. Nauta, Faculty of Philosophy
H.A.L. Kiers, Faculty of Behavioural and Social Sciences
J. Knoester, Faculty of Mathematics and Natural Sciences
C.K.M. von Stuckrad, Faculty of Theology and Religious Studies
F. Kuipers, University Medical Center Groningen
Ms I. Hutter, Faculty of Spatial Sciences
J.H. Garretsen, Faculty of Economics and Business
J.B. Wezeman, Faculty of Law
Ms G.C. Wakker, Faculty of Arts
H. van Ees, University College Groningen

**Management Council**
J. de Jeu, Vice Chair
Ms J.C.H.G.M. Bottema, University College Groningen
W. Heinen, Faculty of Theology
E.C.W. Dietrich, Faculty of Arts
J.P. de Groot, Faculty of Economics and Business
Ms G. Groen, Faculty of Spatial Sciences
Ms M. Hids-Kemper, Faculty of Philosophy
Ms M.C. Buigel-de Witte, Faculty of Law
H.D. Veldhuis, Faculty of Mathematics and Natural Sciences
Ms R.J. Landeweerd, Faculty of Behavioural and Social Sciences
A.J. Kee (to 1 October 2014), University Medical Center Groningen –
Teaching & Research
T. Druyff (from 1 October 2014), University Medical Center Groningen –
Teaching & Research
A. van den Berg, Kernfysisch Versneller Instituut (KVI)
T.W.H.J. Hobma, Center for Information Technology
R.G. van Ruiswijk (to 1 April 2014), University Services Department
T.J. de Witt Hamer (from 1 April 2014), University Services Department
Ms M. Nieboer, University Library
L. Verveld, Office of the University
University Council

Presidium
Ms H.J. Mast (Chair)
W. van der Meulen (Vice Chair)

Personnel Party
B.A.A. Beijer (Chair)
A.H.M. de Baets
J.R. Blaauw
G.J. Bokdam
D.M.E. Bouwman
J.P. van Dijk
O. Scholten
J. Visser

Personnel Faction for Science
N. Petkov (Chair)
M.H. Paapst

Lijst Calimero
Ms B. van der Blij (Chair)
Ms L. Wouterse
Ms R. Degenhart
W. van der Meulen
Ms A. Höftlen
Ms L. Kreijtz

Studenten Organisatie Groningen (SOG)
Ms E. Gemke (Chair)
B. Dekker
Ms T. Mutezo
Ms R. Groothengel
Ms N. Wesseling

Lijst STERK
L. Sloots (Chair)
Closing Weekend
- Alumni Weekend
- Parade

13-15 June 2014
Summary Financial Statements 2014

General

The balance sheet items are presented in order of liquidity. The Financial Statements consolidate the results of five separate legal entities. These are the Stichting Academische Opleidingen Groningen [Academische Opleidingen Groningen Foundation], the Stichting University Guesthouse [University Guesthouse Foundation], Applied NanoSystems BV, the Universitair Opleidingscentrum Groningen Market BV [UOCG Market BV] and the RUG Houdstermaatschappij BV [University of Groningen Holding Company].

Statement of Income and Expenditure

The Statement of Income and Expenditure comprises an overview of the total income and expenditure, as well as specifications of the main cost centres and revenue and cost categories. Investment in equipment and buildings is accounted for under Investment Funds. Depreciation is accounted for in the Statement of Income and Expenditure and will be accounted for in favour of the investment funds. Income and expenditure are accounted for in accordance with the performance principle, i.e. the revenue and costs will be recognized once the service has been performed. Any outstanding receivables or payables will be accounted for on the balance sheet date.

<table>
<thead>
<tr>
<th>Account</th>
<th>2014</th>
<th>2013</th>
<th>Budget 2014</th>
<th>Budget 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General income</td>
<td>410.2</td>
<td>392.7</td>
<td>399.9</td>
<td>407.9</td>
</tr>
<tr>
<td>Income from third parties</td>
<td>230.1</td>
<td>245.8</td>
<td>214.4</td>
<td>189.2</td>
</tr>
<tr>
<td>Financial income</td>
<td>2.0</td>
<td>2.1</td>
<td>1.7</td>
<td>1.8</td>
</tr>
<tr>
<td></td>
<td>642.3</td>
<td>640.6</td>
<td>616.0</td>
<td>599.0</td>
</tr>
<tr>
<td>Expenditure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staffing costs</td>
<td>388.7</td>
<td>405.0</td>
<td>382.0</td>
<td>393.8</td>
</tr>
<tr>
<td>Other</td>
<td>214.4</td>
<td>202.8</td>
<td>215.5</td>
<td>197.8</td>
</tr>
<tr>
<td></td>
<td>603.1</td>
<td>607.8</td>
<td>594.5</td>
<td>591.5</td>
</tr>
</tbody>
</table>

The year 2014 closed with a positive result of € 39.2 million.
The Statement of Income and Expenditure, specified by revenue and cost categories:

Overview of income and expenditure according to type (amounts x € 1 million)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Staffing expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General income</td>
<td>356.2</td>
<td>343.2</td>
<td>Salaries and wages</td>
<td>287.2</td>
<td>275.1</td>
</tr>
<tr>
<td>- Government contributions</td>
<td></td>
<td></td>
<td>Social security contributions</td>
<td>30.7</td>
<td>26.4</td>
</tr>
<tr>
<td>- Other transfers</td>
<td>54.0</td>
<td>49.5</td>
<td>Pension premiums</td>
<td>42.4</td>
<td>42.1</td>
</tr>
<tr>
<td>- Tuition fees</td>
<td></td>
<td></td>
<td>Unemployment benefits</td>
<td>3.9</td>
<td>4.8</td>
</tr>
<tr>
<td></td>
<td>410.2</td>
<td>392.7</td>
<td>Other personnel expenses</td>
<td>24.5</td>
<td>56.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Total income</td>
<td>642.3</td>
<td>640.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Financial income</td>
<td>2.0</td>
<td>2.1</td>
</tr>
<tr>
<td>Income from third parties</td>
<td>8.0</td>
<td>7.9</td>
<td>General expenses</td>
<td>33.8</td>
<td>29.7</td>
</tr>
<tr>
<td>- Contract teaching</td>
<td>168.2</td>
<td>175.8</td>
<td>Depreciation</td>
<td>38.5</td>
<td>44.1</td>
</tr>
<tr>
<td>- Contract research</td>
<td>53.9</td>
<td>62.1</td>
<td>Accommodation expenses</td>
<td>142.1</td>
<td>129.0</td>
</tr>
<tr>
<td>- Other income</td>
<td></td>
<td></td>
<td>Other institutional costs</td>
<td>214.4</td>
<td>202.8</td>
</tr>
<tr>
<td></td>
<td>230.1</td>
<td>245.8</td>
<td>Total expenses</td>
<td>603.1</td>
<td>607.8</td>
</tr>
<tr>
<td>Financial income</td>
<td>2.0</td>
<td>2.1</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The financial year 2014 closed with a profit of € 39.2 million, which has been added to the allocated reserves.

The allocation of the 2014 result to the main cost centres (amounts x € 1 million) is specified below.

<table>
<thead>
<tr>
<th>Allocation of result</th>
<th>Result</th>
<th>General reserves</th>
<th>Allocated reserves</th>
<th>Allocated funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculties</td>
<td>7.0</td>
<td>7.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other cost centres</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Management and administration</td>
<td>0.2</td>
<td>0.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Support units</td>
<td>-1.1</td>
<td>-1.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Other units</td>
<td>32.2</td>
<td>32.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Related parties</td>
<td>0.9</td>
<td>0.9</td>
<td></td>
<td>0.9</td>
</tr>
<tr>
<td></td>
<td>39.2</td>
<td>0.0</td>
<td>38.3</td>
<td>0.9</td>
</tr>
</tbody>
</table>
Cash flow

In 2014, cash and cash equivalents increased by € 40.2 million. The cash flow from operational activities comprises the 2014 result of € 39.2 million, depreciation and movements in provisions (€ 31.7 million), and movement in working capital (€ 6.9 million). The cash flow from investment activities comprises investments in tangible fixed assets (€ -37.8 million) and financial fixed assets (€ 0.8 million).

Cash flow statement (amounts x € 1 million)

<table>
<thead>
<tr>
<th>2014</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flow from operational activities</td>
<td>77.8</td>
<td>51.7</td>
</tr>
<tr>
<td>Cash flow from investment activities</td>
<td>-36.9</td>
<td>-20.3</td>
</tr>
<tr>
<td>Cash flow from financing activities</td>
<td>-0.7</td>
<td>-0.1</td>
</tr>
<tr>
<td>Net cash flows</td>
<td>40.2</td>
<td>31.3</td>
</tr>
</tbody>
</table>

Overview of remuneration of the Board of the University and Supervisory Boards, in accordance with the WNT (amounts x € 1000)

<table>
<thead>
<tr>
<th>2014</th>
<th>2014</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/1-31/12</td>
<td>1/1-31/12</td>
<td>1/1-31/12</td>
</tr>
<tr>
<td>Taxable income</td>
<td>199.1</td>
<td>166.8</td>
</tr>
<tr>
<td>Provision for remuneration payable at a future date</td>
<td>29.9</td>
<td>29.0</td>
</tr>
<tr>
<td>Totals</td>
<td>229.0</td>
<td>195.8</td>
</tr>
</tbody>
</table>

In 2014 a total allowance of K€ 55.0 was paid to the members of the Supervisory Board (SB) (2012 K€ 55.0).

Remuneration or severance payments for non-senior officials

<table>
<thead>
<tr>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/1-31/12</td>
<td>1/1-31/12</td>
</tr>
<tr>
<td>- Salary</td>
<td>220,162.0</td>
</tr>
<tr>
<td>- Prov. for remuneration payable at a future date</td>
<td>17,334.0</td>
</tr>
<tr>
<td>Total remuneration</td>
<td>237,496.0</td>
</tr>
</tbody>
</table>

Note:
In accordance with section 6 of the (amended) policy guidelines for the application of the WNT (Beleidsregels toepassing WNT), the University of Groningen does not report on external non-senior officials.
### Balance Sheet

The consolidated balance sheet at 31 December 2014 is as follows:

**Balance Sheet at 31 December 2014 (amounts x € 1 million)**

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2014</th>
<th>2013</th>
<th>LIABILITIES</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed assets</td>
<td></td>
<td></td>
<td>Equity</td>
<td>520.7</td>
<td>481.5</td>
</tr>
<tr>
<td>- Tangible fixed assets</td>
<td>422.2</td>
<td>418.1</td>
<td>- Provisions</td>
<td>33.0</td>
<td>35.0</td>
</tr>
<tr>
<td>- Financial assets</td>
<td>32.8</td>
<td>33.7</td>
<td>- Long-term liabilities</td>
<td>0.5</td>
<td>0.5</td>
</tr>
<tr>
<td>Total fixed assets</td>
<td>455.0</td>
<td>451.8</td>
<td>- Current liabilities</td>
<td>182.4</td>
<td>185.9</td>
</tr>
<tr>
<td>Total current assets</td>
<td>281.1</td>
<td>251.1</td>
<td>Total liabilities</td>
<td>215.4</td>
<td>221.4</td>
</tr>
<tr>
<td>Total current assets</td>
<td>736.1</td>
<td>702.9</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Notes to the Balance Sheet

**Tangible fixed assets**

Tangible fixed assets are stated at historical cost minus straight-line depreciation. The depreciation rate for real estate is based on ministerial guidelines. The depreciation rate for furniture and office equipment is determined over the estimated future useful life.

(amounts x € 1 million)

<table>
<thead>
<tr>
<th></th>
<th>Land and buildings</th>
<th>Work in progress</th>
<th>Total real estate</th>
<th>Furniture and equipment</th>
<th>Total fixed assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Historical cost at 31/12/2013</td>
<td>703.4</td>
<td>27.1</td>
<td>730.5</td>
<td>90.5</td>
<td>821.0</td>
</tr>
<tr>
<td>Accumulated depreciation</td>
<td>-349.2</td>
<td>-349.2</td>
<td>-53.7</td>
<td>-33.8</td>
<td>-402.9</td>
</tr>
<tr>
<td>Carrying amount at 31/12/2013</td>
<td>354.2</td>
<td>27.1</td>
<td>381.3</td>
<td>36.8</td>
<td>418.1</td>
</tr>
<tr>
<td>Investments/Additions 2014</td>
<td>0.6</td>
<td>27.0</td>
<td>27.6</td>
<td>10.3</td>
<td>37.9</td>
</tr>
<tr>
<td>Disposals 2014</td>
<td>21.0</td>
<td>-21.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation 2014</td>
<td>-23.5</td>
<td>33.1</td>
<td>-23.5</td>
<td>-10.3</td>
<td>-33.8</td>
</tr>
<tr>
<td></td>
<td>352.3</td>
<td>33.1</td>
<td>385.4</td>
<td>36.8</td>
<td>422.2</td>
</tr>
</tbody>
</table>

Academic books are not depreciated; they are valued as P.M. on the balance sheet. The historical cost of the academic books amounted to approximately € 93.6 million on 31 December 2014.
**Financial assets**

Participation in legal entities is stated at historical cost or lower market value. Other financial assets are stated at real value.

<table>
<thead>
<tr>
<th>Description</th>
<th>Carrying at 01/01/2014</th>
<th>Investments/ additions 2014</th>
<th>Loans granted 2014</th>
<th>Redemption 2014</th>
<th>Carrying value at 31/12/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation in legal entities</td>
<td>5.7</td>
<td>-0.3</td>
<td>5.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loans to legal entities</td>
<td>3.0</td>
<td>-0.6</td>
<td>0.2</td>
<td>-0.2</td>
<td>2.4</td>
</tr>
<tr>
<td>Bond loans / deposits</td>
<td>25.0</td>
<td></td>
<td></td>
<td>-0.5</td>
<td>32.8</td>
</tr>
<tr>
<td></td>
<td>33.7</td>
<td>0.6</td>
<td>0.2</td>
<td>-0.5</td>
<td>32.8</td>
</tr>
</tbody>
</table>

**Inventories**

The activities of the University of Groningen can be divided into VAT taxable and VAT exempt activities, conducted from the University Stores, of which there are several. The inventories are valued at cost price in accordance with the FIFO method or lower net realizable value. The inventories are valued at the latest purchase price. The total value of inventories recorded on the balance sheet amounts to € 1.4 million (2013: € 1.5 million).

**Accounts receivable**

Receivable accounts are stated at their real value. A provision for doubtful debts has been deducted from trade receivables to the amount of € 0.1 million.
### Cash and cash equivalents

(amounts x € 1 million)

<table>
<thead>
<tr>
<th></th>
<th>31/12/2014</th>
<th>31/12/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash in hand</td>
<td>0.1</td>
<td>0.3</td>
</tr>
<tr>
<td>Banks</td>
<td>26.6</td>
<td>25.8</td>
</tr>
<tr>
<td>Current Account</td>
<td>5.6</td>
<td>2.7</td>
</tr>
<tr>
<td>Deposits (short term)</td>
<td>177.0</td>
<td>141.4</td>
</tr>
<tr>
<td>Related parties</td>
<td>2.3</td>
<td>1.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>211.6</strong></td>
<td><strong>171.4</strong></td>
</tr>
</tbody>
</table>

Liquid assets comprise petty cash, bank balances and demand deposits with a term of less than 12 months. Liquid assets are valued at nominal value. Liquid assets are freely disposable.

### Equity

(amounts x € 1 million)

<table>
<thead>
<tr>
<th></th>
<th>Balance at 01/01/2014</th>
<th>Result in 2014</th>
<th>Changes in 2014</th>
<th>Balance at 31/12/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>General reserves</td>
<td>418.1</td>
<td>4.1</td>
<td></td>
<td>422.2</td>
</tr>
<tr>
<td>Allocated reserves (public)</td>
<td>59.4</td>
<td>38.3</td>
<td>-4.1</td>
<td>93.6</td>
</tr>
<tr>
<td>Allocated fund (public)</td>
<td>1.7</td>
<td></td>
<td></td>
<td>1.7</td>
</tr>
<tr>
<td>Allocated fund (private)</td>
<td>2.3</td>
<td>0.9</td>
<td></td>
<td>3.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>481.5</strong></td>
<td><strong>39.2</strong></td>
<td><strong>0.0</strong></td>
<td><strong>520.7</strong></td>
</tr>
</tbody>
</table>
Provisions (amounts x € 1 million)

<table>
<thead>
<tr>
<th>Provision</th>
<th>Balance at 01/01/2014</th>
<th>Additions 2014</th>
<th>Withdrawals 2014</th>
<th>Releases 2014</th>
<th>Balance at 31/12/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unemployment benefits</td>
<td>2.4</td>
<td>1.7</td>
<td>-1.5</td>
<td></td>
<td>2.6</td>
</tr>
<tr>
<td>Restructuring</td>
<td>6.8</td>
<td></td>
<td>-1.4</td>
<td>5.4</td>
<td></td>
</tr>
<tr>
<td>ADV days</td>
<td>0.3</td>
<td></td>
<td>-0.2</td>
<td>0.1</td>
<td></td>
</tr>
<tr>
<td>Disability benefits</td>
<td>3.4</td>
<td></td>
<td>-0.1</td>
<td>3.3</td>
<td></td>
</tr>
<tr>
<td>Anniversary benefits</td>
<td>3.9</td>
<td>0.6</td>
<td>-0.4</td>
<td>4.4</td>
<td></td>
</tr>
<tr>
<td>General personnel-related provision</td>
<td>4.6</td>
<td>0.3</td>
<td>-0.7</td>
<td>4.2</td>
<td></td>
</tr>
<tr>
<td>Graduation arrangement</td>
<td>1.1</td>
<td>1.5</td>
<td>-1.4</td>
<td>-0.1</td>
<td>1.1</td>
</tr>
<tr>
<td>Environmental risk</td>
<td>7.5</td>
<td></td>
<td>-0.2</td>
<td>-0.1</td>
<td>7.2</td>
</tr>
<tr>
<td>Other arrangements</td>
<td>5.0</td>
<td></td>
<td></td>
<td>5.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>35.0</strong></td>
<td><strong>4.1</strong></td>
<td><strong>-5.9</strong></td>
<td><strong>-0.2</strong></td>
<td><strong>33.0</strong></td>
</tr>
</tbody>
</table>

Notes

Provisions are recognized for legally enforceable or constructive obligations on the balance sheet date, the settlement of which will probably require an outflow of resources whose extent can be reliably estimated. Provisions are measured on the basis of the best estimate of the amounts required to settle the obligations on the balance sheet date. Unless indicated otherwise, provisions are stated at the present value of the expenditure expected to be required to settle the obligations.

With regard to current unemployment obligations, a provision of € 2.6 million has been accounted for at 31 December 2014. This Provision was formed on the basis of a calculation of the obligations concerning old unemployment benefits and the annual costs of new cases.

The Restructuring Provision was formed for obligations directly related to a restructuring of the organization. A Provision is formed if a formalized restructuring plan is available, combined with the expectation that the restructuring plan will be implemented.

The terms of employment of the University state that up to 2005, under certain conditions, employees could accumulate their ADV days (days off resulting from a reduction in working hours) and utilize them for early retirement. During this period of early retirement, salary continues and suitable replacement of these staff members has to be organized. The financial consequences are accounted for in a Provision.

The WIA/ERD Provision was formed in 2010 for obligations resulting from own risk bearer status in line with the Dutch ‘Werkervatting Gedeeltelijk Arbeidsgeschikten’ scheme [Return to Work (Partially Disabled Persons) Scheme] which forms part of the Dutch ‘Werk en Inkomen naar Arbeidsvermogen’ Act [Work and Income (Capacity for Work) Act].
The Provision for anniversary benefits was formed for expected benefits payable to current employees and is valued at present discounted value. A discount rate of 4% was taken into account in 2011.

The general personnel-related Provision was formed for obligations deriving from the 50+ Holiday Savings Scheme and the social policy provision at the Faculty of Medical Sciences (UMCG O&O). Since 2007, employees over the age of 50 can choose to accumulate leave days towards a gradual reduction in working hours in the period prior to their retirement. The accompanying costs for replacement staff are accounted for in this Provision.

The Provision for graduation arrangements is based on the pending obligations of the Board of the University.

In 2010, an Environmental Risk Provision was formed for future obligations regarding the environmental decontamination of buildings (e.g. asbestos) in line with current legislation. The amount of the Provision is based on the nominal value of the empirical figures and the decision-making process concerning the environmental decontamination.
### Long-term liabilities

(amounts x € 1 million)

<table>
<thead>
<tr>
<th></th>
<th>31/12/2014</th>
<th>31/12/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABN-AMRO</td>
<td>0.0</td>
<td>0.5</td>
</tr>
</tbody>
</table>

**Notes**

The long-term liability is estimated at its real value. The debt has been repaid in advance on 1 January 2014.

### Current liabilities

(amounts x € 1 million)

<table>
<thead>
<tr>
<th></th>
<th>31/12/2014</th>
<th>31/12/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advance billings and payments received</td>
<td>3.7</td>
<td>4.7</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>9.4</td>
<td>6.5</td>
</tr>
<tr>
<td>Taxes and social security premiums</td>
<td>13.4</td>
<td>12.9</td>
</tr>
<tr>
<td>Pension premiums</td>
<td>3.5</td>
<td>3.9</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>11.4</td>
<td>13.9</td>
</tr>
<tr>
<td>Accruals and deferred income</td>
<td>141.0</td>
<td>144.0</td>
</tr>
<tr>
<td></td>
<td><strong>182.4</strong></td>
<td><strong>185.9</strong></td>
</tr>
</tbody>
</table>

**Notes**

Work in progress relates to projects on the authority of third parties which had not been completed by the balance date. Work in progress is stated as the directly allocated costs of labour and material with a margin for indirect personnel costs. Progress billings have been deducted from work in progress where appropriate. Profit recognition of projects financed by third parties is determined by the completed contract method. Expected losses are included in the Statement of Income and Expenditure.
Audit Report by the Independent Accountant

To the Board of the University of Groningen,

The summary annual accounts in this report, comprising the summary consolidated balance sheet at 31 December 2014 and the summary consolidated statement of income and expenditure for 2014, and related notes, are derived from the audited annual accounts of the University of Groningen for the year 2014.

We expressed an unqualified audit opinion on those annual accounts in our report dated 18 May 2015. The annual accounts and summaries thereof do not reflect the effects of events that occurred subsequent to our audit report of 18 May 2015.

The summary annual accounts do not contain all the disclosures required under Title 9 Book 2 of the Dutch Civil Code (Burgerlijk Wetboek, BW) and the regulations for financial reporting by education institutions (Regeling jaarverslaggeving onderwijs). Reading the summarized annual accounts is therefore not a substitute for reading the audited annual accounts of the University of Groningen.

Responsibility of the Board of the University

The Board of the entity is responsible for drawing up a summary of the audited annual accounts in accordance with the principles set out in the explanatory notes.

Auditor’s responsibility

Our responsibility is to express an opinion on the summary annual accounts on the basis of our procedures, which were conducted in accordance with Dutch law, including Standard 810, ‘Engagements to report on Summary Financial Statements’, the audit protocol for education institutions (OCW/EZ 2014).

Opinion

In our opinion, the summary annual accounts are consistent in all material respects with the audited annual accounts of the University of Groningen for the year ending 31 December 2014, in accordance with the accounting principles as described in the audited financial accounts.

Groningen, 18 May 2015
PricewaterhouseCoopers Accountants N.V.

A.L. Koops-Aukes RA
Final Party

14 June 2014
The University of Groningen Annual Report 2014 discusses the key trends, developments and events in the calendar year 2014. The document starts with three sections on general topics: the message from the Chairman of the Supervisory Board, the preface of the Chairman of the Executive Board and Chapter 1 on the profile of the University. In the items of the chairmen of the Supervisory Board and the Executive Board various special events and performances are referred to, such as reaching a top 100 position in the Shanghai ranking. Other highlights are the celebration of the 400th anniversary, the project of the University Groningen Campus Friesland in Leeuwarden and scientific performance, including the achievement of a Spinoza Prize by Professor Theunis Piersma. Chapter 1 provides a profile of the University, the focal points of its investigation, the relationships with its surroundings and society, and its position among the other Dutch universities.

Chapters 2, 3 and 4 are about the key processes of a (research) university: teaching, research and social impact (often called ‘valorization’). It focuses on the performance and profiling agreements between the Dutch government and the Dutch universities in 2012. The institutions were obliged to formulate ambitions in the field of education and academic success, visibility and valorization. Besides the chapters provide a broader overview of the state of affairs in different areas.

Chapter 2 discusses the indicators in education, which demonstrate that the University of Groningen's performance agreements for 2015 are nearly fulfilled or on schedule. It also reports on other important issues, such as differentiation, quality and internationalization. In chapter 3, the research performance of the university is discussed. For the three main global rankings for universities the University of Groningen holds a position in the world’s top 100 of universities, which was an ambition that has been formulated in the profiling agreements. Pursuing another ambition, to wit 500 promotions in 2015, is not on schedule. Nationally, the University achieves a reasonable score with regard to the performance of individual scientists, on the basis of its market share of approximately 10%. However, there are exceptions. Concerning social impact (Chapter 4), there are few differences with previous years. In 2014, as in previous years, there were many applications where scientific knowledge could be converted to commercial viable products, processes or services.

For the financial policy (chapter 5) the annual report discusses the performance agreements made with the government, as well as the so-called continuity section, which is a mandatory component. The minister wants to gain insight into the policies of the institution and its implications for its financial position. The report examines risks and uncertainties, such as the economic crisis, earthquake damage and demographic resources, and the associated measures. Mention is also made of all compulsory subjects such as integrity and the level of incomes. The financial statements 2014 closed with a positive balance of €39.2 million, of which the auditor has issued an audit report.

In the remaining chapters 6 and 7, about management and social responsibility, policies and consequences both inside and outside the university are discussed. It’s about issues such as housing, human resources, safety and the environment. Although the University of Groningen nationally achieves a good rating concerning the number of women on scientific positions, its own ambitions for 2015 will not be realized. Furthermore, the University has invested heavily in 2014 in major construction projects and will continue to do so in the coming years. The overall environmental performance shows a slight improvement compared to 2013, which is supported by a national and international ranking. Finally, the University, has a large significance for the economy and society not only of the Northern Netherlands, but beyond as well, according to the Biggar report.
Colophon

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Reading guide

It is the aim of the University of Groningen Annual Report 2014 to provide accountable information about the basic facts, results and developments of education, research, valuation, finance, management and social impact. The most important aspects are discussed in various sections, but there is overlapping. At the start of each chapter key facts and trends are illustrated by numbers.

This document is meant to inform various target groups such as administrators, regulators, auditors and assessors, but also relations, stakeholders, journalists and other interested parties. The core tasks of the university (teaching, research and social impact) are discussed in chapter 2-4. The supporting processes and their implications are discussed in chapter 5-7. Every chapter begins with important statistical information, with concise information about key issues.

In 2014 the University of Groningen celebrated its 400th anniversary. Between all chapters and other parts of the annual report one can see photos, that give an impression of the anniversary celebrations.

The reader is invited to comment, to report omissions or suggest additions. In the next edition of the annual report will profit by these. Questions, compliments or complaints are welcome.