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Report of the Supervisory Board

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Summary

Colophon / Reading guide
In the past year, the work of the Supervisory Board has related mainly to strategic decisions made by the University of Groningen. Following the celebrations surrounding the University’s 400th anniversary, the focus in 2015 shifted to the new Strategic Plan. The plan for the period 2015-2020 was drawn up, in a detailed process in which the University’s staff, students and wider community were involved. With the plan, the university community has once again set out its shared values, mission and ambitions. The plan will now be translated into specific goals and activities for all the faculties.

Certain developments relating to the plan have already been initiated in the past year. In the spring, for example, discussions and preparations began with a view to setting up a branch campus in China, in the city of Yantai. We, the members of the Supervisory Board, were involved in that capacity in the preparation, structure and content of the agreements made with the partners in China. We see this as a positive initiative. We are focussing not only on the obvious opportunities that the initiative offers the University, but also on the future governance structure within which the responsibilities and right of say of the University of Groningen in respect of the UGY (University of Groningen Yantai) are regulated, on the management of possible risks for the University of Groningen, and on building support within the university community as well as among external stakeholders.

In 2015, the city of Groningen experienced an earthquake at first hand, and the risk became a reality. Discussions were held on a regular basis with the Board of the University regarding the implications for the safety of students and staff in the University’s buildings. Measures and their consequences were discussed, for existing as well as planned buildings. The agreements with NAM (the oil and gas company) regarding compensation for additional costs were also discussed. In 2015 there were also regular discussions regarding the financial situation of the Faculty of Arts and the organizational changes that are required in order to ensure the future health of the Faculty without resorting to restructuring.

In January 2016, the University of Groningen was shocked by the arrest of a staff member on suspicion of fraud, official corruption and money laundering. Measures were taken in consultation with the Supervisory Board in to minimize further damage and losses, and external parties were asked to assess the extent of the damage and losses. The Supervisory Board is confident that the actions initiated and the measures taken will minimize the risk of this type of fraud happening again.

In general, it can be said that the institution is in doing well. This is due to the efforts of its administrators and staff, and also to the efforts of the students. Everyone has contributed to the progress, in the context of their individual roles and responsibilities. As a result, the Supervisory Board is able to confirm that key ambitions from the previous Strategic Plan have been achieved: a stable position in the top 100 of the main ranking lists, internationalization (staff, education and the student population), and an increase in the number of PhDs awarded to 500. The University of Groningen has also fulfilled the applicable performance agreements made with the Ministry of Education, Culture and Science. In particular, the improvement in pass rates (from 50% to more than 75%) in the Bachelor’s phase is an impressive achievement.
In 2015 the Supervisory Board wished farewell to two of its members. Mr Alders resigned with effect from 1 June 2015, and Ms Schaafsma resigned with effect from 1 November. Both members served the University with great commitment for a long period, at a time when the duties of the Supervisory Board increased and it was allocated more responsibilities. They deserve the greatest appreciation for this. Ms A.S. Roeters was appointed to the Supervisory Board on 1 November. At 31 December, one Board position was still vacant. The appointment procedure has not yet been concluded.

The University is in good health. In 2015 the institution not only consolidated its strong foundations, but also adopted a Strategic Plan that encompasses a widely supported vision of ambitions and our direction for the period 2015-2020.

T.H.J. Joustra
Chairman of the Supervisory Board
The year 2015 was an eventful one for the University of Groningen, in which it initiated two important and large-scale projects. The University is implementing its plans to set up a branch campus in China – the first university in the Netherlands to do so. The branch campus will be in the city of Yantai, and will be established in cooperation with the city authorities and the China Agricultural University of Beijing. A great deal of work has been done in the past year, in excellent collaboration with our partners and the Ministry of Education, Culture and Science. This made it possible for the University to sign the agreement with its partners during the royal visit to China. In addition, the University of Groningen, in collaboration with the Leeuwarden municipal authorities and the Friesland provincial authorities, will set up the University of Groningen/Campus Fryslân.

These two initiatives have obviously given rise to a great deal of discussion within the University. Are we able to shoulder responsibility for two such sizeable enterprises? In the past year, in the best traditions of the University, this question was considered from all angles at all levels of decision-making and consultative participation. The decision-making process may have been somewhat turbulent at times, but it has always been productive and to the purpose. This is all the more notable, given the fact that certain fundamental aspects of the formal parameters within which consultative participation is organized came under pressure during the report year. There were also discussions in Groningen between members of the ‘new university’ and the Board of the University, and it emerged that there was consensus on the fundamental issues. The increased workload and insidiously increasing bureaucracy are areas of concern for us all.

The University is often described as a close-knit community. In my view, the past year has shown that sense of community is not merely imagined, but truly exists. The consensus that has grown is reflected in the Strategic Plan 2015-2020, which was adopted by both the University Council and the Supervisory Board in December 2015. The University of Groningen has taken an important step in implementing its aim to be not only an international university that attracts international students, but also a university with a global presence that enables Dutch as well as international students to learn actively in an international, diverse setting.

The campus in Friesland will strengthen the University of Groningen’s identity as the ‘University of the North’. Over a period of five years, the Friesland Campus will develop into a university location with 1,000 students, 50 PhD students and staffing of 50 FTE. There will be a residential college offering a broad three-year Bachelor’s degree programme, a Master’s College offering 10 Master’s programmes, and a Graduate School. The Faculty will work closely with the municipal and provincial authorities, Universities of Applied Sciences and other knowledge partners in Leeuwarden in order to establish a close-knit network within which teaching and research are able to flourish.

However, the decision-making on our Strategic Plan and the two new campuses must not allow us to forget that in 2015, as in previous years, the University of Groningen maintained a high standard of teaching and research. The standard was so high that the University again improved its position in the Shanghai ranking list, namely from 82nd to 75th place. The University’s position in the Times Higher Education Ranking improved from 75th to 74th place. It is more than clear that the University of Groningen is among the top global research universities. I firmly believe that, given the quality of its teaching and research, our University has the potential to become one of the top 50 global universities. The initiatives we have undertaken this year to position the University of Groningen as a global university will help us to realize that potential.

In 2015 too, the achievements of Groningen researchers drew widespread attention both nationally and internationally, both within
Incentives Scheme of the Netherlands Organisation for Scientific Research academics were awarded Vici grants under the Innovational Research Recognition of the quality of the University of Groningen’s research is no coincidence that this expedition – the largest ever Dutch polar research – was conceived within our university. It is research carried out by Feringa’s group continues to attract attention, not only because it is at the forefront of nano research, but also because the concept of nano motors holds enormous promise for the future.

Feringa himself thinks that it may be several decades before practical applications are developed, but this is not preventing interested laypersons and industry from thinking about the perspectives this research offers for tackling environmental problems, the problems that are likely to arise as natural resources become increasingly scarce, and the problems caused by the over-use of antibiotics.

Thanks to the work of scientists such as Feringa, the University of Groningen is at the centre of the advances that it aims to be involved in. Universities should be crystallization points for future-oriented creativity, bringing together researchers, technologists, entrepreneurs and imaginative and inventive designers and thinkers. The University of Groningen is one such university.

The work of many other research teams shows that the University of Groningen is oriented to creating the knowledge that ensures that the world remains a liveable place. There is not sufficient space in this foreword to acknowledge the achievements of all our researchers. One example I wish to mention here is the Arctic Centre’s expedition to Spitsbergen in August 2015. The group of 70 people led by Maarten Loonen is an excellent example of a group of enthusiastic and creative people from science, the arts, the media and technology. These groups are brimming with creativity and enthusiasm. The knowledge generated no longer comes from an ivory tower, but is generated directly by and for society. Clearly, not all types of research lend themselves to this approach, but it is true to say that it is no coincidence that this expedition – the largest ever Dutch polar expedition – was conceived within our university. It is research carried out by a university that is geared to the future and to the world.

Recognition of the quality of the University of Groningen’s research is also evident in the fact that, in the report year, six Groningen academics were awarded Vici grants under the Innovational Research Incentives Scheme of the Netherlands Organisation for Scientific Research (NWO). Prof. J. Bos (Faculty of Arts), Prof. A. Helmi (Kapteyn Astronomical Institute), Prof. D.J.M. Hilhorst (Faculty of Arts), Prof. M.C. Timmer (Faculty of Economics and Business), Prof. R. Veenstra (Faculty of Behavioural and Social Sciences) and Prof. M. Verheijen (Astronomy) have each been awarded € 1.5 million to structure and consolidate their research. Seven University of Groningen researchers were awarded a Vidi grant, and 21 young researchers received a Veni grant from NWO. Prof. Cicca Wijmenga (UMCG) was among the year’s Spinoza Prize winners. The award was made in recognition of her research into the genetics of gluten intolerance.

Groningen researchers were also successful in European research programmes. Dr Monika Baár, Prof. Justin Ye and Dr Anna Salvati were each awarded a substantial prestigious ERC (European Research Council) Starting Grant for their research into, respectively, the International Year of Disabled Persons and its impact, ion-gated interfaces, and drug targeting using nanoparticles. Prof. Bert Poolman and Prof. Siewert-Jan Marrink were each awarded an ERC Advanced Grant of van € 2.5 million. Poolman will build a synthetic cell and Marrink is using new simulation techniques to study cell membranes. Microbiologist Prof. Jan Maarten van Dijl (UMCG) received an EU grant of € 3.95 million for his research into protein synthesis from bacteria. In this ever-changing world, education cannot stand still. This is especially true of academic education. The University of Groningen is committed to producing graduates who are capable of holding leading positions anywhere in the world. We have indicated in our Strategic Plan that this priority places high demands on our teaching. Students are required to do the preparatory work for teaching sessions, so that they are able discuss the subject matter with each other and with their lecturers. For lecturers, this approach means not ‘spoon-feeding’ students and telling them how the world works, but presenting problems and dilemmas for students to study and discuss. One way of doing this is to make more effective use of videos and electronic learning resources. This is based on the perspectives offered by the highly diverse cultural backgrounds of our students. This enables us to train students to work in an international context, in accordance with the vision of the faculties as well as the Board of the University. It is also important to facilitate and create learning ‘communities’: groups of students who begin their degree programme together and also complete it together.
The fact that the University of Groningen has already taken successful steps towards achieving this is reflected in the large numbers of international students it attracts. The University currently has more than 4,000 Bachelor’s and Master’s students from outside the Netherlands, and surveys have shown that these students are very satisfied with the education they are receiving. In addition, there are large numbers of exchange students and PhD students. According to the International Student Barometer – a worldwide survey in which international students are asked to rate the study experience at the host institution – 87% of our international students would recommend the University of Groningen to friends in their home country. Although this obviously does not entitle us to rest on our laurels, it does mean that we are on the right track and that we can confidently continue our efforts.

Another aspect that inspires confidence is that, in recent years, efforts made to improve our teaching and education have had rapid results. The University of Groningen met its performance targets with flying colours: pass rates are currently at 75%. A few years ago this figure was less than 50%. In this context it is worth mentioning that in the Keuzegids Universiteiten (the guide to Dutch universities), six Groningen Bachelor’s degree programmes are rated as best overall. Nine Groningen degree programmes were assessed as the best in their category. In the list of Best Universities, the University of Groningen is in second place in the category ‘General Classical University’.

When the Ministry of Education, Culture and Science introduced the student loan system, it was announced that extra funding would be available for universities from 2018 for consolidating the quality of education. In anticipation of the additional funding, the universities in the Netherlands jointly agreed with the Ministry that they would use existing resources to increase investment in education from 2015. This agreement was met by appointing extra lecturers as part of the faculties’ investment agenda, and by investing in extra study places in the University Library. The latter investment was part of the major renovation work being carried out on the Library.

The decline in the number of Master’s students is a matter of concern. Many of Groningen’s Bachelor’s graduates take a Master’s degree at other universities. At the same time it seems that Bachelor’s graduates from other universities are not choosing Groningen for their Master’s degree because they consider it too remote from the rest of the Netherlands. An investment programme has been set up to address this issue too. Additional appointments for lecturers for the Master’s programmes will be funded from the University’s reserves.

The University has always remained in close contact with its alumni, and this tradition continues. Groningen alumni have very fond memories of their time here, and remain involved with the University. An increasing number of alumni are continuing this connection through the many Alumni Chapters that have been established worldwide. This is extremely important for the University of Groningen, not only because our alumni support teaching and research activities through financial contributions and stimulating ideas, but also because Groningen graduates are active as international Alumni Ambassadors in no less than eleven countries and are helping to bring prospective students into contact with the University.

It goes without saying that the University of Groningen also invests in the facilities that are necessary for high-quality teaching and research. In December 2015, the University of Groningen presented the definitive design for Zernikeborg, the new teaching and research building for the exact and technological sciences. In addition, in May 2015, work began on the construction of the Energy Academy Europe. Naturally, the building will set an example in the use of sustainable energy. When it opens in 2016, the Energy Academy will be the most sustainable education building in the Netherlands.

On 25 January 2016, a University of Groningen employee was arrested on suspicion of fraud, official corruption and money laundering, following investigations by the Fiscal Intelligence and Investigation Service (FIOD). The arrest of this employee and the resulting media attention have had a major impact on the University organization, and in particular on the staff of the organizational units involved. Measures were taken immediately by the University, in consultation with the Supervisory Board, in order to minimize further damage and losses, and to assess the extent of the damage and losses. As a result of the outcome of the investigations, disciplinary measures were taken against a number of staff. The collaboration with a number of suppliers and temporary staff was immediately discontinued. For
the long term, a University-wide programme has been implemented. It is geared to integrity, to changing the University’s organizational culture, and to strengthening monitoring processes.

Looking back at the past period we can say that, both on paper and in practice, the University of Groningen has succeeded in clearly positioning itself as a top research university, firmly rooted in its own region but also with a global presence and recognized as a knowledge centre that brings together science, technology, the entrepreneurial spirit and creative enthusiasm, with the aim of tackling the problems of the 21st century head-on. Our three priority areas for research – Healthy Ageing, Energy and Sustainable Society – are three powerful crystallization points for teaching and research. In the coming years, the University of Groningen will consolidate and build on this position, so that we are able to continue making a contribution to the production, sharing and application of knowledge that is of genuine relevance in our complex and rapidly changing world.

Sibrand Poppema
President of the Board of the University
1. Mission and vision

The University of Groningen is an ambitious international research university with strong, thriving roots in the north of the Netherlands. The University creates and shares knowledge through outstanding research and education. With an academic tradition dating back to 1614 and a rich heritage, the University is a unique academic community with a strong sense of belonging and a culture of innovative education and research.

1.1 Values

The core values of our University guide how we reach decisions and how our staff, students and stakeholders work together.

**Academic freedom**
Teaching and research take place in a climate of freedom of opinion and expression: ‘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.” (UNESCO, Recommendation Concerning the Status of Higher-Education Teaching Personnel (1997), §27.)

**Integrity**

Integrity is at the core of our activities. Integrity here translates into honesty, openness and transparency in our methods and reports, and is the foundation of our research and teaching. Integrity and academic freedom go hand in hand.

**Diversity and social inclusion**

Diversity is an important aspect of academic success, and we embrace it by valuing and respecting the perspectives and contributions of all our staff and students, and by stimulating a sense of connection in an inclusive academic community. By continuous interaction with staff and students and their participation in our governance, University-wide commitment to University strategies and policies is realized.

**Innovation and openness**

We continually strive to improve in everything we do. We are receptive to new ideas and seek to increase our knowledge of unfamiliar fields. We operate internationally to expose ourselves to different views and approaches, and are keen to initiate contacts and build relationships with new people. Open Access, Open Research and Open Data are important strategies for realizing these goals. They help us achieve excellence in research, teaching and societal impact.

**Accountability**

Our credibility is built on our values with regard to innovation, inclusion and integrity and the way we operate to find answers to the societal challenges of today. This is reinforced by our commitment as a public organization to be accountable for and transparent about all our actions.

**Sustainability**

We integrate sustainability and responsible behaviour consistently in our teaching, research and administration. We believe that, through cooperation between our students, staff and other leading partners in sustainability, the University can have a true impact in creating a circular economy and a sustainable society.

**1.2 Ambitions**

The six ambitions below derive from the University of Groningen Strategic Plan 2015-2020.

1. The University of Groningen will consolidate its position as an international academic community with strong local roots. One of the ways in which we aim to achieve this is to establish national and international branch campuses.

2. We will help our researchers work on new – sometimes high-risk – ideas by fostering an innovative and entrepreneurial attitude. Fundamental disciplinary and cross-disciplinary research with strong international partners, together with innovative interaction with society, will be central to the research-driven education that we provide.

3. We expect our students to be committed and responsible participants in the teaching and learning processes. Our educational strategy therefore focuses on enabling our students to be active learners.

4. Putting knowledge to practical use is a key responsibility of the University. Disseminating knowledge and converting it into sustainable economic and societal processes, services and business activities are cornerstones of University strategy.

5. We acknowledge a shared responsibility for University strategy, management and operation. Accountability and transparency with regard to quality and funding are fundamental in this respect.

6. Our alumni are an important link with society, and we welcome their involvement in our teaching and research through their contributions in the alumni circles and various other activities.

With this strategy for the period to 2020, the University of Groningen is confident that it can continue and grow in its role as a prestigious international research university in the next five years.
1.3 Intertwinement

The University of Groningen is an international academic community in which disciplinary and cross-disciplinary research leads to scientific breakthroughs and societal innovation, and in which talented students are trained as innovators who will contribute to a sustainable society. Its research and teaching are driven by intrinsic curiosity and interaction with global society. As a result, research, teaching and processes that have a societal impact are closely intertwined at the University.

Our research, which is of the highest standing, is based on strong core disciplines and a critical mass of researchers. These strong core disciplines are the foundation of our cross-disciplinary research. Our research in these core disciplines and our cross-disciplinary research help us to both deepen our fundamental understanding and knowledge of the world and find innovative answers to today’s societal challenges. Understanding the world and putting this knowledge to use are two key responsibilities.

With these responsibilities in mind, we actively engage in the dissemination of knowledge and converting this knowledge into economic and societal value. We do this with an emphasis on our three research priorities – healthy ageing, energy and sustainable society – and with a specific focus on the needs of the Northern Netherlands. Due to their political and economic constellation, the northern provinces provide us with a unique environment for innovative research on the global societal challenges, and in return the University provides a window on the world for the North of the Netherlands.

We want our students to become active, independent, and responsible citizens who can think critically and help solve the scientific and societal challenges of today and become the entrepreneurs of tomorrow. To achieve this goal we aim for small-scale teaching and focus on establishing strong links between students and staff, between teaching and research, and between teaching and relevant social issues in national and international contexts.

Exceptional teaching and research are only feasible with a diverse perspective on teaching and research and a university community encompassing different talents and nationalities. We achieve this by establishing a setting in which talent is recognized and can blossom. In keeping with the University’s ambitions, talented staff and students from all over the world are attracted by the career prospects and challenging study programmes. Moreover, they are given ample opportunity to apply, train and develop their specific strengths. Our University thus delivers a knowledgeable workforce that can make a significant contribution to a deeper understanding of the world and solving the challenges it presents. We believe that it is important to keep in touch with our alumni around the globe and to enable them to contribute to the mission of the University.

1.4 Profile

The University of Groningen is a public-law institution. In 2015 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 at institutional, faculty, research-group and individual levels, both in the Netherlands and abroad, in all continents.

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. One 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.
Collaboration with companies and entrepreneurs in all manner of fields is important for the economy of the Northern Netherlands and for the national economy as a whole. In the fields of healthcare and life sciences in particular, there is a great deal of economic activity in the Northern Netherlands. According to a report by the BiGGAR research institute, the University and UMCG directly support more than 12,500 full-time jobs and have an annual turnover of €1.4 billion. However, the impact of the two institutions on the northern and national economy is much greater. BiGGAR concluded 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 as a whole.

Groningen Agreement

The University of Groningen is cooperating with the City of Groningen, Hanze University of Applied Sciences 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.

1.5 Branch campuses

Yantai branch campus

In 2015, the University of Groningen began preparations to establish a branch campus in China. It is the first university in the Netherlands to do so. In collaboration with China Agricultural University (CAU) in Beijing, the University plans to establish a presence on a campus in the city of Yantai. A large part of the campus has already been developed. The University of Groningen Yantai (UGY) will be a Chinese legal entity with the official legal status of an Independent International Joint University. In Yantai we plan to offer Bachelor’s, Master’s and PhD programmes that incorporate research activities and collaboration with the business sector. After a preparatory year Chinese and international students will begin a UG degree programme in Yantai, and successful students will be awarded a University of Groningen degree. The starting point is that the degree programmes in Yantai must have the same quality guarantees as the degree programmes in Groningen. This is an opportunity for the University of Groningen to strengthen its status as a global university. Lecturers and students from Groningen will have the opportunity to gain experience working and studying abroad in China, and researchers will have the opportunity to carry out groundbreaking research there. In addition, Yantai is an opportunity for existing Groningen staff to gain work experience in another setting. Finally, the research facilities may result in collaborations with Dutch and international companies that are seeking to develop their products in an environment that protects their intellectual property rights. In addition, the campus is oriented to international students who are eligible to be selected for exchange programmes with the University of Groningen.

The official opening of UGY is scheduled for the autumn of 2016. After this date, the branch campus will be funded entirely from tuition fees. The Yantai city authorities are responsible for covering start-up losses and for investment in buildings and facilities. The agreement was signed in October 2015. King Willem-Alexander and the Chinese president, Xi Jinping, were among those present. Total ‘out-of-pocket’ expenditure in 2015 by the University of Groningen on the preparations for the UGY branch campus was €189,100. This relates to the cost of extra staff involved in the preparations and the cost of external consultation, travel and accommodation, etc. Regular staff of the University also devoted time to the preparatory work. The cost of deploying Groningen staff is calculated on the basis of integrated hourly rates. This amounted to a total of 6,421 hours. The sum involved is €566,700 based on the integrated costs (staff costs plus overheads). The out-of-pocket costs and cost of deploying Groningen staff were funded from the University’s private resources. The total sum involved was €755,800.
The UGY preparations are a complex process in which many people are involved, directly as well as indirectly. This applies within the institution (the Supervisory Board, Faculty Boards, staff and consultative participation bodies) as well as outside it (the Ministry of Education, Culture and Science, the Accreditation Organisation of the Netherlands and Flanders, and our partners in China). In 2015, a great deal of work was done to keep everyone informed and involved. During the University Council meeting on 25 June 2015, the intention to open a Branch Campus in Yantai was discussed in detail and the strategic choice in favour of the principle of a Branch Campus – and more specifically for a branch campus in Yantai – was approved.

**Campus Fryslân**

The year 2015 was devoted to transferring the tasks of the University Campus Fryslân (UCF) foundation to the new faculty: University of Groningen/Campus Fryslân (RUG/Campus Fryslân). UCF’s teaching activities (the Master’s College), research (the Graduate School) and the consolidation of the academic environment in Leeuwarden continued during the transition. Summer Schools and Autumn Schools were therefore held in 2015, educational support activities were organized for PhD students, activities were initiated, for example Science Cafe lectures, larger academic gatherings (e.g. the Gemma Frisius Lecture celebrating the opening of the academic year) and lectures (e.g. by Jonathan Israel).

A development plan has been drawn up for RUG/Campus Fryslân. This was the basis for the decision-making relating to the establishment of UCF. In November and December 2015 the Leeuwarden municipal authorities, the University Council and the Friesland provincial authorities, in succession, approved the plans for establishing RUG/Campus Fryslân, which will comprise a Bachelor’s College offering a broad three-year Bachelor’s degree programme, a Master’s College offering 10 Master’s programmes, and a Graduate School. The plan is for this special faculty to expand within 5 to 7 years to an organization with a staffing level of 50 FTE, 1,000 students and 50 PhD students. The actual development of RUG/Campus Fryslân began in 2016.
2. Research

2.1 Objectives

The University of Groningen is among the top European research universities. This success is due to the innovative application of fundamental research in order to solve individual and societal issues. Many of the University’s research groups are multidisciplinary, because breakthroughs are often made at the interface between different disciplines.

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. Both these objectives were realized.

2.2 Profiling and priority areas

Top 75 position

For several years the University of Groningen has been placed among the top 100 universities in the most influential global ranking lists. The year 2013 saw the beginning of an upward trend in our position in the Academic Ranking of World Universities (ARWU, also known as the ‘Shanghai Ranking’). This trend continued in 2015, with an improvement from from 82nd place (2014) to 75th place in 2015. In the Times Higher Education Rankings, the downward trend in the University’s position in the previous two years saw a reversal, with an impressive jump from 117th place to 74th place in 2015. This largely reflects the fact that Elsevier now provides data on publications, citations and reputations. With effect from 2015 the previous provider, Thomson Reuters, supplies its data to the U.S. News ‘Best Global Universities Ranking’, in which the University of Groningen is ranks 93rd overall. The QS World University Rankings are the only ranking lists in which the University’s position did not improve. Groningen ranked 100th in 2015, compared to 90th in 2014. This is almost entirely due to (controversial) methodology changes, which disadvantage universities that have a medical faculty. All eight Dutch universities with a teaching hospital fell by between 5 and 51 places in 2015 in these ranking lists as a result of the normalization of the 'citations per faculty' score.

Investment agenda

In 2014 the Board of the University drew up an investment agenda for teaching and research, with the emphasis on research. The sum of € 35 million has been reserved for implementing the investment agenda. The Board of the University selected 28 of the plans submitted by the faculties for further development. In 2015 these plans were elaborated and resources were allocated.
The faculties are aiming to realize transparent and attractive research profiles for researchers, students and external parties. This will be done by more effectively identifying relevant themes for long-term faculty research and by appointing additional staff. All the plans are based on collaboration with other faculties and/or disciplines and the strengthening of fundamental research into the University's society-oriented themes. This is in line with the objectives of the Strategic Plan 2015-2020.

In order to strengthen their teaching, the faculties are focusing on the profile of their Master's programmes, which will be more closely aligned with the envisaged research profile and the research strengths of the faculty and the University. One of the main objectives is to increase teaching capacity to facilitate modern and contact-intensive teaching in line with the University's vision for education.

**Investment Agenda evaluation**
From 2016 onwards, annual evaluations will be carried out to determine whether (and if so, to what extent) the envisaged goals of faculty projects are being realized. Projects will be modified or discontinued, as necessary, on the basis of the evaluation results.

**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 was appointed in 2011. In 2015 the Dean and his support team implemented policy designed to support Top Sector research. This concerns applications for NWO and ERC grants, nominations for election to the Young Academy and membership of KNAW, and nominations for awards such as the NWO Spinoza Prize.

**National**

**NWO Spinoza Prize**
Prof. T.N. Wijmenga, Professor of Genetics at the University of Groningen, was awarded a Spinoza Prize in 2015, one of the four Spinoza Prizes that the NWO awarded to outstanding researchers.

**Royal Netherlands Academy of Arts and Sciences (KNAW)**
In 2015, Prof. Pauline Kleingeld was appointed a member of KNAW. This brought the number of Groningen KNAW members up to 54. In relation to other Dutch universities, the University has an average representation (approx. 10%) in terms of KNAW members. No Groningen researchers were elected to the Young Academy in 2015.

**Personal grants**
Under the NWO’s Innovational Research Incentives Scheme, the University of Groningen was awarded 21 Veni grants, 7 Vidi grants and 5 Vici grants (13%, 8% and 14%, respectively, of the total number of awards). Given the desired national market share of 10%, performance in Vidi grants was reasonable and performance in Veni and Vici grants was good. In 2015 a Vici grant was also awarded for a proposal from a previous round, following an administrative reconsideration.

**International**

**Personal EU grants**
In the report year, the University of Groningen was awarded one Starting Grant (3%), two Consolidator Grants (6%) and two Advanced Grants (11%) in the various ERC rounds. Given the target of 10%, performance in Starting and Consolidator Grants was below average. Performance in Advanced Grants was average. In addition, in 2015 a Starting Grant was awarded for a proposal in the 2014 reserve list.

**Collaborative EU projects (excl. UMCG)**
In 2015, 32 new collaborative projects were approved under H2020, 5 more than in 2014 (20 in Pillar 1, 3 in Pillar 2, 9 in Pillar 3). The University of Groningen is the coordinator for 16 of the new projects (7 in 2014).
Strategic alliances

In 2015 the University of Groningen initiated the establishment of Campus Fryslân, in line with its objectives for profiling its teaching and research. With regard to its international profile, the University explored the possibilities for a branch campus in Yantai, China (see 1.5). The University of Groningen is also aiming for active and structural coordination/consultation between universities, both nationally and internationally. The University focuses on fields in which it has proven strengths and on universities with a similar profile.

Coimbra Group

In 2015 the Coimbra Group was restructured in order to become more effective in influencing EU policy and in harmonizing the European research environment. The new structure, based on working groups, has created a platform for EU liaison officers and faculty deans. The Coimbra Group also issued a position paper on U-multirank, with active input from the University of Groningen, and Vilnius University (Lithuania) joined the network. As a result of the restructuring, the University of Groningen has reviewed its position within the group, and has decided to concentrate on a limited number of areas. In the context of research, the University will continue to participate in the Research Support Offices working group, which focuses on the exchange of staff and expertise, and advises the Coimbra Group on research policy.

U4 Network

In 2015, various research activities were carried out in the U4 alliance (Uppsala, Gent, Göttingen and Groningen). These focused on optimizing PhD supervision, a peer review of research infrastructure and IT, and extending research networks in a number of fields, including religion. More than 30 workshops and seminars were held for researchers and management staff. This resulted in a number of successful Horizon 2020 proposals and Erasmus+ and Erasmus Mundus projects. Various Summer Schools were organized for PhD students, on themes including the Ageing Brain, Gender Studies and Energy. Knowledge-sharing in the field of PhD supervision and training meets a need that has been identified. The DAAD (Deutsche Akademische Austauschdienst) has sponsored the U4 strategic alliance since 2013. An application for renewal has been submitted.

2.3 Graduate Schools

a) PhD programme, structure and implementation

The range of programmes offered by the Graduate Schools has been well-structured for some time. The federation of H&SS (Humanities & Social Sciences) Graduate Schools has facilitated further efficiency improvements in the offering of programmes in these disciplines. A new structure for the Introductory Event for new PhD students has been realized, comprising a general standard introduction followed by a specific introduction for each Graduate School.

In 2015, the fourth biannual survey was held among the University’s PhD students. It general, it can be said that they are very satisfied. Ratings across the board were slightly higher than in previous years, especially for the themes of satisfaction with the Graduate Schools and satisfaction with the expertise of supervisors. The University of Groningen has also taken the initiative to coordinate PhD surveys on a national level.

b) Admissions and graduations

In 2015, as in 2014, a total of 591 students were admitted to PhD programmes. Fifty-eight percent of these students are from outside the Netherlands. This is partly due to the University’s active policy of setting up PhD sandwich programmes with international partners. The University of Groningen has special agreements with four universities of applied sciences in the north of the Netherlands to facilitate PhD programmes for lecturers of those universities. At the end of 2015, 54 lecturers at the universities of applied sciences were studying for a PhD under such an arrangement (36 in 2014). In 2015, 21 programmes were begun and three were ended. Two lecturers were awarded a PhD. Given the current number of students in this group, and the increasing intake, the number of PhDs awarded to lecturers at these universities is expected to increase to 10 per year from 2016.
In 2015 a total of 501 PhDs were awarded, of which 27 'cum laude' (as in 2014). The target of 500 PhD awards in 2015 was therefore achieved. This is a considerable increase in the number of PhD awards in relation to 2014 (443 PhD awards). After a couple of less favourable years, the University again achieved the national level of approximately 10% in 2015. The PhD training experiment programme implemented in 2015 is expected to increase the University’s market share in the long term.

2.4 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, 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), which was fully updated in 2014. This resulted in a new University protocol for quality assurance in research, which was published in the report year. The research information system PURE, which was introduced in 2013, now provides most faculties with the research data required for the SEP and annual reporting and has therefore reduced the administrative burden for academic staff.

b) Evaluations in 2015

Interim self-evaluations

In the report year, mid-term reviews (MTRs) were initiated at the following faculties: Theology and Religious Studies, Philosophy, and Behavioural and Social Sciences (Nieuwenhuis Institute). The three reports are expected in 2016.

In 2015 the University Science Committee made positive recommendations regarding the mid-term review reports submitted at the end of 2014 on the Heijmans Institute and the teacher training at the Faculty of Behavioural and Social Sciences. The Board of the University approved the recommendations and requested that the faculties implement them where necessary.

External research assessments

In the report year, the official response was formulated for Peer Review Committee (PRC) reports on Sociology (GMW/ICS, 2007-2012) and Human Geography & Planning (FRW/URSI, 2007-2012) that were published in 2014. The reports as well as the responses can be accessed online. The research of ICS as well as URSI received ratings varying from Good to Excellent.

In 2015 the first four external assessments according to the new SEP 2015-2021 were carried out. These assessments involve all the research of the UMCG and the Faculty of Economics and Business, and the mathematics and computer science research of the Faculty of Mathematics and Natural Sciences. With an ‘Excellent’ rating for the Relevance criterion and a ‘Very Good’ rating for Quality and Viability, the Faculty was assessed as one of the best institutes in the country. The other PRC reports, and the official response to all four reports, are expected at the beginning of 2016.

c) Academic integrity and data management

In 2015, the additional focus on academic integrity was geared to evaluating how well academic integrity is incorporated in all degree programme phases. The evaluations showed that the faculties incorporate this to the required extent in all three phases (Bachelor’s, Master’s and PhD). In addition, the University-wide policy on Research Data Management was adopted. The preparatory work was carried out in 2014, and all faculties were consulted on the content and feasibility of the policy. The policy was adopted in 2015 and is now the basis for managing research data at the University.
3. Education

3.1. Objectives

In 2015, the teaching and education were geared to achieving the objectives in the Educational Vision 2012-2015. The vision was based on five themes, with a focus on specific subjects:

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

The new Strategic Plan 2015-2020 was also drawn up, in close consultation with students, staff and other stakeholders. In addition, Administrative Meetings were held between the Faculty Boards and
the Board of the University to discuss plans and results relating to internal quality assurance, in the context of a radically improved PDCA cycle. The improved cycle resulted in greater transparency and structural quality assurance for the teaching in the degree programmes.

3.2 Education themes

The action taken by the University of Groningen in 2015 to improve teaching quality is described here for each theme in the Educational Vision 2012-2015.

3.2.1. Recognition of talent

Continuous line
A continuous integrated line of introduction, orientation, self-selection and, for certain degree programmes, pre-selection will ensure a well-considered, substantiated initial matching between students and their degree programmes. Considerable progress was made in this context in 2015.

The Schools’ Academy organized activities for school pupils in order to ease the transition from school to university. In 2015 the Schools’ Academy offered web classes for almost all Bachelor’s degree programmes at the University. School pupils were also introduced to current research in the exact sciences via Science LinX (a joint initiative of the Schools’ Academy and the Faculty of Mathematics and Natural Sciences).

The Junior Honours College summer school was held for talented students in pre-university education. They had the opportunity to follow a challenging programme to get to know the University and acquire important academic skills. Finally, in collaboration with the Science Hub of the Northern Netherlands, the Children’s University was held for primary school pupils. This included two lectures for children to mark the 50th anniversary of the Faculty of Philosophy.

Matching, selection and admission
Matching, selection and admission procedures are designed to help students choose the degree programme that is right for them. All students with a previous education in the Netherlands were given the opportunity to take part in a matching procedure, which concludes with a recommendation by the University. The effectiveness of these matching procedures was also measured in 2015. Although further analysis is necessary, we are able to cautiously conclude that matching appears to help to identify at an earlier stage those students who are at risk of dropping out. The following faculties have a decentralized selection procedure: Medical Sciences and Economics and Business, as well as the University College Programme.

Due to the success of the procedure, the threshold of 45 ECTS credit points was retained as the BSA (study advice) threshold for academic year 2015-2016. In addition, there was an increase in the number of international degree students and exchange students. The related admissions procedure for non-Dutch students had already been streamlined in 2014. This streamlining was continued in 2015 with the centralization of administrative processes, thereby bringing together expertise. Finally, the inclusion of international students in the academic community was promoted.

Differentiation
The University of Groningen believes that it is important for students to be able to develop their abilities to the full in the academic community. We are therefore pleased to report that 8.1% of the University’s students were admitted to Excellence tracks in 2015. The University therefore met the excellence target.

The ‘Teaching Excellence Fellowship’ policy document was also drawn up. The purpose of the new fellowships is to show appreciation for the commitment of lecturers who teach Excellence track students, to support lecturer professionalization for these lecturers and to create a platform for community-forming. As of 2016, the fellowships will be known as Fellowships for Innovation of Teaching (FITs). Twice a year, lecturers involved in Excellence track teaching have the opportunity to apply for a grant for educational innovation. Lecturers who are awarded an FIT then become members of a ‘community of fellows’.
University College Groningen entered its second year in 2015. Its small-scale teaching aligns with innovative teaching concepts and the focus themes of Healthy Ageing, Energy and Sustainable Society. In addition, the University of Groningen held a larger number of Winter/Summer Schools in 2015. These proved popular and attracted participants from 71 countries. The University plans to hold more of these Schools in the coming years.

In 2015, nine GUF-100 prizes were again awarded to the best students of each faculty, and the Aart Bosman Student Excellence Award was presented to the University’s top student. A new award, the Wierenga-Rengerink PhD Prize, was introduced for the best University of Groningen PhD thesis. Finally, on Education Day, the Lecturer of the Year was elected for the eighth year in succession. The annual award was introduced to stimulate and recognize commitment to and innovation in teaching.

Positioning of Master’s programmes
In 2015 the University continued working on positioning its Master’s degree programmes by offering more programmes based on current societal themes and fundamental research, and on innovative modes of teaching such as the project-based approach that involves working on case studies.

3.2.2. High-quality teaching and study success

Educational innovation
In 2013, in the context of the University of Groningen Teaching Agenda, University-wide agreements were made in order to translate elements of the Educational Vision into practical ways of contributing to teaching quality and study success. The subjects in the Teaching Agenda were still accorded the same priority in 2015. In addition, resources for positioning and performance agreements relating to teaching were used to work on the following selective ambitions: (1) Learning communities, (2) Selection, choice and progress, (3) Talent development, (4) E-learning, (5) Integration of supervision in Research Master’s and PhD tracks, (6) Entrepreneurship and (7) University College. The results are discussed in Chapter 9.

The number of e-learning initiatives increased, with four new MOOCs and an SPOC being the most visible exponents. A growing number of teaching staff are making use of e-learning tools. With a view to further integration, a seminar was held and a ‘best practice’ publication produced to inform lecturers, students and board members about the possibilities that e-learning offers. A new MOOC in teaching skills for student assistants and student board/committee members was designed and more than 1,000 students enrolled for it. Finally, the EGRACONS (European Grade Conversion System) online tool was launched. This tool enables grades and marks awarded abroad to be converted into grades and marks compatible with the assessment system of the home university.

Lecturer professionalization
One of the performance agreements was that 80% of our academic staff must have a University Teaching Qualification (UTQ) by 2015. This target was achieved by 1 December 2015. In addition, a training programme for the Senior Teaching Qualification was introduced in 2015 for administrators (including education administrators). On 18 June 2015, the first 15 University lecturers were awarded the Senior Teaching Qualification (STQ).

Testing and assessment
In 2015, the capacity for digital testing and assessment was increased. In addition, a course for Boards of Examiners was held with a view to consolidating the positioning of these boards in line with the Improved Governance (Higher Education) Act [Wet Versterking Besturing]. Following on from this, the University is exploring possibilities for training and peer-to-peer coaching for Programme Committee members. Initial preparations were also made for the introduction of formative assessment, which focuses on feedback on the learning process.

3.2.3. Academic community

The introduction of Learning Communities was consolidated on a large scale with a call for projects. In 2015, a total of 11 community-project proposals were approved for nine faculties. More calls will be launched for 2016 and 2017. Preparations were also made for optimizing inclusion within the University, in line with the Strategic Plan 2015-2020. This concerns the idea that every member of the
The academic community feels a sense of involvement and is therefore able to develop his or her abilities to the full. The development of a new language and culture policy in 2015 contributes to this.

### 3.2.4. Internationalization

#### Exchanges and networks

The number of student exchanges increased in 2015. This is due to the fact that faculties responded well to the opportunity to allow students to spend a semester abroad, studying at a high-level partner university. In 2015 the University of Groningen had a general partnership agreement or student-exchange contract (including Erasmus+) with 527 institutions in 67 countries. Agreements were concluded with universities in countries including India, China, Thailand, the U.S., Aruba, Curaçao, Colombia, Saudi-Arabia, Ethiopia, Mozambique and Tanzania.

The University’s first Erasmus+ International Credit Mobility application was submitted and was successful, resulting in 160 mobility grants for study, training or teaching in 11 non-EEA countries. Twenty successful Erasmus Mundus Action 2 projects were concluded and there were Erasmus+ student exchanges with 315 partners in the EU/EEA. The International Master's degree in Innovative Medicine was the fifth Groningen Master's programme to be granted the status of Erasmus Mundus Master’s programme. In 2015 the University of Groningen also offered 15 double degree programmes and three joint degree programmes.

The University’s Marco Polo Fund and the EU Erasmus+ programme made it possible to help almost all exchange students fund their costs while abroad. In 2014/15, 1,351 mobility grants were awarded to University of Groningen students for study or placements abroad. This was an increase of 17%. The number of incoming exchange students was 1,558. With regard to staff members, we are able to report that a large number of workshops and training courses were organized in cooperation with our partners in the Coimbra Group and the U4 network.

The first phase of the International Classroom (IC) project was concluded in 2015. Pilot studies were carried out at three faculties between 2013 and 2015. A conceptual IC framework was developed on the basis of these studies. An extensive network of international experts was also established. Brochures were produced and seminars held with a view to sharing expertise and good practices. During the next phase, the tools that have been developed will be implemented in all faculties.

### 3.2.5 Interface between academia and society

#### Research-driven education

In 2015 too, the intertwining of teaching and research in all phases was the basis for all academic teaching at the University, seeking alignment with current societal issues where possible. In 2015, particular attention was given to intensifying research-driven education in the Master's degree programmes. This will be continued in 2016 in the context of positioning these programmes.

#### Academic integrity

The University of Groningen strongly believes in professional academic practices and ethically sound teaching and research, in accordance with the Netherlands Code of Conduct for Academic Practice. In the Bachelor's phase, the focus is on intellectual property and the reliable documentation of research data. In the Master's and PhD phases, attention is also paid to creating an environment of active academic discussion and social control. In 2015 the emphasis was on requirements for PhD students with regard to professional academic practice and communication on that subject. With effect from 2015, PhD students are required to sign a statement in the Hora Finita system to the effect that they are familiar with the Code of Conduct for Academic Practice.

#### Alignment with the job market

The faculties have given a great deal of attention to enhancing employability and incorporated it more visibly in the curricula. In 2016 discussions will be held with the faculties to identify further ways of incorporating the subject of employability in the degree programmes. One example is the appointment of Advisory Boards for degree programmes. Each Advisory Board consists of a voluntary
delegation of the most important employers of graduates of the degree programme, alumni of the degree programme and representatives of staff and students. The aim is to advise on keeping degree-programme curricula up to date and in line with the needs of the job market. Pilot studies were also carried out in several degree programmes to teach students entrepreneurial skills.

NEXT Career Services also helped many students made study and career choices in 2015. In 2015, 1,430 students took part in workshops and seminars organized by NEXT. In addition, 4,076 students visited the NEXT service desk for a CV check. There were more log-ins (14,648) to Career ConNEXT, and 432 careers activities and 1,610 vacancies were posted. NEXT also organized the first Employability Seminar for staff of the University. In 2016, new staff will be appointed to the NEXT team in order to optimise contact with employers and provide employability support to colleagues in the faculties.

In the Global Employability University Ranking 2015, the University of Groningen ranked 114th among the top 150 international universities, and fifth among the Dutch universities in the ranking list. Groningen ranked 86th in the QS ranking list for 2014.

3.3 Quality assurance

3.3.1 Visitation and accreditation

Institutional accreditation
In 2014 the University received a positive assessment for the Institutional Audit on Teaching Quality. The accreditation is valid until 2019. In 2015 there were many political developments relating to Accreditation 3.0. The Ministry of Education, Culture and Science proposed a transition to institutional accreditation by the NVAO based on two criteria instead of four (Standards 1 and 4: Intended learning outcomes, and Standard 4: Level of testing). The aim is to reduce the administrative burden for institutions.

Participation in the pilot study is based on the sequence of the previous institutional accreditation round. The expectation is that the University of Groningen will not take part in the pilot study. The University is monitoring developments closely and in 2016 will prepare for a standard institutional audit. In recent years the University has made considerable progress with regard to internationalization. In 2016, a ‘quick scan’ on Internationalization will be carried out to determine whether the University of Groningen will apply for the CeQuInt (Certificate for Quality of Internationalisation).

Degree programme accreditation
All the teacher-training programmes offered by the University were re-accredited in 2015. Research Master’s degree programmes were evaluated by KNAW committees for the last time in 2015. From 2016 onwards, they will be included in the standard visitation regime. The NVAO issued a positive accreditation decision for nine Research Master’s programmes offered by the University of Groningen. One of the programmes was granted an improvement period until 2017. In 2015, five programmes were assessed following an improvement period. Most of the areas for improvement related to the role of the Boards of Examiners, and the audit committees were satisfied with the results. Because concerns about the role of the Boards of Examiners had emerged during a number of visitations, the University also introduced central measures such as training and peer-to-peer coaching.

Following a positive NVAO assessment for the new Bachelor’s programme in Media en Cultuur, the University added this to the range of programmes it offers. The application to offer a one-year Master’s programme in Human Movement Sciences instead of a two-year programme was rejected by the Higher Education Efficiency Committee (CDHO, Commissie Doelmatigheid Hoger Onderwijs)

3.3.2 Quality Assurance

Quality assurance for teaching at the University of Groningen is based on the PDCA cycle (Plan, Do, Check, Act) and the processes are set out in the University of Groningen Quality Assurance Protocol. The aim of the PDCA cycle is to safeguard and improve quality in an ongoing cyclical process. In 2015, the step-by-step plan for Joint and Double Degree proposals was updated. This will be incorporated in the University of Groningen Quality Assurance Protocol.
Following the most recent visitation, the University strengthened its quality assurance processes for teaching. It has improved internal quality assurance by carrying out official monitoring of the faculties in preparation for the spring and autumn Administrative Meetings each year, and by ensuring that the faculties’ ambitions and results are documented in advance of the meetings. After the Administrative Meetings, agreements made in the previous year’s discussions are reviewed and new agreements are drawn up. This process ensures that the faculties and the Board of the University remain in close consultation with each other with regard to plans and results. These measures have substantially improved the PDCA cycle, and the University is able to demonstrate that steps are systematically taken to make improvements to the quality of its degree programmes where necessary. Administrative Meetings were held with each faculty in the spring and autumn of 2015.

3.3.3 Internal quality assurance

In preparation for the Administrative Meetings, the faculties completed an Education Monitor. The Monitors were officially assessed before each Administrative Meeting. The Board of the University and the faculties recognize that the Education Monitor system, in combination with the Administrative Meetings, helps to assure the quality of teaching in the degree programmes. Finally, following on from the successful peer-to-peer coaching and the course for Boards of Examiners in 2015, and in the context of teaching quality, in 2016 the University will explore the possibilities for training and the sharing of best practices for Programme Committees.
4. Societal impact

4.1 Objectives

At the University of Groningen, research, teaching and valorization 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
- support for regional valorization activities through the Centre for Valorisation and Entrepreneurship
- promoting entrepreneurship.

### EU contracts

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4.2 Indicators

The valorization indicators were amended in 2014, and in 2015 the new indicators were used in an internal evaluation in order to assess their feasibility and identify any teething problems. Following the evaluation, some of the indicators were redefined. We are able to report the following results for 2015, based on the new set of indicators. In the longer term, on the basis of the progress in the pilot study and the new Strategic Plan, the University will consider whether the chosen set of indicators is feasible and, as necessary, link quantitative University-wide and faculty objectives to the indicators.

4.3 Societal themes

**Energy**

Research in the Energy societal theme and the researchers involved recorded further successes in 2015. The NWO awarded a grant for research into the impact of sustainable energy on the electricity market. Prof. André Faaij was awarded the Johannes Linneborn Prize for ‘Outstanding Contributions to the Development of Energy from Biomass’. The research programme EnergySense was also launched. The aim of the programme is to increase understanding of the energy consumption and production of households and of their behaviour, attitudes and motivation, in order to aid the transition to a sustainable energy model.

**Healthy Ageing**

Research in the field of Healthy Ageing, the first of the University’s societal themes, has attracted substantial international funding, namely 5 personal grants, 2 ERC Advanced Grants, 2 ERC Consolidator Grants, 1 ERC Starting Grant and 2 EU projects (approx. €4 million each) of which Groningen researchers are the coordinators.

**Sustainable Society**

The most recently launched theme, Sustainable Society, has also gained recognition. The ACCOMPLISH project, which is geared to innovative valorization, was approved by the EU. The University of Groningen is the coordinator of this project, in which 14 universities from 12 countries are participating. In 2015, the Knowledge Centre for Earthquakes and Sustainable Development (KADO, Kenniscentrum Aardbevingen & Duurzame Ontwikkeling) was established within the context of the Sustainable Society theme. The centre will spend two years researching the earthquake issue in the northern provinces, in cooperation with the community health services and the Groningen local authorities.

All three societal themes have launched MOOCs in order to disseminate knowledge about the underlying problems in these three areas and the research relating to them. Within the Energy theme, a large-scale international project in Mozambique was approved. The aim of the project is to help strengthen Mozambique’s knowledge infrastructure in the field of energy by setting up degree programmes at Mozambican knowledge institutes and by training staff.

4.4 Collaboration

The University of Groningen has a broad collaboration network with regional, national and international parties, including national and international businesses, the northern Dutch provinces, ministries and the European Committee. The University also participates in alliances between knowledge institutions, public-sector parties and private-sector parties. 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 valorization (see also 4.6).

**UMCG**

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 2015 was
approved by the Joint Policy Body on 1 December 2014, 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 Board of Directors of the UMCG approved the teaching programme for academic year 2015-2016, taking account of the staffing and logistical implications for the hospital section of the UMCG, which – subject to conditions – provides the facilities required for clinical instruction, thus enabling the programme to be organized in such a way as to comply with the learning outcomes set out in the Training of Physicians Decree pursuant to the Health Service Occupations Act. In 2015, the agreements made in the context of the plan document with regard to the Medicine degree programme were realized.

Regional
The University was closely involved at regional level with the drafting of the Northern Innovation Agenda, a shared roadmap for the Northern Netherlands with regard to utilizing research, realizing innovations and promoting entrepreneurship. The Agenda is designed to address global societal challenges in the fields of health, food and nutrition, water and sustainable energy, with a view to finding innovative solutions that contribute to economic growth, employment, welfare and wellbeing in the Northern Netherlands. The University of Groningen is actively involved in helping to achieve the aims of the Agenda. The University also worked with businesses in the Northern Netherlands on the Academic Roadmap for Smart Industries. Smart industry has the potential to stimulate employment in the Northern Netherlands.

National
The University of Groningen participates fully in Top Sector activities in which academics and businesses jointly set up and fund projects. In 2015 the University was successful in top sectors such as Logistics, and the Arctic Centre completed the largest ever polar expedition to Spitsbergen. The expedition team consisted of fifty members from various disciplines, and twenty other participants, among them famous Dutch people including the politician Stientje van Veldhoven, the author and actor Ramsey Nasr, and glaciologist Peter Kuipers Munneke. A comparison of the expedition’s new research data with those of 25 – 45 years ago yields a detailed and unique picture of the effects of climate change, a highly topical theme.

Europe
In 2015, researchers from the University of Groningen were involved in 83 projects under the EU’s Seventh Framework Programme for Research and Technological Development (FP7). Groningen researchers were involved in 10 consortium projects as researchers. In 2015, several new contracts were signed and a number of contracts with the EU were fulfilled. The combined value of these contracts in 2015 was €42.7 M.

Development cooperation
In 2015 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 of these projects in Tanzania, Zambia, Mozambique and Kenya. The University, in collaboration with the Energy Academy, received approval for a large-scale project in Mozambique, and was a consortium partner in several other projects. Ten PhD students from Groningen were involved in projects in Kenya and Tanzania in the fields of e-learning, good governance, health care, IT, education coordination and government decentralization, gender and tracer studies. In addition, various faculties are working with African and Asian partners in research projects funded from other sources. At international level, one of the University’s focus areas is sustainable society in less developed regions.
4.5 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 by supporting start-ups and promoting entrepreneurship.

**Patents**

September 2013 saw the publication of the brochure ‘The Value of Knowledge’, which sets out joint University of Groningen/UMCG policy on the utilization of knowledge. The brochure is a practical guide to facilitation within the University and UMCG, with the emphasis on patenting and business development. University of Groningen/UMCG policy on patents is reviewed on a regular basis, taking account of experiences in practice. In 2015 a number of aspects were amended and, in some cases, specified in more detail:

- Inventors who retire or leave the employ of the University will be entitled to the inventor’s bonus while the patent remains valid (20 years). This period was previously 10 years, commencing when the first patent income is received.
- Inventors who are also shareholders of a spin-off company or other company retain their right to the inventor’s bonus. In accordance with the University of Groningen Regulations on Additional Activities and Additional Interests, the shareholding must not exceed 4.99%.
- If the intellectual property rights have already been acquired by a company when a PPP project commences, the inventor’s bonus is not payable and the research group receives the 25% inventor’s share.
- In the case of inventions resulting from projects funded by Technology Foundation STW, the principle of equal remuneration in the workplace applies: any patent income is allocated so that the University of Groningen/UMCG inventors receive a bonus equal to fellow inventors involved in non-STW projects.

An increasing number of researchers are consulting the Research & Valorisation department and the Business Generator (SBGG). This is partly the result of activities designed to increase awareness of patenting, such as presentations on IP policy and facilitation.

In 2015, 59 potential inventions were reported by UG/UMCG researchers. Twenty-one of these were approved for internal evaluation; in 13 cases it was decided that the patent application would be partly funded from the UG/UMCG patent fund. In 2015 a total of 19 new patent applications were filed: 10 in the name of the University, 8 in the name of RUG+AZG (UMCG), and one in the name of AZG. The number of patent applications in recent years varied between 15 and 20. As in 2014, this number was well above the target specified in the performance agreements. A slight increase is expected in 2016.

Nine of the 19 patent applications in 2015 involve joint ownership with an external party, either another university or a company. Most patent applications are funded partly or fully from the UG/UMCG patent fund. Six joint applications were funded entirely by the company concerned. In the case of five patent applications filed by companies in 2015, the University is still involved in discussions regarding the naming of the inventors, by means of retrospective correction. The final total of UG/UMCG patent applications in 2015 may therefore be 24. In 2015, SBGG/R&V concluded 17 licence and sales contracts, the highest number so far. In order to ensure effective monitoring of IP deals, further investments have been made in an appropriate monitoring system.
Start-ups and commercialization
The year 2014 saw the launch of a pilot test facility (the Zernike Advanced Processing facility, or ZAP) for the upscaling of production processes. The facility was completed in 2015, and provides a link in the chain from milligram-level development in the lab to ton-level bulk production in industry. From September 2015 onwards, teaching programmes will be introduced for the operators of systems on this scale. 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 makes chemical laboratory facilities available to start-ups and product development projects. Innolab is a collaborative venture between the University, the UMCG and Syncom b.v., in coordination with the Chemistry top sector. Innolab opened its doors at the end of September 2015. In 2015 there were seven UG/UMCG start-ups in addition to these initiatives.

Consortium for Valorisation and Entrepreneurship (CVO)
The CVO was established in 2011 as a collaborative project of the University, the UMCG, SBGG and the Hanze University of Applied Sciences, geared to valorization and promoting entrepreneurship and an entrepreneurial mindset among the staff and students of these organizations. The CVO is funded from external sources. In 2015 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. During the CVO audit in 2015, the advisory committee noted that the consortium makes a valuable contribution in terms of promoting entrepreneurship and developing fast-growing companies. In 2016 the University will consider how CVO activities can be anchored in the organization when the funding period ends.
Entrepreneurship
Entrepreneurship education was gradually extended in 2015. There are now course units and programmes for all educational levels. More than 400 students have taken part in these, and more than 40 international students attended the University’s Entrepreneurship Summer School. The University has set up an Entrepreneurship Platform with the purpose of realizing closer collaboration in the teaching of entrepreneurial skills. All the faculties are represented in the platform.

The second intake of 20 entrepreneurs have now begun the VentureLab North programme. The first (trial) group achieved good results. An Energy Fast Track was set up for entrepreneurs in the energy sector, in collaboration with the Energy Academy, and will be continued in 2016. The entrepreneurship policy is now officially part of the Student Charter. Students who are already entrepreneurs can take part in the Student VentureLab programme. Fifteen student teams took part in the 2015 Student VentureLab Weekend.

Contract teaching and research
The turnover on contract activities in 2015 was €176.3 M, of which €165.4 M related to contract research and €10.8 M to contract teaching. Annual turnover in contract activities was almost equal to that in 2014.

Annual turnover in UMCG Research and Teaching increased by € 1.2 million compared to 2014. Within this figure, however, there was a shift in the income from the funding sources. There was a substantial decrease (€ 7.4 million) in government funding. This was due to the € 2.0 million decrease in funding for LifeLines, the ending of Eursafety funding in 2014, the afrekening of € 1.0 million for the Top Institute Food and Nutrition (TIFN) project in 2014 and the fact that in 2015 that there was no advance funding for the stem-cell research project at the Skoltech University in Skolkovo, Russia, as there had been in the previous year. Apart from this, there was a substantial increase (€ 8.0 million) in EU income, the result of sharply rising income from consortiums.
4.6 Alumni relations and fundraising

The Alumni Relations and Fundraising department (A&F) supports and organizes activities and services for alumni. The Ubbo Emmius Fund (UEF) was set up in 1996 with the aim of bringing ‘town and gown’ closer together and raising funds for teaching and research projects. The UEF is managed by an independent, unpaid Board comprising alumni and other members who are committed to helping to support the University. The Board is chaired by Paul Polman, the CEO of Unilever. The UEF is the University’s fundraising organization, and has the status of a Public Benefit Organization (PBO), which means that gifts or inheritances are not subject to taxation, and are allocated in full to the purpose for which they were intended.

Alumni relations

The University of Groningen was one of the first universities in the Netherlands to introduce an active alumni and fundraising policy. For 30 years, alumni and University relations have received the free magazine ‘Broerstraat 5’, which contains news from and about the University and its former students. In addition to this, the Worldwide Newsletter (in English) was introduced in 2009 for the growing group of international alumni and relations.

Since 2009, Master’s and PhD students also receive the Album Amicorum when they graduate. This is a gift presented by the Ubbo Emmius Fund. In 2015 the book received a prestigious international award: a Gold Award from the Council for Advancement and Support of Education (CASE).

Many alumni, young and not-so-young, play an active role in supporting our University. They give guest lectures, allow access to their network and knowledge or make donations to one of the many projects of the Ubbo Emmius Fund. In that context, in 2016 17 international students were trained as new ambassadors of the University. These International Alumni Ambassadors help as volunteers in activities such as recruiting prospective students in their home countries.

There are active Alumni Chapters both within and outside the Netherlands, providing a setting for socializing and social involvement. The Chapters give financial support to research projects at the University. In 2015, six Chapters were active in the Netherlands and nine abroad, including two new ones in Berlin and San Francisco. In addition, preparations were made for a further new Chapter in Brussels. A Theme Chapter dedicated to researching the Dead Sea Scrolls was formalized with the creation of an ‘inner circle’.

Professorial chairs

In 2015 the Board of the University approved the creation of two professorial chairs on behalf of the UEF: ‘Comparative multi-level governance and regional structure’. Ron Holzhacker was appointed to this chair, which was made possible by support from Unilever Indonesia and Shell Indonesia. The first UEF MA Thesis Award in East Asian Studies was presented as part of the first UEF chair, ‘East Asian Studies, with a focus on Mongolia’. The chair, to which Tjalling Halbertsma was appointed, was made possible by support from ING.

Campaigns

In 2015 the UEF launched several fundraising campaigns, which combined various methods, such as telephone campaigns (the Alumni Desk), crowdfunding and writing to funding bodies. The December campaign for the Eric Bleumink Fonds (EBF), which gives grants to talented students from developing countries, has now become a tradition. The total result for the EBF in 2015 was € 131,123.

Crowdfunding and telephone campaigns were also used for other projects, namely ‘Tools for Top Education’ (a tools and materials fund for the Faculty of Mathematics and Natural Sciences), ‘Nanospies in Cancer Cells’ (research into the role of free radicals in cancer cells) and the Junior Scientific Masterclass (a grant programme set up by the Faculty of Medical Sciences). Funds totalling € 160,296 were raised for these projects; in many cases this funding included gifts from a number of institutions and private funds. The University of Groningen created the website www.studenten.rugsteunt.nl in 2015 to provide Groningen students with their own crowdfunding platform.

In 2015, in order to familiarize students with its activities, the UEF became a sponsor of the student women’s volleyball team Donitas Dames 1. The team has returned to the premier division after an absence of 12 years. The UEF facilitates the fundraising needed to enable the women to continue playing at the highest level.
Eric Bleumink Fund (EBF)

Long-term collaboration with universities in Africa and Asia is an important aspect of the University’s international engagement. The emphasis is on improving education, training staff and strengthening the infrastructure of these universities. The University’s policy is to incorporate development issues as a theme in its teaching and research. In this context, the Eric Bleumink Fund awards scholarships to talented students and researchers from developing countries. Such scholarships enable them to further develop as individuals and to make important contributions to the development of their own countries. Since it was established in 2000, the EBF has awarded almost fifty scholarships, enabling young, talented and ambitious people to follow an additional course of study at the University of Groningen. Here they are introduced to academic culture, academic libraries and international contacts. There are currently five EBF scholarship students at the University. The Eric Bleumink Fund depends on donations from individuals (mainly Groningen alumni), commercial companies and institutions.

Fundraising

In 2015 the UEF received direct donations totalling €443,952 and pledges totalling €423,050 for the coming years. Several of the UEF’s fundraising activities have resulted in direct faculty donations and pledges. Although these monies are not paid directly to the UEF, the fund played an important mediating role. In 2015 this funding included two awards of €375,000 each from the NWO and €700,000 as part of an EU grant for projects of the Science Technology and Innovation Network Groningen for Sustainability (STINGS). STINGS is a multidisciplinary project group of the University of Groningen, comprising scientists from the Science & Society Group (Faculty of Mathematics and Natural Sciences) and Globalisation Studies Groningen. It is supported by the UEF.

In 2015, thanks to the involvement of alumni, the UEF once again received generous support from a number of family trusts and equity funds, which was used to fund research projects including those requiring starting capital or additional funding to move to the next level. The financial results in 2015 decreased in relation to 2014, the year in which the University celebrated its 400th anniversary and, partly due to this, received an exceptional number of donations. Compared over several years, however, the results show gradual growth.

4.7 Science Shops

The five Science Shops of the University of Groningen carry out society-oriented research for a range of non-profit organizations. They also mediate in research projects and teaching projects within their network, on the basis of the questions they are asked to research. The Science Shops are based in various faculties, which means they can offer expertise in a wide range of societal issues and can contribute to solving them. Each of the Science Shops has its own way of working. On average, they receive 140 requests per year to provide free knowledge support and research.

The targets are businesses and social organizations. Examples include the Centre for International Cooperation, residents’ groups, ministries, asylum seekers centres, the Wadden Sea foundation, the Down’s Syndrome Foundation, the Frisian Resistance Museum, schools, a residential community for the deaf and hard of hearing, environmental organizations and political parties. The Science Shops collaborate with each other and are therefore able to carry out multidisciplinary research. In recent years they have worked on various multidisciplinary projects on themes including the economics of low-priced medicines in developing countries, sustainable business parks, and the environmental and economic impact of magnesium production in the Ems estuary.
Rosalind Franklin Fellows
5.1 Strategic HR policy

The University of Groningen’s HR policy is linked to its strategic ambitions. The University will not be able to achieve excellent results if it does not attract talented staff and support their development. That is why the University is committed to maintaining an environment in which talent is recognized and fostered. Staff, PhD candidates and other students are given every opportunity to acquire and develop specific talents. Learning to work in an international context and learning to work with others are essential elements of this training, along with acquiring a socially responsible attitude and an entrepreneurial mindset.

Talent Development programme

Investment in the TD programme in the past five years has focused on an extensive support and training programme for academic staff. At any stage in their career, staff are entitled to support from TD in the acquisition of career grants. The University has also invested in setting up and informing a network of Faculty Funding Officers, who serve as the intermediaries and contact persons between academics in the faculties and the Talent Development team. In the past year, as a result of the increasing demand for support, external parties were also consulted more frequently, namely in the field of grant writing.
In 2015, the TD programme was extended to include the professionalization of support with regard to nominations and academic awards. Preparations are also underway for the Young Academy of Groningen. A career development programme was introduced for PhD students and postdoctoral researchers, in order to help them make a well-informed decision as to whether to pursue a career in the academic world or outside it. The pilot study with a ‘fleet inspection’ at a number of faculties, designed to support this process of nomination and grant acquisition, went well and will be followed up in 2016. Investments were also made in the further development of the continuing ‘Excellence Path’: in a meeting of four deans (University College, Honours College, Graduate School and Talent Development), substantial input was provided for the University’s Strategy Plan, largely for the section on talent development.

**Tenure Track evaluation**

Staff appointed to the Tenure Track path have the prospect of tenure (a permanent position) and promotion to the position of Professor 2 (H2) after a period of 10–12 years, provided they meet the performance criteria. In 2015, an internal evaluation of the Tenure Track policy was carried out in order to assess whether the policy is still ‘fit for purpose’ and whether any adaptations were needed. Faculty Boards, research school directors and HR advisers were involved in the evaluation, which was based on interviews and a joint meeting and discussion of the results.

The main conclusion of the evaluation was that the aims of the Tenure Track policy, which include recruiting talented young researchers from around the world and filling future professorial positions, have been realized. Tenure Track as an academic career path has become an indispensable system at the University of Groningen. At the same time, it was observed that the policy and the way in which it is implemented, including the support offered to Tenure Track staff, varies from faculty to faculty. If the University of Groningen wishes to truly distinguish itself in the field of academic careers policy, it must place greater emphasis on the joint aspects of the policy and clarify where different approaches are necessary or possible. This will create a more coherent picture, not only from an external point of view but also for new Tenure Track staff and all other University staff. Various recommendations have been made regarding how to achieve this, and will be developed in 2016.

**Support staff (OBP)**

In 2012 the HR department implemented a broad and highly successful mobility and employability project (Talent Travel) for support staff. Talent Travel was evaluated in 2015. The evaluation found that the programme has raised awareness among support staff as well as OBP managers of the importance of long-term availability. In this period, the number of support staff receiving redundancy pay fell from 144 in 2013 to 100 in 2015. The Talent Travel programme has now ended. The successful instruments are being incorporated in the standard development services of HR-Experts. New projects are being developed: A project for OBP in scales 2 to 5 and their managers, a project for managers and a long-term employability project for secretaries. The aim of all these projects is to improve long-term employability and raise awareness of the subject.

**Performance management**

Following the projects relating to the annual Results and Development (R&O) interviews, in 2015 the interview process was incorporated in the normal duties of the HR department and of board members, managers and other staff. The assessment grades have been increased from four to five (Usatisfactory, Not yet satisfactory, Satisfactory, Good, Very Good). A digital system, Digi-R&O, for conducting the interviews is being developed. Apart from the system with a digital workflow for issuing interview invitations and preparing and concluding the interviews, there is also a system for accessing agreements made in previous interviews. Both methods (digital workflow and workflow via email) are still used. Quality-driven management remains important. The percentage of interviews held University-wide between July 2014 and the end of 2015 was 57%, whereas the target is 90%.

**Leadership development**

In 2015, a wide range of professionalization programmes was again offered for staff in leadership roles. Apart from the standard programmes such as those focusing on academic leadership, leadership for administrative and support staff and the course in leadership and management skills course, new programmes were offered, including financial management for non-financial managers. This new programme was a success (there were almost 30 participants) and will be offered again in 2016. In addition, workshops were held to help managers answer career-related questions put
by their staff, the ‘soup café’ meetings on various themes reached a sufficient number of managers, peer-to-peer coaching was introduced for managers and training courses in conducting R&O interviews were well attended.

Various activities were also organized for executive staff of the University. A retreat was held for members of the College of Deans (CvD) and for the Management Council. The CvD took this opportunity to reflect on the Strategic Plan, and the vice deans were also involved in the discussions. During an intensive away day, the Management Council reflected on its leadership development, and expressed the wish for a joint development programme. All new board members and directors of the University are also offered an individual development assessment, to provide them with a basis for working on their own professionalization.

Diversity

The stagnation in the number of female professors has been a concern for some time. In 2014 and 2015 the initiative was taken to investigate the career step from Assistant Professor to Associate Professor, and the problems that women experience with this. In 2016, work will begin on policy amendments at University level and faculty level. Two deans will take on the role of Chief Diversity Officer (CDO). The initial focus will be on gender diversity policy, but may be extended to other policy areas such as student intake and the International Classroom. The tasks of the CDOs will be to raise awareness of the diversity issues, monitor staff intake and promotion, and maintain regular contact with the University sections that also need to address gender diversity. This is part of a series of new initiatives.

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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 University succeeded in appointing 22 Franklin Fellows in 2015. For the first time, the project was part-funded by the European Commission COFUND programme. In the longer term, the success of this policy should be reflected in the number of female professors and Associate Professors. The percentage of female professors for the University and UMCG combined has increased from 28% to 34%.

5.2 Staffing

At the end of 2015 the staffing level was 4001 FTE (excluding 1,590 FTE for UMCG Teaching and Research). Compared to to the end of last year, the staffing level at the University of Groningen increased by 108 FTE in 2014. 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.

Salary costs in 2015 were €360.4 M (including UMCG Teaching and Research). In 2015, the value of work performed by third parties (including staff hired on secondment) was more than €18.4 M.

5.3 Health and vitality

The services provided by the Health, Safety and Environment Service (AMD) 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 2015, courses and workshops for staff were held as part of the BALANS preventive health programme. 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 2015, 246 preventive health checks were carried out, and 43 cases resulted in follow-up. Almost 400 staff took part in BALANS activities relating to nutrition, exercise, relaxation and brain maintenance (including Work Balance week). Sick leave in 2015 was 3.0%, a slight increase on 2014. The rate was 2.0% among academic staff and 4.4% among support staff. The sick-leave reporting frequencies for the two groups were 0.53 and 1.32 respectively.
Reintegration
In September 2015, case managers were appointed to professionalize the reintegration of unemployed former staff and to help staff faced with unemployment to find new positions within the University of Groningen or elsewhere. The appointment of the latter case manager reflects the University’s commitment to being a good employer and to aiming to control costs relating to employment benefit obligations under the Unemployment Insurance Act (WW) and the Netherlands Universities Enhanced Unemployment Scheme (BWNU).

Safety

Integrated Safety
The University of Groningen uses the Management System for Integrated Safety in Higher Education (MIVH). 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. In 2015, work began on compiling an inventory of studies to be carried out with regard to integrated safety.

Crisis Team
In 2015 the University crisis team held a crisis-management exercise in collaboration with the Groningen municipal authority. The exercise will be evaluated. The crisis team received several call-outs and/or notifications in 2015, through channels including the special WhatsApp group.

Laser safety
In 2015 there were no notifiable incidents involving lasers. Regulations on third-party access to laser laboratories were incorporated in the laser safety policy and implemented. Work was also carried out on designing and fitting out laser laboratories in the planned new Energy Academy Europe (EAE) and Zernikeborg.

Radiation safety
There were a number of staff changes within the Radiation Protection Unit in 2015. In 2015, the collective occupational exposure dose was again negligible. In the report year there were no notifiable incidents within the meaning of the Radiological Protection Decree (Besluit Stralingsbescherming). In 2015 the University was officially recognized as a provider of courses in radiation protection. This recognition had become necessary following legislative amendments.

Biological safety
The biological safety organization is coordinated by the HSE department. In 2015, work began on an assessment of the biological safety organization at the Faculty of Mathematics and Natural Sciences. The assessment will be completed in 2016. There were no incidents in 2016.

5.4 Legal rights

Complaints and objections
The University has laid down 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 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 2015 the Board of Appeal for Examinations (CBE) received 229 appeals, and 105 objections were lodged with the Disputes Committee. (By comparison: in 2014 students lodged 183 appeals and 142 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 2015, one complaint was submitted to the CWI.

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, there were two reports from whistleblowers. One of the cases was of a less serious nature and the Confidential Advisor, taking account of the suggestion by the person who reported it, advised discussing the malpractice directly with the person concerned via a colleague. The other report related to a suspected criminal offence and suspected wasting of public funds. After consulting the person who reported this, the Confidential Advisor notified the University’s competent authority (the Board of the University), which then initiated an investigation.

6.1 Student facilities

The University is an academic community of staff and students. Students concentrate on their studies and take responsibility for student life, in all its facets. At the same time, they are actively involved in the academic community and participate in the various levels of decision-making, from the University Council to the Faculty Councils and Degree Programme Committees. The aim is to have an involved and committed population of students who graduate on time and are well prepared for their future careers. To this end, we offer excellent student services and facilities and actively engage students in University governance.

Students are attracted to the University of Groningen not only by the high standard of its Bachelor’s and Master’s programmes, but also by the good reputation of the city of Groningen and its vibrant student
life. The combination of high educational standards and an attractive living environment is one of the University’s unique characteristics. As a result, graduates have wide experience and are well equipped for graduate positions in society. The University supports this by facilitating sports and cultural activities for students.

Sports facilities
The University’s sports organization, ACLO, is run by students. In 2015, work began on the implementation of the joint (ACLO/UG/HG) long-term policy plan for the period 2015-2019. The number of students participating in sports has not yet increased in line with the forecast, and the number even fell in 2015. In 2015 a second location, ‘ACLO Station’ was opened in the city centre, next to the station. In 2015, work also began on investigating the possibilities for long-term accommodation.

Cultural facilities
The Student Culture Centre USVA is a foundation run by students. In 2015, USVA offered more than 100 courses in eight disciplines, include Body & Mind, Film & Photography and Dance. It also provided total funding of approximately € 10,000 to student culture initiatives. In 2015, 120 public events were held in the USVA theatre, including theatrical performances, films and course presentations.

6.2 Sustainable business operations
Together with the Green Office, the Green University task force drew up the Roadmap 2015-2020, setting out ambitions for ‘People, Planet and Performance’. One of the conditions is that the ambitions must be measurable, realistic and feasible. The direction set out in the Roadmap was ratified by the Board of the University in October 2015. The ambitions are:

People: the University of Groningen will be healthy and dynamic by 2020
- promote the long-term employability of staff
- promote inclusivity (Participation Act)
- focus on the vitality and empowerment of students and staff
- promote sustainable transport; current situation: in 2015 the University had a total of around 36,000 students and staff, of whom an estimated 16,000 use a bike (this figure is based on the number of cycle racks and their usage). The aim is to increase the number of staff and students using a bike by 2020.

Planet: the University of Groningen will be CO2-neutral by 2020
- energy efficiency at least equal to 2008 level
- at least 25% of energy produced by our own renewable sources by 2020
- water consumption ≤ 2008 by 2020
- at least 15% reduction in total waste production by 2020 compared with 2005
- at least 70% of waste separated by 2020
- wherever possible, a BREEAM ‘Excellent’ rating will be the standard for all new building and renovation work
- ecological management of University premises, with consideration for users.

Performance: the University of Groningen will shift its performance focus from profits to value by 2020
- integrate sustainability in teaching curricula and research projects
- aim for 100% sustainable purchasing, with consideration for labour conditions and human rights
- explore possibilities for recompensing voluntary work undertaken by staff in the community (e.g. with leave hours)
- improve communication with staff and students about sustainability, by promoting and supporting events, symposia, lectures and courses relating to sustainability.

Ranking lists
UI GreenMetric World University Ranking 2015
In 2015 the University was placed 12th in the GreenMetric ranking list and is therefore, according to this list, the most sustainable university in the Netherlands. In 2015, 407 universities from 65 countries took part in the ranking. This was an improvement of 37 places compared to 2014. This ranking system assesses universities on the basis of sustainable measures implemented on campus and environmentally friendly management, teaching and research. The ranking list is drawn up by Universitas Indonesia and was issued for the sixth time in 2015.
SustainaBul Ranking

In this ranking list too, the University improved its position in 2015 compared to 2014. It climbed a total of 4 places, ending in 4th place. SustainaBul is the main sustainability ranking list for Dutch higher education institutions. It is an initiative of the student network Morgen (‘Tomorrow’). The SustainaBul award is presented annually, in the spring. Institutions are assessed on the sustainability of their teaching, research and business processes.

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.

The results show that both energy and water consumption have decreased in relation to 2014. In 2014, the University of Groningen implemented measures to ‘go green’ in terms of electricity and water consumption.

<table>
<thead>
<tr>
<th>MPI’S</th>
<th>GENERAL</th>
<th>2005</th>
<th>2014</th>
<th>2015</th>
<th>CHANGE IN 2015 COMPARED TO 2005</th>
<th>CHANGE IN 2015 COMPARED TO 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross floor area (GFA) m²</td>
<td></td>
<td>374377</td>
<td>428537</td>
<td>437255</td>
<td>17%</td>
<td>2%</td>
</tr>
<tr>
<td>MPI’s</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Primary Energy¹ in EPI GJ/m² GFA</td>
<td></td>
<td>1,45</td>
<td>1,43</td>
<td>1,41</td>
<td>-2,6</td>
<td>-1,4</td>
</tr>
<tr>
<td>Water in MPI m³/m² GFA</td>
<td></td>
<td>0,40</td>
<td>0,38</td>
<td>0,38</td>
<td>-5,2</td>
<td>--</td>
</tr>
<tr>
<td>Non-hazardous waste in EPI kg/m² GFA</td>
<td></td>
<td>2,30</td>
<td>2,19</td>
<td>2,29</td>
<td>-0,6</td>
<td>+4,8</td>
</tr>
<tr>
<td>Hazardous waste in EPI kg/m² GFA</td>
<td></td>
<td>0,20</td>
<td>0,11</td>
<td>0,18</td>
<td>-7,0</td>
<td>+61,2</td>
</tr>
</tbody>
</table>

¹ The primary energy consumption (Process Energy Requirement (PER)) is the energy needed for the production of energy by the Dutch power generators. Power plants in the Netherlands have an efficiency ranging between 38-46%. Our calculations are based on 44% efficiency.

The energy figures are adjusted for degree days.
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gas consumption by purchasing Guarantees of Origin (GOs) for its electricity consumption and emission-reduction certificates for its gas consumption. The GOs are proof that the electricity used has been sustainably generated (at hydroelectric power stations in Europe) and the emission-reduction certificates guarantee that the CO2 emissions resulting from the use of natural gas are offset (sustainable projects in Europe). In 2015, approximately 15% of the University’s energy needs were generated from its own renewable sources, including underground energy storage, solar panels and a wind turbine.

The amount of hazardous waste increased considerably in comparison to 2014. This was due to clearance work at the Faculty of Mathematics and Natural Sciences. In recent years the production of hazardous waste appears to have stabilized at around 0.15 kg/m².

Catering, Food & Drinks
In 2015 the University's catering department, Food & Drinks, took various measures to enhance sustainability in its restaurants and other catering services. Purchasing criteria now relate not only to the sustainability of products, but also to social return and regional employment. Measures have also been implemented to keep food waste to a minimum.

Animal experiments
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 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 University of Groningen strongly believes in professional academic practices and ethically sound teaching and research. 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. It also abides by generally applicable viewpoints from Codes of Practice on various subjects. Every year, the DEC-RUG publishes an annual report on its website. The report is in Dutch.

6.3 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 a number of locations. In 2011, in line with the Strategic Plan, work began on the subject of operational efficiency, with the focus on 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, in close consultation with NAM, agreements were made with regard to inspections and procedures for the approval and reimbursement of additional costs that the University will incur as a result of having to make its buildings earthquake-proof. Because the standards and contours of the earthquake zone continue to shift, the issue of earthquakes will continue to require the University’s attention.

In 2015, seismic scans were due to be carried out on all University buildings to determine how earthquake resistant they are. This is an evolving area of knowledge, and we do not yet fully understand all the aspects of the magnitude and consequences of possible earthquakes. Ultimately it was decided, in consultation with the gas producer NAM, to identify the High Risk Building Elements (HRBE) in every building. It was also decided that the assessment of the structural elements of existing buildings will be carried out at a future date, based on new criteria and insights. Earthquake problems will continue to be an integral part of accommodation policy in the coming years.
Construction projects

The accommodation and building activities are concentrated in three areas:

1. City Centre Campus

The accommodation plan sets 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. The plan was to convert the building for the Faculty of Law after the library has relocated to the Forum. However, the construction of the Forum has been seriously delayed as a result of the earthquake problems. This means that the building will not become available for the University until a later date. In 2015, agreements were made in close consultation with the library and the Groningen municipal authorities.

Work on the fourth floor of the University Library (UB) was finished in August 2015. This is the first part of the UB renovations to be completed, and gives a good idea of how the UB will look once the work has been completed. The renovation of the fourth floor went smoothly, and caused less nuisance than was envisaged in the planning. This means that renovation work on the other floors can be carried out more quickly, and hand-over completed in 2017 rather than 2018.

2. Healthy Ageing Campus

In 2015 the partners on the Healthy Ageing Campus drew up the Schedules of Requirements for their facilities. This resulted in a coordinated plan and schedule for the various sub-projects. The plan will be finalized in the spring of 2016, and after this the various sub-projects can be developed.

3. Zernike Campus

In the coming years, work will begin on the Energy Academy Europe (EAE) 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-sharing in the field of energy (including sustainable energy) will take place. The construction of the EAE began in the spring, following a disappointing tendering process and stringent cost-cutting measures. It will be completed in autumn 2016. The premises are expected to be in full use by 1 January 2017. This ambitious building is likely to be the most sustainable education building in the Netherlands. The extremely stringent requirements with regard to sustainability have earned the building a BREEAM ‘Outstanding’ rating (level 1 on a scale of 5). A 200-metre long air duct under the building, for example, uses the earth to cool and heat the air and water; rainwater is used to flush the toilets; the ventilation system is powered by a ‘solar chimney’; optimum use is made of sunlight for lighting and generating energy.

Perhaps more importantly, the EAE was designed to serve as a ‘hub’ for activities being carried out in the Northern Netherlands to spearhead the energy transition in the Netherlands. The building is designed to facilitate collaboration, knowledge-sharing, innovative research and practical initiatives.

The development of Zernikeborg is on schedule. The final design was realized in 2015. The specifications will be drawn up in 2016, and firms selected to carry out the work. Construction work is expected to begin in early 2017. Zernikeborg will be a centre for high-level fundamental and applied research. It will be the home of top institutes such as the Engineering and Technology Institute Groningen, the Zernike Institute for Advanced Materials, the Stratingh Institute for Chemistry, the Groningen Biomolecular Sciences and Biotechnology Institute, the Van Swinderen Institute, the Kapteyn Astronomical Institute and SRON. The new building replaces Nijenborgh 4 and, with its advanced air-conditioning system, it will be one of the best-equipped research buildings in Europe. It will also be one of the most energy-efficient buildings of its type. It has 900 m² of solar panels and is connected to two heat and cold storage systems. The building will be realized in two phases and will be fully functional by 2022.
In 2015 the new accommodation for the FSSC (Financial Shared Service Centre) on the Zernike Campus was also completed. Related to this are the relocation of teaching rooms and the upgrading of computer teaching rooms at the Faculty of Economics and Business. At the Zernike Campus a long-term plan is being developed for the sports centre, the possibilities for an extra examination hall are being explored, and the initial preparations for a plan for the new University Services Department accommodation are underway. The Property and Investment Projects department (VGI) is working with the partners in the Groningen Agreement on plans to improve the quality of the campus. This concerns projects relating to infrastructure and fitting-out, as well as improvements to facilities and the realization of an attractive location.

6.4 Information technology

The University’s IT policy is based on its primary processes: teaching and research. 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 innovation and support are essential to achieving top results in the fields of teaching, research, societal impact and talent development. In these processes, IT plays the role of ‘enabler’ and, increasingly, that of ‘game-changer’. Staff and students who make intelligent use of modern IT and support in their work reap the benefits of this. CIT has invited them to help develop new digital services.

In 2015, work began on long-term plans for IT. The IT round-table strategy meeting held on 2 March 2015 saw the implementation of the new approach to working with customers to find the most appropriate solutions for digital services for the primary process and for support services in the university of the future. This was one of a series of consultative meetings between the Board of the University, the University community and the University’s partners in which the development of the new Strategic Plan for the period after 2020 is being discussed. The meeting of the IT Strategy Board also saw the launch of the the long-term IT plan.

Investments from the IT Strategy Fund in 2015 helped to establish a clear link to research support through collaboration between the University Library and the Research Data Office. which provides support to the University’s researchers and institutes with regard to gathering, storing and presenting research data. The University Library is responsible for the service provision, and CIT provides the technical support.

The facilities for high-performance computing and visualization were thoroughly updated in 2015. Computing capacity for researchers was substantially increased with a new Linux computing cluster with 4,256 cores and a storage capacity of 462 terabytes.

In October 2015, the Mayor of Groningen opened the upgraded Reality Centre, which consists of a Reality Cube and a 10-metre wide cylindrical Reality Theatre. The images are produced from a large number of special projectors that are driven by the visualization cluster, which itself consists of powerful computers with special graphics cards. The software is fully interactive, which makes it possible to view any type of 3D scene in real time.

The Student Portal was launched in mid-November 2015. It is an integrated ‘service desk’ for students that provides all relevant information and study data. The Student Portal is an example of a service developed in collaboration with users (the University’s staff and students).

The outsourcing of printing facilities to a sustainable partner is an example of a positive stimulus in terms of controlling support processes. Close collaboration with a specialist partner in the private sector will help to increase sustainability performance by reducing CO2 emissions.
6.5 Library

The University Library (UB) is an important research and information centre for staff and students of the University of Groningen. The UB operates in a dynamic environment, with fast-paced innovations in academic teaching, research and information provision. The year 2015 was year of change for the UB. It was able to develop numerous projects and improve services. In the spring of 2015, six months after the University celebrated its 400th anniversary, the UB celebrated its own 400th anniversary with an exhibition, an information market, an open day and a symposium.

The internal reorganization involved the transfer – now almost complete – of faculty library collections to the UB, and the related reassignment of staff. In addition, the UB City Centre began to undergo a radical physical transformation as major renovation work was carried out. The building is being converted to meet the new requirements for studying and working. The first new reading rooms were soon completed. When the renovations are complete, the UB City Centre will have more study spaces and a state-of-the-art study environment with high-speed internet and an improved indoor climate. The renovation is likely to be completed ahead of schedule, at the beginning of 2017.

The UB will be more sustainable and more energy-efficient. For example: three hundred solar panels (total capacity 75,000 kWp) have been fitted to the roof of the UB, insulation and daylight entry have been improved, all lighting has been replaced with LED lighting, and drinking-water points and water-saving toilets and taps have been installed.

Last year the UB began the preparations for replacing the 25-year-old local library system with Worldshare Management Services, a cloud-based library management system. This will make it easier for readers to access the online collection. Closer collaboration with other university libraries within and outside the Netherlands will also improve the efficiency of the library’s processes. The national and international collaboration will enhance the quality of services and reduce costs.

In collaboration with the Central Medical Library (CMB), the UB launched the Etalage (Pure) project, after thorough preparations and coordination with the faculties and the UMCG. Pure is a database for managing the information on the research output of the University’s staff. The roll-out was successful, and all online staff profile pages are now compiled through Pure. By the end of 2015, more than 200,000 publications had been entered in the database. The UB and CMB are making an important ongoing contribution in terms of validating and adding input. The Etalage project focuses on making Open Access publications by Groningen researchers visible and accessible.

The UB is involved in Open Access publishing in various ways within and outside the University. In 2015, agreements were successfully concluded with a number of publishers, so that researchers can continue to publish their research with as little additional work as possible in the transition to Open Access publishing, while continuing to meet the requirements of the funding bodies. The transition to Open Access publishing has been slightly slower in the humanities and social sciences than in other disciplines. The UB is helping to provide an added stimulus, and in 2015 it hosted the symposium ‘Research without paywalls – Chances and challenges of open access for the humanities and social sciences’.

The UB and CIT are jointly responsible for providing support and infrastructure for research data management, a national and international priority in terms of observing the principles of academic integrity. The Research Data Office was set up in 2015 and is the University’s main support service for matters relating to research data. It works closely with specialists and service providers within and outside the University.

With the opening of the Heritage division of the UB in 2015, the University now has a department that is able to focus more strongly on preserving and digitizing the documented history of the University and its academic heritage. The collection will comprise printed publications, archive documents, image material, audio material and 3D objects. The aim is to digitize these sources in order to make them more easily accessible for teaching and research, and also for the general public.
7. Funding

7.1 Vision and objectives

The University needs to balance the deployment of its staff and resources with realizing the objectives that derive from its vision and strategy. An integrated Plan-Do-Check-Act cycle (PDCA) was therefore 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

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Income (amounts x € 1 million)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (€ 1 million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General income</td>
<td>356.9</td>
</tr>
<tr>
<td>Tuition fees</td>
<td>60.4</td>
</tr>
<tr>
<td>Income from third parties</td>
<td>235.4</td>
</tr>
<tr>
<td>Financial income</td>
<td>1.6</td>
</tr>
<tr>
<td>Total</td>
<td>654.3</td>
</tr>
</tbody>
</table>

Expenditure (amounts x € 1 million)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (€ 1 million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staffing expenses</td>
<td>416.0</td>
</tr>
<tr>
<td>Depreciation</td>
<td>34.8</td>
</tr>
<tr>
<td>Accommodation</td>
<td>39.0</td>
</tr>
<tr>
<td>Other</td>
<td>138.8</td>
</tr>
<tr>
<td>Total</td>
<td>628.6</td>
</tr>
</tbody>
</table>
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.

7.2 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 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 periodically throughout 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 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 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.

Right of consent of consultative participation bodies

One part of the Student Loan Act (Wet Studievoorschot) relates to the right of consent of consultative participation bodies with regard to the institutional budget. It is up to the University and the University Council to reach consensus on how the right of consent will be incorporated, in terms of content and planning, in the rules on consultative participation. In the spring of 2015, the University Council and the Board of the University concluded agreements on this.

At the University of Groningen the Financial Framework is the first step in the budget process. Because it is possible for major financial decisions to be taken after the adoption of the Financial Framework in April 2015, it was agreed to include an additional ‘outline’ section in both the Financial Framework and the Institutional Budget. The right of consent applies to new allocations in this section that exceed the limit value. The limit value for Teaching, Research and IT allocations is € 0.5 million, and € 5.0 million for investments in real estate.

The right of consent relates to the way in which general income is allocated. This is the component which the Board of the University controls. The right of consent does not apply to indirect government funding or contract research, due to the nature of the allocations. The right of consent, in outline, applies at University level, not at faculty level. Agreements regarding the right of consent will be evaluated at the beginning of 2016.
Analysis of 2015 annual results
The financial result for 2015 (€ 25.7 million) exceeded the budget by a total of € 5.7 million. Income received was higher than estimated, which, despite the accompanying increase in costs, generated an improvement in the actual result in relation to the budget.

Government funding was expected to decrease by € 7.4 million compared to 2014, but was actually more or less equal to the 2014 figure. This increase was generated by the student number-related funds allocated at the end of 2015, the funding allocated from the NWO’s ‘Encouraging European Research’ scheme, and salary and price adjustments received after a gap of several years. Since these were unforeseen incomes received at the end of the year, there were no costs to offset them in the financial year. The estimated increase in tuition fee revenue was realized, and was even exceeded by € 3.2 million. The increase in student numbers and tuition fee revenue was greater than expected, and the reimbursement of tuition fees in 2015 was lower than in 2014.

External income was expected to decrease by € 26.0 million, but this was not the case. This income remained at approximately the same level as in 2014. This mainly concerns external income from contract projects and projects funded from indirect government funding. However, costs were incurred in order to make this income possible, and the additional external income therefore had a neutral effect on the final result.

With regard to ‘Other income’, a decrease of € 12.8 million on 2014 was predicted, but the final figure for 2015 showed an increase of € 5.2 million. In this case too, the increase was partly offset by additional costs incurred to make the income possible. There was an increase in income from patents, for example, but this was partly offset by staff costs and payment to the patent holder. The additional operational income is offset by operational costs. Other unforeseen income was also received under Related Parties, but this is offset by unbudgeted Other Expenditure.

Staffing expenses in 2015 were expected to fall by € 2.0 million in 2014, but the actual figure was € 29.3 million higher than estimated. As mentioned above, these additional costs were offset by additional income from indirect government funding and contract research.

At the end of 2015, investment began in the provision of additional information on education, following the national agreements on the introduction of the student loan system.

Depreciations were € 2.5 million above the estimated figure. This was mainly due to impairment of the systems in the UB resulting from the renovation work. Accommodation costs were € 4.4 million less than estimated. Actual accommodation costs in 2015 were equal to those in 2014. A fall of € 24.5 million was estimated in ‘Other expenditure’, but the actual figure was only € 3.2 million. As mentioned above, the increase in costs relates to the increase in external income and the increase in other income.

To summarize, the financial result for 2015 was € 5.7 million higher than estimated, mainly due to additional general income received during 2015 that was not (yet) offset by costs in the report year.

Letter of Representation
The Board of the University submitted a Letter of Representation to the University Auditor on 30 June 2016. This provides a check for the external auditor and is therefore documented in the auditor’s audit files.

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

SODOLA
The University of Groningen is the coordinator of three national research schools, namely Mediaeval Studies, Behavioural and Cognitive Neurosciences (BCN) and the Inter-university Center for Social Science Theory and Methodology (ICS), to which the VSNU-SODOLA Guidelines for the Funding of Research Schools apply. In the case of Mediaeval Studies, funding was agreed to the satisfaction of all parties through the DLG-LOGOS agreement. The relevant Faculty Boards have discussed the guidelines with the directors of the ICS and BCN research schools. In both cases it was concluded that the current funding is sufficient for the proposed tariff system and for the continuation of core activities. The VSNU and SODOLA were notified of this in writing.
The Interuniversity Graduate School of Psychometrics and Sociometrics (IOPS) was an ECOS-recognized research school until 2010, when it was decided that a looser affiliation would be preferable. Consequently, the VSNU/SODOLA guidelines do not apply to IOPS.

**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.

### 7.3 Enforcement and control

**Combating fraud**

There were two cases of fraud during the report year. The first case, of a limited impact, was reported to the Confidential Advisor by an internal whistleblower, and appropriate measures were immediately taken.

The University became aware of a second case with a wider, more serious impact when, on 25 January 2016, the Fiscal Intelligence and Investigation Service (FIOD) arrested a University staff member on suspicion of fraud, official corruption and money laundering. In response to the FIOD investigation, the Board of the University, in consultation with the Supervisory Board, adopted immediate measures to prevent further damage. A total of four University staff members were suspended. The Board of the University also instigated an investigation into the nature and extent of the damage caused, and called in Hoffmann Bedrijfsrecherche to carry out the investigation. Deloitte Accountants also carried out a data analysis relating to contract awards and order processing in the same period as the FIOD investigation (2008-2015).

The University immediately tightened up its procedures for making payments to parties that were possibly involved, and introduced a range of measures to restrict access to systems and tighten up administrative processes. It also conducted an internal investigation into the additional activities of the staff of the University Services Department.

Following the conclusions of the investigations, disciplinary steps were taken against a number of University staff members and the University’s relationship with a number of suppliers and external staff was immediately terminated. Furthermore, the University reported the staff members, suppliers and external staff who were directly involved to the police, and is preparing to take legal steps against these persons in order to recover its losses.

The most recent estimate of losses incurred by the University is €1.1 million in the period 2008-2015. Too little concrete information is available for the period before 2008 to justify further investigations. For the long term, a University-wide programme has been implemented. It is geared to integrity, to changing the University’s organizational culture, and to strengthening monitoring processes.

**Treasury**

Treasury activities at the University of Groningen are carried out in accordance with the Treasury Rules approved by the Supervisory Board. In November 2015 the Board of the University approved an updated version of the Treasury Rules, and these were also discussed by the Audit Committee of the Supervisory Board. The updated rules comply with the new draft Regulations for Making Investments and Raising Loans (Regeling beleggen en belenen) of the Ministry of Education, Culture and Science.

The Ministry is aiming to implement the new Regulations in mid-2016. Once the Regulations have been finalized, the Supervisory Board will make a decision on the updated Treasury Rules.

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 current and future funding streams. The aim is to optimize returns within the limits of the risk policy specified in the Treasury Rules. 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 of the University of Groningen.

**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. Consultancies employed to manage 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. In addition to this, a long-term procurement plan is being drawn up, incorporating a vision and specific aims for the coming years. With effect from 2016, all purchases exceeding € 50,000 must be made via the Purchasing Management department. In the past year, there were 21 EU tendering procedures and 14 private (single and multiple) tendering procedures. This involved a total of 26 new tenders and 9 repeat tenders.

**Transparency document**

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.

**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 2015 the University awarded funding from the Graduation Fund to five 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. Twenty-three 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 people with zero-hours contracts, interns, pollsters and trainee researchers.
In 2015 the figures were as follows:

- staff who are studying 23
- room supervisors 125
- student assistants 569
- unsalaried 282
- other 257:
  - pollster 1
  - cloakroom assistant 1
  - on-call catering staff 6
  - researcher 17
  - PhD student 35
  - student OBP 117
  - PR staff 80

Only the first category concerns regular staff who are studying and 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.

Theme 6 - Students follow degree programme course units
The University does not offer degree programme course units 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 (2015/2016) the programme has approximately 140 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.

Top incomes and 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.

Under the WNT, the University reports as follows. WNT-2 came into effect on 1 January 2015. With effect from 2015, the maximum salary for senior and non-senior government officials, independent governing bodies, other public bodies and semi-public institutions is €178,000. For senior officials in higher education only, the salary limit specified for 2014 was extended by one year. The maximum salary for these staff in the report year 2015 was €230,474. During the report year 2015, the University had no senior officials whose salary exceeded this sum.

In 2015 the University had three staff members (non-senior officials) whose remuneration exceeded the WNT-2 maximum (€178,000). Two cases involved an incidental exceeding of the maximum due to the inclusion of royalties in the salary payment made to non-executive employees (a professor and a researcher). The third case involved an incidental exceeding of the maximum due to the remuneration of unused leave hours.
In 2015 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 was not exceeded in any of these cases.
8. Continuity section

8.1 Introduction

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.
8.2 Data set A

A 1. Explanatory note on student numbers and staffing (FTE)

Student numbers and staffing in 2015 and 2016 are shown as actual and budgeted figures. The long-term perspective is based on the University’s Strategic Plan 2016-2020 and the estimates submitted by the faculties. The number of Dutch students is expected to remain stable over the long term, and the number of students from outside the Netherlands is expected to increase with the continued internationalization of the University. Internationalization is important for teaching as well as research in order to address present-day issues and challenges, based on a range of perspectives and approaches. The increase in student numbers requires an increase in staffing.

The University is also aiming to increase external research funding by 4% per year, in response to the increased indirect government funding and contract funding available. In this case too, additional staffing is required in order to facilitate the growth. The projected increase in staffing is based on 75% of the extra tuition fee revenue and external income, expressed as an average cost per FTE. Staffing is stated as the FTE average in the report year and 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>STAFFING</th>
<th>REALIZATION 2015</th>
<th>BUDGET 2016</th>
<th>LONG-TERM PERSPECTIVE 2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>management/boards</td>
<td>279</td>
<td>279</td>
<td>279</td>
<td>279</td>
</tr>
<tr>
<td>teaching/research support staff</td>
<td>642</td>
<td>675</td>
<td>701</td>
<td>726</td>
</tr>
<tr>
<td>other staff</td>
<td>1,382</td>
<td>1,352</td>
<td>1,403</td>
<td>1,455</td>
</tr>
<tr>
<td>academic staff</td>
<td>3,415</td>
<td>3,619</td>
<td>3,696</td>
<td>3,773</td>
</tr>
<tr>
<td>Total</td>
<td>5,718</td>
<td>5,925</td>
<td>6,079</td>
<td>6,234</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STUDENTS</th>
<th>REALIZATION 2015</th>
<th>BUDGET 2016</th>
<th>LONG-TERM PERSPECTIVE 2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>internationaal</td>
<td>3,823</td>
<td>4,396</td>
<td>5,056</td>
<td>5,814</td>
</tr>
<tr>
<td>Dutch</td>
<td>24,677</td>
<td>24,677</td>
<td>24,677</td>
<td>24,677</td>
</tr>
<tr>
<td>Total</td>
<td>28,500</td>
<td>29,073</td>
<td>29,733</td>
<td>30,491</td>
</tr>
</tbody>
</table>
A 2. Explanatory note on operating and balance sheet figures

The operational figures in 2015 and 2016 are actual and budgeted figures. The multi-year projection is based on a stable government grant, plus resources under the Student Loan Act with effect from 2018. The expected increase in the funding variables (e.g. student numbers) is not expected to lead to an increase in market share, and therefore the government grant will not increase either. Since the performance agreements have been met, it is assumed that the related funding will continue. Continuation of the selective budget is also assumed. The total income of the University will increase as tuition fee revenue increases in line with the growth in the number of international students, and as a result of additional external income (see the previous section A1 – Explanatory note on student numbers and staffing (FTEs)

Staffing costs will begin to rise in 2016 as the University intensifies its policy on teaching and research. For research, this means strengthening the profile of interdisciplinary and other research programmes, and entrepreneurship within the institutes. In terms of teaching, the University is investing in strengthening the connections between staff and students and ensuring that students play an active role in their learning process. Additional academic staff will be appointed in order to realize these aims, along with the required support and management staff. These investments prior to the allocation of resources in 2018 are in line with the agreements made at national level on the introduction of the Student Loan Act. Expenditure on staffing will also rise in order to accommodate the expected growth in the number of international students and to facilitate the acquisition of external funding. The increase is estimated at 75% of the additional tuition fee revenue and external income.

Accommodation costs are expected to remain unchanged during the period of the plan. Depreciation expenses will increase as a result of investments in IT infrastructure and accommodation. The University's existing IT facilities are of a high standard. This is essential if we are to achieve our ambitions to excel in research, teaching and valorization. The coming years will see ongoing investment in order to implement new IT developments and assure the high quality of IT services, obviously with the provision of support for staff and students in acquiring the relevant skills.

In the coming years the University will also invest in sustainable and future-proof accommodation in order to ensure an optimum work and study environment. A long-term accommodation plan (LTHP 2014-2024) was drawn up for this purpose in 2014, along with the related investment and liquidity plans. The financial consequences of the LTHP are incorporated in the long-term perspective. The main projects are the completion of the Energy Academy Europe and the construction of Zernikeborg for the Faculty of Mathematics and Natural Sciences.

Total investment for the period to the end of 2024 is budgeted at €390.2 million. Most of this investment will take place between 2016 and 2020 (see table below) Investment estimates are based on the expected price level for the year in question. The University expects to be able to fund all the investment from its own resources.

ESTIMATED INVESTMENTS (X 1 MILLION €)

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>70,3</td>
<td>66,6</td>
<td>59,7</td>
<td>19,4</td>
<td>62,6</td>
</tr>
</tbody>
</table>

‘Other expenditure' will increase in order to facilitate the expected growth in the number of international students, and to facilitate the acquisition of additional external income. The increase is estimated at 25% of the additional tuition fee revenue and external income. The growth in student numbers and external revenue had a neutral effect on the operating result.
Investment in the quality of teaching and research will result in a negative operating result in 2016 and 2017. A positive result will be realized again in 2018, when the government grant is supplemented with funding under the Student Loan Act.

Balance sheet
The balance sheet figures for 2015 and 2016 are based on the actual and budgeted figures. The long-term project for fixed assets is based on the aforementioned LTHP (accommodation plan). 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. In the long term, the investment in tangible assets is therefore expected to lead to a decrease in liquid assets. Operating results are added to the general reserve in the multi-year projection. 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. Allocated funds, provisions and debts are expected to remain at more or less the same level overall.

8.3 Other reporting B

B1. Internal risk management and control system
The University links its strategy and activities in research, teaching and valorization to the deployment of resources by means of a planning and control cycle. 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
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. 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. Discussions are being held with the NAM regarding reimbursement and the allocation procedure for additional costs incurred by the University. Two claims have already been included and explained in the financial statements for 2015. They are quantified under ‘off-balance-sheet claims’. There is currently no impact on continuity.
New organization
The transition to the new Financial-Economic (FE) organization within the University took place in May 2015. The standardization and merging of administrative processes in a Financial Shared Service Centre (FSSC) should reduce vulnerability and improve service quality. Through the deployment of staff and resources, the management control position was created in order to further strengthen the focus on the ambitions in the fields of research, teaching and valorization. Both measures will enhance the quality of the planning and control cycle. Realizing quality improvements is a gradual process. The risk of implementing the new organization and work processes is that knowledge and experience may be temporarily lost, which in turn may affect the quality of information provision regarding planning and control.

Measure
The management of the new organization is monitoring the developments closely. Where necessary, measures are being taken in supervision and facilitation to support staff in their new roles. Specific guidelines for the roles are being drawn up, and supported and assured with digital tools. Additional temporary staff are deployed as necessary.

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 €390.2 million. 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.

Changes in government policy
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, especially since new agreements are being implemented, such as advance investment by the universities prior to the introduction of the student loan system. At the same time, the recent report by the Rathenau Institute shows how the amount of direct government funding is limited by the requirements to match funding for competitive projects.

Measure
Against this background, the University will define its ambitions in the Strategic Plan for 2015-2020. 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
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 teaching 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 crisis.

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 they 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
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 establishment 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.
B3. Reporting by the supervisory body

Continuity section
In order to increase administrative efficiency in the education sector, the Minister for Education, Culture and Science 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.

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. 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. See the table below.

<table>
<thead>
<tr>
<th>STRATEGIC KEY FIGURE</th>
<th>ACADEMIA 2014</th>
<th>UG 2014</th>
<th>UG 2015</th>
<th>TARGET UG</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. solvability</td>
<td>0.49</td>
<td>0.71</td>
<td>0.71</td>
<td>&gt;0.50</td>
</tr>
<tr>
<td>2. liquidity</td>
<td>0.97</td>
<td>1.53</td>
<td>1.63</td>
<td>&gt;0.50</td>
</tr>
<tr>
<td>3. profitability</td>
<td>2.3%</td>
<td>6.1%</td>
<td>3.9%</td>
<td>&gt;0%&lt;3%</td>
</tr>
<tr>
<td>4. resilience</td>
<td>53.0%</td>
<td>81.1%</td>
<td>86.2%</td>
<td>&gt;50%</td>
</tr>
<tr>
<td>5. contract income</td>
<td>26.8%</td>
<td>27.4%</td>
<td>26.9%</td>
<td>&gt;30%</td>
</tr>
<tr>
<td>6. accommodation costs</td>
<td>14.0%</td>
<td>12.0%</td>
<td>11.7%</td>
<td>&lt;14%</td>
</tr>
</tbody>
</table>
1. solvability
The University’s solvability (equity / total equity) is relatively high. Short-term capital borrowing will be necessary for a limited period (2020-2022) for the implementation of the long-term accommodation plan. This will result in a fall in the solvability ratio. The minimum ratio is based on the current average for the higher education sector.

2. liquidity
The University's liquidity ratio (current assets / short-term capital borrowing) is also relatively high. The University will be able to fund a substantial proportion of the activities in the aforementioned accommodation plan from its own resources. The lower liquidity limit is € 30 million (approximately equivalent to one month's salary payments). As a result of the investments in accommodation, the liquidity ratio will fall to around 0.50 in the period 2020-2022 and then increase again. This will not be a problem, given the funding facilities available to the University.

3. profitability
Profitability is defined here as the result from ordinary activities / total income from ordinary activities * 100%. A small positive operating result (between 0% and 3%) is necessary to ensure the continuity of the University. An incidentally high operating result requires explanation, and a continually high operating surplus is undesirable from a societal point of view. The operating result in 2015 was slightly higher than normal. As mentioned in the section ‘Analysis of 2015 annual results’, this was due to receipt of incidental income at the end of the year that was not offset by costs in the report year. This concerned student number-related funds allocated by the Ministry of Education, Culture and Science and the funding allocated from the NWO’s ‘Encouraging European Research’ scheme (€ 5 million in total).

4. resilience
The University’s resilience ratio (equity / total income * 100%) is currently relatively high. This key figure indicates that there is scope for investing in new developments. The ratio was set at 15% for the faculties and service units, based on their risk profile. The minimum ratio for the University as a whole is 50% (the sector average).

5. contract income
The long-term budget is based on estimated growth of 4% per year in contract income. On that basis, the target is > 30% of total income. Contract income was 27% in 2015, higher than the average for Dutch universities but below the target the University had set for itself. Attention is being given to this.

6. accommodation costs
This ratio includes accommodation costs as well as depreciation costs. The depreciation costs relate to investments in buildings, fitting-out and equipment. The University’s accommodation costs are currently relatively low. As a result of the qualitative improvements that will be realized with the implementation of the long-term accommodation plan, accommodation costs are expected to remain below 14% (the sector average in 2012).
9. Profiling and performance agreements

- **Participation in excellence programs**
  - 2015: 8.1% (target min. 7.0% realized)
  - 2014: 9.6%
  - 2013: 7.6%

- **Dropout in first year**
  - 2015: 12.5% (target max. 13% realized)
  - 2014: 12.9%
  - 2013: 11.9%

- **Switch in first year**
  - 2015: 9.6% (target max. 10% realized)
  - 2014: 9.8%
  - 2013: 10.4%

- **UTQ**
  - 2015: 85.4% (target min. 80% realized)
  - 2014: 68.5%
  - 2013: 53.1%

- **Bachelor’s program efficiency (after 4 years)**
  - 2015: 75.2% (target min. 70% realized)
  - 2014: 72.4%
  - 2013: 65.8%

- **Overhead**
  - 2015: 18.1% (target max. 18.4% realized)
  - 2014: 17.9%
  - 2013: 18.1%
Higher education in the Netherlands functions best when it is both differentiated and of a sufficiently high standard, and when it ensures that students are able to choose the degree programme that is right for them straightaway. It is also important for universities to continue innovating in order to ensure that the higher education system remains future-proof. To this end, in 2012, the University of Groningen signed positioning and performance agreements with the Ministry of Education, Culture and Science. This gave the University the opportunity to align its Strategic Plan 2010-2015, which had already been implemented, with these agreements. It was thus possible to draw up a specific profile for the University and to link concrete objectives and strategies to the agreements made with the Ministry. The bases for the indicators are set out in Appendix 1.

Below we reflect on the process and results of the positioning and performance agreements. The University’s results for the four themes are discussed below, concluding with a look ahead to the future and the new Strategic Plan 2015-2020. The agreements are based on four themes:

1. Quality and performance
2. Positioning
3. Priority areas
4. Valorization.

In summary, we are able to conclude that the University met all the performance targets in 2015. The table below shows the results for each performance aspect until the end of the financial year 2015.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation in excellence programs</td>
<td>6.0%</td>
<td>7.6%</td>
<td>7.6%</td>
<td>9.6%</td>
<td>8.1%</td>
<td>(min.) 7.0%</td>
</tr>
<tr>
<td>Dropout in first year</td>
<td>11.9%</td>
<td>12.6%</td>
<td>11.9%</td>
<td>12.9%</td>
<td>12.5%</td>
<td>(max.) 13%</td>
</tr>
<tr>
<td>Switch in first year</td>
<td>11.8%</td>
<td>11.3%</td>
<td>10.4%</td>
<td>9.8%</td>
<td>9.6%</td>
<td>(max.) 10%</td>
</tr>
<tr>
<td>Bachelor’s program efficiency (after 4 years)</td>
<td>53.6%</td>
<td>64.7%</td>
<td>65.8%</td>
<td>72.4%</td>
<td>75.2%</td>
<td>(min.) 70%</td>
</tr>
<tr>
<td>UTQ</td>
<td>14.8%</td>
<td>34.9%</td>
<td>53.1%</td>
<td>68.5%</td>
<td>85.4%</td>
<td>(min.) 80%</td>
</tr>
<tr>
<td>Overhead</td>
<td>18.0%</td>
<td>18.0%</td>
<td>18.1%</td>
<td>17.9%</td>
<td>18.1%</td>
<td>(max.) 18.4%</td>
</tr>
</tbody>
</table>
9.1 Quality and 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. This requires constant vigilance and innovation on the part of the University in order to continue providing the best possible education. We provide a study environment that not only challenges students but also expects them to achieve. This required a culture shift towards an ambitious study culture that places emphasis on degree completion within the nominal period. In order to realize this cultural shift, ambitious targets were set for the performance agreements. As a result, the University was able to achieve a significant improvement in its pass rates and realize other ambitions, including those relating to switch and dropout rates. The results for study success (pass rates), excellence and other agreements are set out below.

1. Study success

**Dropout rate**
The University of Groningen set the target of a maximum dropout percentage of 13%. The actual figure was 12.5%, which means that the University achieved its objective to reduce the dropout rate.

**Switch rate**
The University set an ambitious objective to reduce its switch rate from 11.9% (the baseline measurement in 2012) to 10% by the end of 2015. The University managed to achieve this despite the abolition of the long-study penalty. The switch rate at year-end 2015 was 9.6%.

**Bachelor’s degree pass rate**
The baseline measurement for the Bachelor’s degree pass rate was 56.4%. This meant that there was a great deal of work to be done to reach the target of 70%. The final result of 75.2% for 2015 shows that the University’s strategies for raising the pass rate were successful.

2. Excellence

The target of an intake of at least 7% of students for Honours programmes was exceeded with a final figure of 8.1%.

3. Other agreements

**University Teaching Qualification (BKO)**
The introduction of the UTQ was a major stimulus for lecturer professionalization. The actual percentage of 85.4% is a good result, and exceeds the target of 80%.

**Contact hours**
The target was a minimum of 12 contact hours per week for the first year of all full-time Bachelor’s degree programmes at the University. This target was achieved.

**Overheads**
The University agreed that the generic staffing overheads as a percentage of total staffing would be equal to or less than the figure in the Berenschot report (18.4% in 2010). The figure for year-end 2015, based on the Berenschot definitions, is 18.5%.

9.2 Positioning

This relates to the positioning of education and to selective ambitions. Education strategy and the education environment need to be continually optimised and renewed in order to meet the needs of a rapidly evolving global society. Building on a long tradition of top-level education and groundbreaking innovation, the University has therefore introduced innovations in its teaching system in recent years. Successful pilot studies have resulted in considerable improvements in study results and student satisfaction. These developments include the seven selective ambitions that the University formulated in order to contribute to the positioning of the education it provides.
1. Learning Communities

The concept of Learning Communities (LCs) 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.

In 2014, experience was gained through pilot studies at four faculties. There was a further call for LC pilot studies in 2015, in which it was also announced that there would be new rounds of calls in 2016 and 2017. The target of six faculty experiments in 2015 was exceeded: by year-end 2015, a total of eleven project proposals from nine faculties had been approved. The pilot studies that commenced in September 2015 have the following elements in common: a contribution to faculty positioning, alignment with the curriculum (the learning aspect) and social alignment within the faculty (the community aspect). The student sounding-board group also drew up a policy document to ensure student involvement in the pilot studies.

2. Selection, choice and progress

Matching

The University has drawn up a matching procedure for each faculty in order to help students choose the right degree programme. The matching procedure broadly consists of three steps:
1. completion of a standard online questionnaire
2. matching activities organized by the faculties
3. digital letter with degree programme recommendations.

The first report on matching for the 2014-2015 cohort was completed in 2015. The results do not yet give a clear picture of intake, dropout and switching. The results over a longer period will need to be evaluated. It can be said, however, that matching helps to identify ‘at-risk’ students at an early stage, and that students’ study performance shows that the recommendations given were useful.

BSA

The introduction of the Study Advice system (BSA) has had several positive effects on student progress. The year 2015 saw the publication of the first report on the progress of Groningen BSA cohorts since the system was introduced in 2010. The report showed that pass rates for the propaedeutic and Bachelor’s phases have increased every year. There was also shown to be a positive link between passing the propaedeutic phase and graduating from the Bachelor's degree programme within four years. Students who fell behind in their first year were unable to catch up in the second year (or subsequent years), and therefore many of them failed to graduate within four years.

Testing and assessment

In some cases, students do not receive feedback on their work until the end of the course unit, when they receive their examination results. A project has been set up for formative assessment, designed to provide students with feedback on their learning process and knowledge level at an early stage. The aim is to give this feedback through various methods, such as rubrics, progress tests and the use of digital tools during lectures. The project call will be launched in 2016, and implementation will follow in 2016 as well as 2017.

3. Talent Development Programme

Investment in the TD programme in the past five years has focused on an extensive support and training programme for academic staff. At any stage in their career, staff are entitled to support from TD in the acquisition of career grants. The University has also invested in setting up and informing a network of Faculty Funding Officers, who serve as the intermediaries and contact persons between academics in the faculties and the TD team. In the past year, as a result of the increasing demand for support, external parties were also consulted more frequently, namely in the field of grant writing.
In addition, the TD programme was extended in 2015 with the further professionalization of support with regard to nominations and academic prizes. Work also began on the establishment of the Young Academy of Groningen, and the TD programme was extended with a career development programme introduced for PhD students and postdoctoral researchers, in order to help them make a well-informed decision as to whether to pursue a career in the academic world or outside it.

4. 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 learning methods, resources and technology. The aim is to stimulate students in the learning process and create scope for more intensive supervision and discussion.

Because every faculty and mode of teaching requires different applications, a wide range of e-learning methods have been developed. Examples include the flipped classroom, peer feedback, short video clips, video conferencing, online tests, MOOCs (Massive Open Online Courses), SPOCs (Small Private Online Courses). In addition, investments were made in 2015 in the coordination and sharing of best practices for e-learning in education. These investments included the appointment of an e-learning coordinator, a seminar for lecturers and management/board/members and a Flipped Classroom course for lecturers.

In 2015 a total of four new MOOCs and three new SPOCs were introduced. The MOOCs have proved to be very popular. With an overall approval rating of more than 95% and more than 160,000 enrolments, the demand for these courses offered by the University continues to increase. This prompted the University to develop a MOOC that is oriented to student involvement in education (as student assistants or student committee/board members). In addition, the MOOCs ‘Politics of Culture in Contemporary Europe’ and ‘Language Testing and Awake Brain Surgery’ are being developed, with clear links to on-campus education in Groningen.

5. Integration of Research Master’s and PhD programmes

In order to provide a stimulus for talented young researchers at the University, a selective ambition has been formulated for the further integration of supervision in the Research Master’s and PhD programmes. These ‘2 + 3’ tracks are oriented to pre-selection in the Research Master’s programme with a view to the student completing the PhD programme within three years. In 2013, the Graduate Schools carried out an initial analysis of the prerequisites for this type of integrated five-year track. The analysis identified a number of legal and financial issues for which there was no immediate solution. In 2014 and 2015, partly in the context of the PhD training-programme experiment, work was carried out to develop a feasible structure. This structure has now been realized and translated into a plan of approach that will be initiated in 2016.

6. Entrepreneurship

Entrepreneurship education was gradually extended in 2015. There are now courses and programmes for all educational levels. Some 400 students took part in these, and more than 40 international students took part in the University’s Entrepreneurship Summer School. In order to realize closer collaboration in the teaching of entrepreneurial skills, the University has also set up an Entrepreneurship Platform with the purpose of realizing closer collaboration in the teaching of entrepreneurial skills. All the faculties are represented in the platform.

In 2015 a total of four new MOOCs and three new SPOCs were introduced. The MOOCs have proved to be very popular. With an overall approval rating of more than 95% and more than 160,000 enrolments, the demand for these courses offered by the University continues to increase. This prompted the University to develop a MOOC that is oriented to student involvement in education (as student assistants or student committee/board members). In addition, the MOOCs ‘Politics of Culture in Contemporary Europe’ and ‘Language Testing and Awake Brain Surgery’ are being developed, with clear links to on-campus education in Groningen.

The second intake of 20 entrepreneurs have now begun the VentureLab North programme. The first (trial) group achieved very good results. An Energy Fast Track was set up for entrepreneurs in the energy sector, in collaboration with the Energy Academy, and will be continued in 2016.

The entrepreneurship policy is now officially part of the Student Charter. Students who are already entrepreneurs can take part in the Student VentureLab programme. Fifteen student teams took part in the 2015 Student VentureLab Weekend.
7. University College Groningen

In September 2014, the first 35 students began the English-taught degree programme in Liberal Arts and Sciences at University College Groningen (UCG). UCG is a new faculty. Its establishment is one of the intentions stated 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. Students learn to apply the knowledge they have acquired in projects relating to these themes. The education is also characterized by small-scale teaching and interactive work modes.

UCG student intake continued to increase, reaching 53 in 2015. In order to achieve the target student intake of 100, UCG is focusing on active recruitment, a more personalized selection procedure and a Liberal Arts and Sciences degree programme with a wide range of options. In 2015, UCG made agreements with various Faculty Boards in order to guarantee throughput to other faculties for UCG Master’s degree programmes.

9.3 Priority areas

In the context of the Positioning and Performance Agreements, the University has undertaken to focus on the following priority areas for research and societal impact:

1. Strengthen the quality of research – positioning and focus on priority areas
2. Foster talented young researchers through the Graduate Schools
3. Stimulate valorization and entrepreneurship through the CVO (Centre for Valorisation and Entrepreneurship).

In 2015, the University formulated several ambitions with regard to strengthening its research. These are geared to maintaining a position in the top 100 universities in the main ranking lists, continuation of the top-level research schools, expanding interdisciplinary research themes, and closer collaboration with the University of Twente and Wageningen University.

The ambitions with regard to the position in the ranking lists and continuation of the research schools were realized at the beginning of 2016. The University’s position in the Academic Ranking of World Universities (ARWU, also known as the ‘Shanghai Ranking’) has shown an upward trend, and it was ranked 75th in 2015. In the Times Higher Education Rankings, the downward trend in the University’s position in the previous two years saw a reversal, with an impressive jump from 117th place to 74th place in 2015. The University ranked 93rd overall in the U.S. News ‘Best Global Universities Ranking’. The QS World University Rankings are the only ranking lists in which the University’s position did not improve. Groningen ranked 100th in 2015 compared to 90th in 2015. The top research schools in the field of materials research (Zernike Institute of Advanced Materials), chemistry (Research Institute for Functional Molecular Systems) and astronomy (NOVA) have retained their top global positions.

In its global positioning process, the University of Groningen aims for active and structural coordination and consultation between universities, both nationally and internationally. In this context, the University focuses on fields in which it has proven strengths and on universities with a similar profile, hence its participation in the Coimbra Group and the U4 alliance.

In the period 2012-2015, the expansion of interdisciplinary research themes also received a substantial stimulus. Healthy Ageing is now broadly anchored in the University and an international network has been established. ERIBA (European Institute on the Biology of Ageing) and the extensive Lifelines database are a direct result of this. This also applies to the Healthwise expertise centre, which carries out research in the field of Health, healthcare Economics, Business, and Management.

In 2015, the University’s positioning of this theme resulted in seven substantial European grants (1 ERC Starting Grant, 2 ERC Consolidator Grants, 2 ERC Advanced Grants and 22 projects with the University as coordinator). The SPRINT (Smart Prevention, Rehabilitation & Intervention Technologies) programme, a public-private partnership, was also realized. 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 Energy focus area has received a major boost through the appointment of a leading scientist, Prof. A. Faaij (winner of the 2015 Linneborn Prize), and the organizational and physical realization of the Energy Academy Europe (established by the University of Groningen, Hanze University of Applied Sciences, GasTerra, EBN and Energy Valley). In addition, the organization for energy research has been consolidated with the establishment of the Centre for Energy Economics Research and the Green Office, which coordinates and initiates sustainability projects. All these activities resulted in various national and international research achievements, the most prominent of which is the University’s coordination of the Platform for Energy Research in the Socio-economic Nexus (PERSON), a European group of experts.

Sustainable Society was the last of the University’s three research themes to be implemented (in 2013). It is now firmly embedded in the organization and has a clear research profile with three main focus areas: Inclusion, Cooperation and Resilience. In 2015 the work carried out on this theme was recognized by the EU with the approval of the ACCOMPLISH project, geared to innovative valorization. The University of Groningen is the coordinator of this project, in which 14 universities from 12 countries are participating.

2. Foster talented young researchers through the Graduate Schools

The University wishes to achieve this ambition through further integration of Research Master’s and PhD programmes. These ‘2 + 3’ tracks are oriented to pre-selection in the Research Master’s programme with a view to the student completing the PhD programme within three years. Through the Graduate Schools, the University is committed to fostering research talent among lecturers at the universities of applied sciences in the Northern Netherlands. To this end it is setting up PhD programmes for these lecturers. There are currently 54 of these programmes. The expectation is that, from 2016, 10 PhDs per year will be awarded to lecturers from universities of applied sciences.

9.4 Valorization

The Consortium for Valorisation and Entrepreneurship (CVO) was set up in 2011, building on the collaboration developed between the University, the UMCG and SBGG (Stichting Business Generator Groningen) in the context of valorization (societal impact). The Hanze University of Applied Sciences Groningen has now joined the CVO. In 2011 the CVO was awarded a grant of € 5 million 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.

The CVO has recently undertaken a wide range of activities in the field of entrepreneurship and valorization, including establishing regional collaborations in the priority areas of the Northern Netherlands, the drawing up of the Northern Innovation Agenda, and increasing the number of patents, licences and start-ups.

The activities of the CVO contributed to the establishment of the University of Groningen Centre of Entrepreneurship (UGCE) in 2013. The aim of the UGCE is to develop and provide University-wide teaching on entrepreneurship. As an extension of this, there are programmes that enable students and researchers to take the next step towards ambitious entrepreneurship. In 2014 the extracurricular course in Entrepreneurship was introduced.

During the CVO audit in 2015, the advisory committee gave a positive opinion of the many activities of the CVO. It was noted that the consortium makes a valuable contribution in terms of promoting entrepreneurship and developing fast-growing companies. The University is currently considering how CVO activities can be anchored in the organization when the funding period ends.
Performance agreements and valorization in figures

1. Four applications for the NWO Gravitation programme: In 2013 the UG was the lead applicant in three proposals submitted in the fields of sociology (Sustainable Cooperation), ecology (Adaptive capacity of life) and cell biology (Synthetic Cell). These applications were unsuccessful.


3. No. of knowledge-intensive start-ups in 2015 15 per year: There were 7 knowledge-intensive start-ups in 2015 (2014: 9).

9.5 Looking ahead

In advance of the Positioning and Performance Agreements, the University began focusing on its profile and the Strategic Plan for the period 2015-2020. The new Strategic Plan is based on important objectives: students must become active, independent, critical and responsible global citizens who will help solve the scientific and societal challenges of today, and become the entrepreneurs of tomorrow. To this end, it is important for the University to continue emphasizing that an ambitious study culture is the standard for its students. Combined with a focus on small-scale teaching, this will benefit student performance and teaching quality. The focus is also on establishing strong links between students and staff, between teaching and research, and between teaching and relevant societal issues in national and international contexts.

The University’s profile and excellence-driven research will be reinforced by developing relevant research programmes and expertise. Collaboration in local and international settings will optimize the number of researchers required. In addition, more time will be devoted to forming strategic partnerships in the academic world, with local and international companies and with research funders. This will provide an ongoing stimulus in the fields of valorization and knowledge dissemination. These objectives are the basis for the University’s continued investment in a future-proof higher education system.
Summary financial statements

General

The balance sheet items are presented in ascending 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

Income and expenditure are attributed to the financial year to which they relate. Profit is only recognized when realized on the balance sheet date. Losses and risk originating before the end of the financial year were taken into account only if they were known before the financial statements were prepared. The analysis of the differences between actual and budgeted income and expenditure is included in the Annual Report.

The Statement of Income and Expenditure for 2015:

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General income</td>
<td>417.3</td>
<td>410.2</td>
<td>405.9</td>
<td>410.1</td>
</tr>
<tr>
<td>Income from third parties</td>
<td>235.4</td>
<td>230.1</td>
<td>191.4</td>
<td>197.0</td>
</tr>
<tr>
<td>Financial income</td>
<td>1.6</td>
<td>2.0</td>
<td>1.5</td>
<td>1.0</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>654.3</td>
<td>642.3</td>
<td>598.8</td>
<td>608.1</td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staffing costs</td>
<td>416.0</td>
<td>388.7</td>
<td>386.8</td>
<td>404.7</td>
</tr>
<tr>
<td>Other</td>
<td>212.6</td>
<td>214.4</td>
<td>192.1</td>
<td>207.5</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td>628.6</td>
<td>603.1</td>
<td>578.9</td>
<td>612.2</td>
</tr>
<tr>
<td><strong>Income and expenditure balance</strong></td>
<td>25.7</td>
<td>39.2</td>
<td>19.9</td>
<td>-4.1</td>
</tr>
</tbody>
</table>

The financial year 2015 closed with a positive result of € 25.7 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>General income</td>
<td></td>
<td></td>
<td>Staffing costs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Government contributions</td>
<td>356.9</td>
<td>356.2</td>
<td>- Salaries and wages</td>
<td>302.9</td>
<td>287.2</td>
</tr>
<tr>
<td>- Other transfers</td>
<td>60.4</td>
<td>54.0</td>
<td>- Social security contributions</td>
<td>32.0</td>
<td>30.7</td>
</tr>
<tr>
<td>- Tuition fees</td>
<td></td>
<td></td>
<td>- Pension premiums</td>
<td>37.9</td>
<td>42.4</td>
</tr>
<tr>
<td></td>
<td>417.3</td>
<td>410.2</td>
<td>- Redundancy payments</td>
<td>4.1</td>
<td>3.9</td>
</tr>
<tr>
<td>Income from third parties</td>
<td></td>
<td></td>
<td>- Other personnel expenses</td>
<td>39.1</td>
<td>24.5</td>
</tr>
<tr>
<td>- Contract teaching</td>
<td>10.8</td>
<td>8.0</td>
<td>Tangible expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Contract research</td>
<td>165.5</td>
<td>168.2</td>
<td>Depreciation</td>
<td>34.8</td>
<td>33.8</td>
</tr>
<tr>
<td>- Other income</td>
<td>59.1</td>
<td>53.9</td>
<td>Accommodation expenses</td>
<td>39.0</td>
<td>38.5</td>
</tr>
<tr>
<td></td>
<td>235.4</td>
<td>230.1</td>
<td>Other institutional costs</td>
<td>138.8</td>
<td>142.1</td>
</tr>
<tr>
<td>Financial income</td>
<td>1.6</td>
<td>2.0</td>
<td>Total costs</td>
<td>628.6</td>
<td>603.1</td>
</tr>
<tr>
<td>Total income</td>
<td>654.3</td>
<td>642.3</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The financial year 2015 closed with a profit of € 25.7 million, which has been added to the allocated reserves and allocated funds.

The allocation of the 2015 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>21.6</td>
<td>21.6</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>-0.4</td>
<td>-0.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Support units</td>
<td>1.4</td>
<td>1.4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Other units</td>
<td>2.0</td>
<td>1.8</td>
<td>0.2</td>
<td>1.3</td>
</tr>
<tr>
<td>- Related parties</td>
<td>1.1</td>
<td>1.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>25.7</td>
<td>0.0</td>
<td>24.4</td>
<td>1.3</td>
</tr>
</tbody>
</table>
Cash flow

Cash and cash equivalents increased by € 25.0 million in 2015.
The cash flow from operational activities comprises the 2015 result of € 25.7 million, depreciation and movements in provisions (€ 40.9 million), and movement in working capital (€ 4.7 million).
The cash flow from investment activities comprises investments in tangible fixed assets (€ -44.5 million) and financial fixed assets (€ -1.8 million).

Cash flow statement (amounts x € 1 million)

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flow from operational activities</td>
<td>71.3</td>
<td>77.8</td>
<td>63.9</td>
</tr>
<tr>
<td>Cash flow from investment activities</td>
<td>-46.3</td>
<td>-36.9</td>
<td>-20.9</td>
</tr>
<tr>
<td>Cash flow from financing activities</td>
<td>0.0</td>
<td>-0.5</td>
<td>-8.7</td>
</tr>
<tr>
<td>Net cash flows</td>
<td>25.0</td>
<td>40.4</td>
<td>34.3</td>
</tr>
</tbody>
</table>

Overview of remuneration of the Board of the University and Supervisory Boards, in accordance with the WNT (amounts x € 1,000)

<table>
<thead>
<tr>
<th>President of the Board of the University</th>
<th>Rector Magnificus</th>
<th>Vice President of the Board of the University</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>1/1-31/12</td>
<td>1/1-31/12</td>
</tr>
<tr>
<td>Prov. for remuneration payable at a future date</td>
<td>229.4</td>
<td>189.2</td>
</tr>
<tr>
<td>Total remuneration</td>
<td>229.4</td>
<td>189.2</td>
</tr>
</tbody>
</table>

In 2015 a total allowance of K€ 71.25 was paid to the members of the Supervisory Board (SB) (2014 K€ 55.0).

Remuneration or severance payments for non-senior officials (amounts x € 1)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>162,998.0</td>
<td>153,566.0</td>
<td>231,120.0</td>
<td>220,162.0</td>
<td>222,520.0</td>
<td>222,984.0</td>
</tr>
<tr>
<td>Prov. for remuneration payable at a future date</td>
<td>16,473.0</td>
<td>26,547.0</td>
<td>14,739.0</td>
<td>17,334.0</td>
<td>6,827.0</td>
<td>9,712.0</td>
</tr>
<tr>
<td>Total remuneration</td>
<td>179,471.0</td>
<td>180,113.0</td>
<td>245,859.0</td>
<td>237,496.0</td>
<td>229,347.0</td>
<td>232,696.0</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 2015 is as follows:

Position at 31 December 2015 (amounts x € 1 million)

<table>
<thead>
<tr>
<th></th>
<th>ASSETS</th>
<th>LIABILITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2015</td>
<td>2014</td>
</tr>
<tr>
<td>Fixed assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible fixed assets</td>
<td>431.8</td>
<td>422.2</td>
</tr>
<tr>
<td>Financial assets</td>
<td>34.5</td>
<td>32.8</td>
</tr>
<tr>
<td>Total fixed assets</td>
<td>466.3</td>
<td>455.0</td>
</tr>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventory</td>
<td>1.3</td>
<td>1.4</td>
</tr>
<tr>
<td>Receivables</td>
<td>68.6</td>
<td>68.1</td>
</tr>
<tr>
<td>Liquid assets</td>
<td>236.6</td>
<td>211.6</td>
</tr>
<tr>
<td>Total current assets</td>
<td>306.5</td>
<td>281.1</td>
</tr>
<tr>
<td></td>
<td>772.8</td>
<td>736.1</td>
</tr>
</tbody>
</table>

**Notes to the Balance Sheet (amounts x € 1 million)**

**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 inventory and equipment is determined over the estimated future useful life.

<table>
<thead>
<tr>
<th></th>
<th>Buildings and progress premises</th>
<th>Work in progress estate</th>
<th>Total real estate</th>
<th>Inventories and assets</th>
<th>Total fixed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Historical cost to end 2014</td>
<td>724.4</td>
<td>33.0</td>
<td>757.4</td>
<td>96.1</td>
<td>853.5</td>
</tr>
<tr>
<td>Depreciation to end 2014</td>
<td>-372.0</td>
<td>-372.0</td>
<td>-59.3</td>
<td>-431.3</td>
<td></td>
</tr>
<tr>
<td>Carrying amount at 31/12/2014</td>
<td>352.4</td>
<td>33.0</td>
<td>385.4</td>
<td>36.8</td>
<td>422.2</td>
</tr>
<tr>
<td>Investments 2015</td>
<td>-0.1</td>
<td>34.5</td>
<td>34.4</td>
<td>10.0</td>
<td>44.4</td>
</tr>
<tr>
<td>Disinvestments 2015</td>
<td>6.7</td>
<td>-6.7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation 2015</td>
<td>-23.9</td>
<td></td>
<td>-23.9</td>
<td>-10.9</td>
<td>-34.8</td>
</tr>
<tr>
<td></td>
<td>335.1</td>
<td>60.8</td>
<td>395.9</td>
<td>35.9</td>
<td>431.8</td>
</tr>
</tbody>
</table>
**Tangible fixed assets**

The holdings in legal entities are valued at the net asset value. Other receivables (loans to legal entities) are stated at real value. Other assets are valued at nominal value.

<table>
<thead>
<tr>
<th>Carrying amount at 01/01/2015</th>
<th>Investments / additions 2015</th>
<th>Granted loans 2015</th>
<th>Redemption 2015</th>
<th>Carrying amount at 31/12/2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation in legal entities</td>
<td>5.4</td>
<td>1.5</td>
<td></td>
<td>6.9</td>
</tr>
<tr>
<td>Loans to legal entities</td>
<td>2.4</td>
<td>0.6</td>
<td>-0.4</td>
<td>2.6</td>
</tr>
<tr>
<td>Deposits</td>
<td>25.0</td>
<td></td>
<td></td>
<td>25.0</td>
</tr>
<tr>
<td></td>
<td><strong>32.8</strong></td>
<td><strong>1.5</strong></td>
<td><strong>0.6</strong></td>
<td><strong>34.5</strong></td>
</tr>
</tbody>
</table>

**Inventories**

For the purpose of performing both types of activity, the University has several warehouses/storehouses. Inventories are valued at cost price in accordance with the ‘first in, first out’ (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 is € 1.3 million (2014: € 1.4 million).

**Accounts receivable**

<table>
<thead>
<tr>
<th>31/12/2015</th>
<th>31/12/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts receivable</td>
<td>8.2</td>
</tr>
<tr>
<td>Ministry of Education, Culture and Science (cash limitations)</td>
<td>2.3</td>
</tr>
<tr>
<td>Students (tuition fees)</td>
<td>15.1</td>
</tr>
<tr>
<td>Other receivables</td>
<td>39.6</td>
</tr>
<tr>
<td>Prepayments and accrued income</td>
<td>3.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>68.6</strong></td>
</tr>
</tbody>
</table>

Accounts receivable are stated at their real value. A provision for doubtful debts has been deducted from trade receivables to the amount of € 0.5 million.
Liquid assets

<table>
<thead>
<tr>
<th></th>
<th>31/12/2015</th>
<th>31/12/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash in hand</td>
<td>0.1</td>
<td>0.1</td>
</tr>
<tr>
<td>Banks</td>
<td>39.6</td>
<td>26.6</td>
</tr>
<tr>
<td>Current account</td>
<td>5.6</td>
<td>5.6</td>
</tr>
<tr>
<td>Deposits (short-term)</td>
<td>189.0</td>
<td>177.0</td>
</tr>
<tr>
<td>Related parties</td>
<td>2.3</td>
<td>2.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>236.6</strong></td>
<td><strong>211.6</strong></td>
</tr>
</tbody>
</table>

Liquid assets comprise petty cash, bank balances and demand deposits with a term of three months or less, and are freely disposable.

Equity

<table>
<thead>
<tr>
<th></th>
<th>Balance per 01/01/2015</th>
<th>Operating balance 2015</th>
<th>Mutations 2015</th>
<th>Balance At 31/12/2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>General reserves</td>
<td>422.2</td>
<td>9.8</td>
<td>432.0</td>
<td></td>
</tr>
<tr>
<td>Allocated reserves (public)</td>
<td>93.6</td>
<td>24.4</td>
<td>-9.8</td>
<td>108.2</td>
</tr>
<tr>
<td>Allocated reserves (private)</td>
<td>0.1</td>
<td>0.1</td>
<td>0.1</td>
<td></td>
</tr>
<tr>
<td>Allocated fund (public)</td>
<td>1.7</td>
<td>0.1</td>
<td>1.8</td>
<td></td>
</tr>
<tr>
<td>Allocated fund (private)</td>
<td>3.2</td>
<td>1.1</td>
<td>4.3</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>520.7</strong></td>
<td><strong>25.7</strong></td>
<td><strong>0.0</strong></td>
<td><strong>546.4</strong></td>
</tr>
</tbody>
</table>
## Provisions

<table>
<thead>
<tr>
<th>Provision</th>
<th>Balance at 01/01/2015</th>
<th>Additions 2015</th>
<th>Withdrawals 2015</th>
<th>Release 2015</th>
<th>Balance at 31/12/2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Redundancy payments</td>
<td>2.6</td>
<td>1.5</td>
<td>-1.4</td>
<td>2.7</td>
<td></td>
</tr>
<tr>
<td>Restructuring</td>
<td>5.4</td>
<td>2.1</td>
<td>-0.8</td>
<td>-1.2</td>
<td>5.5</td>
</tr>
<tr>
<td>ADV days</td>
<td>0.1</td>
<td>0.4</td>
<td>-0.1</td>
<td>0.4</td>
<td></td>
</tr>
<tr>
<td>WIA / ERD</td>
<td>3.3</td>
<td>0.4</td>
<td></td>
<td>3.7</td>
<td></td>
</tr>
<tr>
<td>Staff with a long-term incapacity for work</td>
<td></td>
<td>1.1</td>
<td></td>
<td>1.1</td>
<td></td>
</tr>
<tr>
<td>Anniversary benefits</td>
<td>4.1</td>
<td>1.3</td>
<td>-0.1</td>
<td>5.3</td>
<td></td>
</tr>
<tr>
<td>General personnel-related provision</td>
<td>4.3</td>
<td></td>
<td>-0.2</td>
<td>4.1</td>
<td></td>
</tr>
<tr>
<td>Graduation Fund</td>
<td>1.0</td>
<td>1.5</td>
<td>-1.0</td>
<td>-0.5</td>
<td>1.0</td>
</tr>
<tr>
<td>Environmental risk</td>
<td>7.2</td>
<td>3.2</td>
<td>-0.1</td>
<td>10.3</td>
<td></td>
</tr>
<tr>
<td>Other provisions</td>
<td>5.0</td>
<td></td>
<td></td>
<td>5.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>33.0</td>
<td>11.5</td>
<td>-3.4</td>
<td>-2.0</td>
<td>39.1</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 valued 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 nominal value of the expenditure expected to be required to settle the obligations.

With regard to current unemployment obligations, a provision of € 2.7 million has been accounted for at 31 December 2015. This provision is based on a calculation of the obligations concerning old employment 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 on the balance sheet date, combined with the expectation that the restructuring plan will be implemented.

The terms of employment of the University state that up to 2004, 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 for obligations resulting from the self-insurer status under the Dutch ‘Werkhervatting 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].

As of 1 January 2015, the University of Groningen is a self-insurer for the Dutch ‘Ziektewet’ [Sickness Benefit Act] national insurance component for flexible employment (‘ZW-flex’). The University will carry the costs relating to new entrants to the scheme. A provision for this has been created in the 2015 financial statements. Calculation of the provision is based on the information relating to individual employees regarding the period during which the University is liable for benefit payments. The information on the risk and employees concerned is taken from the decisions issued by the UWV (the implementing body for employee insurance schemes).

The University of Groningen has created a provision for obligations existing at the balance sheet date relating to the future payment of benefits to employees who, at the balance date, are expected to have a permanent full or partial incapacity for work. The valuation does not include third-party contributions.

The provision for long-service bonuses was formed for expected benefits payable to current employees and is valued at present discounted value. A discount rate of 1.7% was taken into account in 2015.

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).

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

The provision for environmental risk was formed for future obligations relating to 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 relating to environmental decontamination.
Current liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>31/12/2015</th>
<th>31/12/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced billings and payments received (projects in progress)</td>
<td>4.0</td>
<td>3.7</td>
</tr>
<tr>
<td>Creditors</td>
<td>11.6</td>
<td>9.4</td>
</tr>
<tr>
<td>Taxes and social security premiums</td>
<td>14.7</td>
<td>13.4</td>
</tr>
<tr>
<td>Pension premiums</td>
<td>3.1</td>
<td>3.5</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>13.0</td>
<td>11.4</td>
</tr>
<tr>
<td>Accruals and deferred income</td>
<td>140.9</td>
<td>141.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>187.3</strong></td>
<td><strong>182.4</strong></td>
</tr>
</tbody>
</table>

**Notes**

Work in progress relates to projects commissioned by third parties which had not been completed by the balance sheet date. Work in progress is stated as the directly allocated costs of labour and materials with a margin for indirect personnel costs. Instalments declared / advances received have been deducted from projects in progress.

Profit for projects funded by third parties is accounted for using the Percentage of Completion (PoC) 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 2015 and the summary consolidated statement of income and expenditure for 2015, and related notes, are derived from the audited annual accounts of the University of Groningen for the year 2015.

We expressed an unqualified audit opinion on those annual accounts in our report dated 30 June 2016. The annual accounts and summaries thereof do not reflect the effects of events that occurred subsequent to our audit report of 30 June 2016.

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 2015).

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 2015, in accordance with the accounting principles as described in the audited financial accounts.

Groningen, 30 June 2016

PricewaterhouseCoopers Accountants N.V.
A.L. Koops-Aukes RA
## Strategic key figures

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Students</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>28,310</td>
<td>28,361</td>
<td>27,511</td>
<td>27,338</td>
<td>27,965</td>
<td>27,514</td>
</tr>
<tr>
<td>UG market share</td>
<td>10.7%</td>
<td>10.9%</td>
<td>10.9%</td>
<td>11.2%</td>
<td>11.3%</td>
<td>11.2%</td>
</tr>
<tr>
<td>of which non-Dutch nationals</td>
<td>4,205</td>
<td>3,685</td>
<td>3,274</td>
<td>2,944</td>
<td>2,688</td>
<td>2,183</td>
</tr>
<tr>
<td>Percentage of non-Dutch nationals</td>
<td>10.9%</td>
<td>13.0%</td>
<td>11.9%</td>
<td>10.8%</td>
<td>9.6%</td>
<td>7.9%</td>
</tr>
<tr>
<td><strong>Types of degree programmes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-time</td>
<td>27,770</td>
<td>27,726</td>
<td>26,813</td>
<td>26,598</td>
<td>27,054</td>
<td>26,552</td>
</tr>
<tr>
<td>Part-time</td>
<td>495</td>
<td>595</td>
<td>656</td>
<td>701</td>
<td>874</td>
<td>932</td>
</tr>
<tr>
<td>Dual</td>
<td>45</td>
<td>40</td>
<td>42</td>
<td>39</td>
<td>37</td>
<td>30</td>
</tr>
<tr>
<td><strong>Registrations by phase</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Propaedeutic</td>
<td>7,514</td>
<td>8,347</td>
<td>7,962</td>
<td>8,049</td>
<td>8,264</td>
<td>9,389</td>
</tr>
<tr>
<td>Bachelor's</td>
<td>11,186</td>
<td>10,643</td>
<td>10,659</td>
<td>10,538</td>
<td>11,151</td>
<td>10,745</td>
</tr>
<tr>
<td>Master's</td>
<td>9,610</td>
<td>9,371</td>
<td>8,890</td>
<td>8,751</td>
<td>7,888</td>
<td>7,380</td>
</tr>
<tr>
<td><strong>First-year intake (University of Groningen)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bachelor's</td>
<td>5,464</td>
<td>5,780</td>
<td>5,800</td>
<td>5,429</td>
<td>5,653</td>
<td>5,391</td>
</tr>
<tr>
<td>Master's</td>
<td>892</td>
<td>833</td>
<td>855</td>
<td>712</td>
<td>650</td>
<td>580</td>
</tr>
<tr>
<td>Total</td>
<td>6,356</td>
<td>6,613</td>
<td>6,655</td>
<td>6,141</td>
<td>6,303</td>
<td>5,971</td>
</tr>
<tr>
<td>Market share</td>
<td>9.2%</td>
<td>9.8%</td>
<td>10.0%</td>
<td>9.9%</td>
<td>10.1%</td>
<td>9.5%</td>
</tr>
<tr>
<td><strong>Funding</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Govt-funded registrations</td>
<td>17,589</td>
<td>17,786</td>
<td>17,476</td>
<td>17,594</td>
<td>16,736</td>
<td>16,417</td>
</tr>
<tr>
<td>Govt-funded degrees</td>
<td>n.b.</td>
<td>7,574</td>
<td>7,369</td>
<td>7,028</td>
<td>7,757</td>
<td>6,586</td>
</tr>
<tr>
<td><strong>Qualifications awarded</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Propaedeutic diploma</td>
<td>n.b.</td>
<td>4,416</td>
<td>4,252</td>
<td>4,454</td>
<td>4,608</td>
<td>4,476</td>
</tr>
<tr>
<td>Bachelor's degree</td>
<td>n.b.</td>
<td>4,184</td>
<td>4,094</td>
<td>3,976</td>
<td>4,720</td>
<td>3,699</td>
</tr>
<tr>
<td>UG market share</td>
<td>n.b.</td>
<td>11.7%</td>
<td>12.2%</td>
<td>11.8%</td>
<td>12.9%</td>
<td>11.8%</td>
</tr>
<tr>
<td>Master's degree</td>
<td>n.b.</td>
<td>4,165</td>
<td>3,885</td>
<td>3,799</td>
<td>4,020</td>
<td>3,702</td>
</tr>
<tr>
<td>UG market share</td>
<td>n.b.</td>
<td>10.2%</td>
<td>10.2%</td>
<td>10.6%</td>
<td>10.6%</td>
<td>10.8%</td>
</tr>
</tbody>
</table>
### Calendar year

<table>
<thead>
<tr>
<th>Academic staff (WP) in FTE (sum of all three funding streams)</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>UG market share</td>
<td>n.b</td>
<td>9.26%</td>
<td>9.41%</td>
<td>8.91%</td>
<td>8.34%</td>
</tr>
<tr>
<td>PhD ceremonies</td>
<td>501</td>
<td>443</td>
<td>447</td>
<td>436</td>
<td>399</td>
</tr>
<tr>
<td>UG market share</td>
<td>n.b</td>
<td>9.65%</td>
<td>10.00%</td>
<td>10.54%</td>
<td>10.36%</td>
</tr>
<tr>
<td>Academic publications (excl. PhD theses)</td>
<td>6,342</td>
<td>6,347</td>
<td>6,261</td>
<td>6,408</td>
<td>5,800</td>
</tr>
<tr>
<td>UG market share</td>
<td>n.b</td>
<td>9.35%</td>
<td>8.90%</td>
<td>9.25%</td>
<td>8.71%</td>
</tr>
<tr>
<td>NWO grants (M€)</td>
<td>n.b</td>
<td>n.b</td>
<td>n.b</td>
<td>30.4</td>
<td>40.7</td>
</tr>
<tr>
<td>UG market share</td>
<td>n.b</td>
<td>n.b</td>
<td>n.b</td>
<td>7.30%</td>
<td>9.04%</td>
</tr>
</tbody>
</table>

### Research

<table>
<thead>
<tr>
<th>WP (academic staff)</th>
<th>2,289</th>
<th>2,230</th>
<th>2,130</th>
<th>2,059</th>
<th>2,035</th>
</tr>
</thead>
<tbody>
<tr>
<td>WP market share</td>
<td>n.b</td>
<td>9.35%</td>
<td>9.08%</td>
<td>8.88%</td>
<td>8.87%</td>
</tr>
<tr>
<td>Non-Dutch nationals</td>
<td>879</td>
<td>828</td>
<td>761</td>
<td>704</td>
<td>655</td>
</tr>
<tr>
<td>OBP (admin/support staff)</td>
<td>1,690</td>
<td>1,644</td>
<td>1,593</td>
<td>1,557</td>
<td>1,593</td>
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<tr>
<td>OBP market share</td>
<td>n.b</td>
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<td>9.35%</td>
<td>9.17%</td>
<td>9.31%</td>
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<tr>
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<tr>
<td>Professors</td>
<td>276</td>
<td>265</td>
<td>271</td>
<td>260</td>
<td>263</td>
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<tr>
<td>Market share of professors</td>
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<td>10.67%</td>
<td>10.48%</td>
<td>10.59%</td>
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<tr>
<td>Associate Professors (UHD)</td>
<td>237</td>
<td>223</td>
<td>210</td>
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<tr>
<td>UHD market share</td>
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<tr>
<td>Assistant Professors (UD)</td>
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<td>377</td>
<td>361</td>
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<td>UD market share</td>
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<td>8.09%</td>
<td>8.03%</td>
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<tr>
<td>Employed PhD students</td>
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<td>801</td>
<td>738</td>
<td>690</td>
<td>624</td>
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<tr>
<td>Market share of employed PhD students</td>
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<td>9.06%</td>
<td>8.47%</td>
<td>7.69%</td>
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<tr>
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<tr>
<td>Other academic staff</td>
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<td>564</td>
<td>551</td>
<td>562</td>
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<td>Market share of other WP</td>
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<tr>
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<td>33.50%</td>
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### University of Groningen employees (excl. UMCG; FTE)

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<td>828</td>
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<td>704</td>
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<td>OBP (admin/support staff)</td>
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<td>1,644</td>
<td>1,593</td>
<td>1,557</td>
<td>1,593</td>
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<tr>
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</tr>
<tr>
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<td>33.50%</td>
<td>29.01%</td>
<td>31.72%</td>
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## Calendar year

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<td><strong>UMCG employees (FTE)</strong>&lt;sup&gt;3&lt;/sup&gt;</td>
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<td>OBP</td>
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<td>557</td>
<td>550</td>
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<tr>
<td>Professors</td>
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<td>63</td>
<td>59</td>
<td>61</td>
<td>61</td>
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<tr>
<td>Employed PhD students&lt;sup&gt;4&lt;/sup&gt;</td>
<td>416</td>
<td>422</td>
<td>395</td>
<td>337</td>
<td>293</td>
</tr>
<tr>
<td>Non-Dutch nationals</td>
<td>125</td>
<td>121</td>
<td>123</td>
<td>107</td>
<td>83</td>
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<tr>
<td><strong>Other PhD students (numbers)</strong>&lt;sup&gt;5&lt;/sup&gt;</td>
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<td>Contract PhD students</td>
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<td>522</td>
<td>524</td>
<td>546</td>
<td>590</td>
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<td>345</td>
<td>341</td>
<td>316</td>
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<td>8</td>
<td>15</td>
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<td>NWO-funded WP + OBP (FTE)</td>
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<td>n.b.</td>
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<td>442.1</td>
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<td>NWO-funded WP + OBP (FTE)</td>
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<td>n.b.</td>
<td>n.b.</td>
<td>10.00%</td>
<td>9.52%</td>
</tr>
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</table>

<sup>1</sup> Research figures for 2015 are provisional; figures for 2011-2013 are from KUOZ Flex 2014 (VSNU), final figures for 2014 as submitted for KUOZ Flex 2015

<sup>2</sup> Market share (staff): % of national total excl. the ‘HOOP field’ Health and excl. student assistants; source: WOPI-flex 2014, VSNU/IR April 2015

<sup>3</sup> Only staff who are accounted for in the UMCG teaching and research budget.

<sup>4</sup> Incl. MD/PhD

<sup>5</sup> From Hora Finita, the new central registration system; provisional figures at April 2016
### Calendar year

#### Operation (amounts x € 1 million)

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<td>642.3</td>
<td>640.6</td>
<td>615.5</td>
<td>597.2</td>
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<td>- Government funding (allocation model)</td>
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<td>352.8</td>
<td>341.0</td>
<td>328.2</td>
<td>324.5</td>
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<tr>
<td>- Other government funding and transfers</td>
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<td>3.4</td>
<td>2.2</td>
<td>1.9</td>
<td>1.4</td>
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<tr>
<td>- Tuition fees</td>
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<td>49.5</td>
<td>54.4</td>
<td>47.0</td>
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<tr>
<td>- Contract teaching and research</td>
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<td>176.2</td>
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<td>174.6</td>
<td>151.6</td>
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<tr>
<td>- Other income</td>
<td>60.7</td>
<td>55.9</td>
<td>64.2</td>
<td>56.4</td>
<td>72.7</td>
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#### Expenses

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<td>Personnel costs</td>
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<td>405.0</td>
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<td>366.4</td>
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<tr>
<td>Other costs</td>
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<td>214.6</td>
<td>202.8</td>
<td>237.1</td>
<td>229.1</td>
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#### Operating result

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<td>Equity</td>
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<td>520.7</td>
<td>481.5</td>
<td>448.8</td>
<td>447.7</td>
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<tr>
<td>Total equity</td>
<td>772.8</td>
<td>736.1</td>
<td>702.9</td>
<td>675.8</td>
<td>666.2</td>
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#### Equity (amounts x € 1 million)

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<tbody>
<tr>
<td>Solvability ratio</td>
<td>71%</td>
<td>71%</td>
<td>69%</td>
<td>66%</td>
<td>67%</td>
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#### Liquidity (amounts x € 1 million)

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<td>Financial resources</td>
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<td>211.6</td>
<td>171.4</td>
<td>140.1</td>
<td>105.8</td>
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<td>Investments</td>
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<td>25.0</td>
<td>25.0</td>
<td>25.0</td>
<td>30.0</td>
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<tr>
<td>Net working capital</td>
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<td>90.2</td>
<td>42.7</td>
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#### Key indicators

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<td>71%</td>
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<tr>
<td>Liquidity (current ratio)</td>
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<td>1.5</td>
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<tr>
<td>Liquidity (quick ratio)</td>
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<td>1.5</td>
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<tr>
<td>Profitability (gross margin)</td>
<td>3.9%</td>
<td>6.1%</td>
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</table>
APPENDIX 1

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 Zaak, 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).
APPENDIX 2

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 UG. 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 1990 he was also awarded his PhD in Groningen, for a thesis entitled 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 (New Haven and 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 (1983) 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 IT.

II. Members of the Supervisory Board

T.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. From 2009 to 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).
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2. Research
3. Education
4. Societal impact
5. Talent development and Human Resources
6. Facilities
7. Funding
8. Continuity section
9. Profiling and performance agreements
Summary Financial Statements
Audit report by the independent accountant
Strategic key figures
Appendices
Summary

J.G. 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 1998 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 1978 at the South Holland provincial authorities, 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 Commercieele 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 (responsible for Risk Management & Strategy, including Corporate Development & Investor Relations) on the Managing Board of ABN AMRO Group NV, ABN AMRO Bank NV and Fortis Bank (Nederland) NV (part of ABN AMRO Bank NV since 1 July 2010).

A.S. Roeters
Annette Roeters (1954) was appointed general director of the Child Care and Protection Agency on 1 February 2015. Before this she was Senior Chief Inspector of the Netherlands Inspectorate for Education, part of the Ministry of Education, Culture and Science (2008-2015). Previously she was also a member of the Executive Board of VU University Amsterdam and Vice President then Executive Board member of Windesheim University of Applied Sciences. Annette Roeters studied Dutch Language and Literature at the University of Groningen, and graduated with a doctoraal degree in 1982.

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 Gymnasies, and chairs the steering group of Pegasus (an education development project involving 35 collaborating independent gymnasium secondary schools).
## III. 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>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>Tj.H.J. 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>

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- Foreword
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  2. Research
  3. Education
  4. Societal impact
  5. Talent development and Human Resources
  6. Facilities
  7. Funding
  8. Continuity section
  9. Profiling and performance agreements
- Summary Financial Statements
- Audit report by the independent accountant
- Strategic key figures
- Appendices
- Summary
APPENDIX 3
Composition of Central Bodies

Supervisory Board
T.H.J. Joustra (chair)
J.G.M. Alders (to 1 June 2015)
H.D. Post
W. Reehoorn
A.S. Roeters (from 1 November 2015)
A.A.M. Schaafsma (to 1 November 2015)

Board of the University
S. Poppema (chair)
J. de Jeu (vicevoorzitter)
E. Sterken (rector magnificus)

Studentassessor
J. Diekerhof

Committee of Deans
E. Sterken (chair), Rector Magnificus
O. Couwenberg, Faculty of Spatial Sciences
J.H. Garretsen, Faculty of Economics and Business
H. van Ees, University College Groningen
F. Kuipers, Faculty of Medical Sciences
J. Knoester, Faculty of Mathematics and Natural Sciences
L.W. Nauta, Faculty of Philosophy
C.K.M. von Stuckrad, Faculty of Theology and Religious Studies
J. de Vries, Campus Fryslân
G.C. Wakker, Faculty of Arts
M.P.C. van der Werf, Faculty of Behavioural and Social Sciences
J.B. Wezeman, Faculty of Law

Management Council
J. de Jeu (chair), Board of the University
A.M. van den Berg, KVI-CART
P. Bouma, Campus Fryslân
M.C. Buigel-de Witte, Faculty of Law
E.C.W. Dietrich, Faculty of Arts
S.E.A. van Galen, Office of the University
G. Groen, Faculty of Spatial Sciences
J. P. de Groot, Faculty of Economics and Business
W. Heinen, Faculty of Theology and Religious Studies
M. Hids, Faculty of Law
T.W.H.J. Hobma, Center for Information Technology
F.S.M. Hoogma, Office of the University
R.J. Landeweerd, Faculty of Behavioural and Social Sciences
M. Nieboer, University Library
R.J. van Ouwerkerk, University College Groningen
B. Schoenmaker, Faculty of Medical Sciences
M.T.J. Stolp, Office of the University
H.D. Veldhuis, Faculty of Mathematics and Natural Sciences
T.J. de Witt Hamer, University Services Department
University Council

Presidium
M.C. Huiskes (chair)

Personnel Party
R. Aprianto
C. J. Albers
A.H.M. de Baets
B.A.A. Beijer (voorzitter)
G.J. Bokdam
D.M.E. Bouwman
N. de Deugd
S.N. Ponsioen
O. Scholten

Personnel Faction for Science
L.W. Gormley
M. H. Paapst (chair)
N. Petkov

Lijst Calimero
M.E. Hartmans
B.D. Kyuchoukov
N.A.M. van Merode
N.D. Niehof
T.A. Slaterus
S. H. van Wijk (chair)

SOQ (Studenten Organisatie Groningen)
S. Dantuma
A.R. van ’t Hof (chair)
J. J. Thompson
A. van der Wolff
Y.A. van Zundert

Lijst STERK
T. Dokter (chair)
## APPENDIX 4

### Personal Grants

**ERC Starting Grant**
1. Anna Salvati
2. Katalin Barta

**ERC Advanced Grant**
1. Siewert-Jan Marrink
2. Bert Poolman

**ERC Consolidator Grant**
1. Monika Baar
2. Jianting Ye
(3. Wouter Peters, submitted by Wageningen University, with UG support)

**Veni**
1. Han Thomas Adriaenssen
2. Andreas Bastian
3. Jelmer Borst
4. Jochem de Bresser
5. Dorina Maria Buda
6. Marco Caracciolo
7. Rudolf Fehrmann
8. Pim Frederix
9. Klaske Glashouwer
10. Martijn Hammers
11. Michael Jaehme
12. Susanne Kooistra
13. Khan Mahmoodi
14. Jacolien van Rij-Tange
15. Andrea Sangiacomo
16. Mans Schepers
17. Michael Stevenson
18. Gert Stulp
19. Susanne Tauber
20. Michel Vos
21. Corien Wiersma

**Vidi**
1. Ming Cao
2. Albert Guskov
3. Anna Hirsch
4. Hiddo Lambers Heerspink
5. Edwin Otten
6. Wiktor Szymanski
7. Tamara Witschge

**Vici**
1. Johan Bos
2. Amina Helmi
3. Thea Hilhorst
4. Marcel Timmer
5. René Veenstra
6. Marc Verheijen
Summary

The University of Groningen Annual Report 2015 discusses the key trends, developments and events in the calendar year 2015. The document begins with three sections on general topics: the message from the Chairman of the Supervisory Board, the preface of the Chairman of the Board of the University and Chapter 1 on the profile of the University. In the contributions by the chairmen of the Supervisory Board and the Board of the University, various special events and performances are referred to, such as the progress of the branch campuses in Leeuwarden (Campus Fryslân) and in Yantai, China (University of Groningen Yantai; UGY). One of the key achievements in research was the awarding of a Spinoza Prize to Prof. Cisca Wijmenga.

In the report there is considerable emphasis on the Profiling and Performance Agreements concluded in 2012 between the universities and the Ministry of Education, Culture and Science. These agreements are designed to lead to improvements in study success and the quality of education, to improved positioning and differentiation in education, and to a more distinctive research profile and better utilization of research results. In summary, we are able to conclude that the University met all the performance targets in 2015. Pass rates for Bachelor's degree programmes (i.e. the number of students graduating within four years) improved from 53.6% in 2011 to 75.2% in 2015; well above the target of at least 80%. The number of PhDs awarded exceeded 500. In addition, the University of Groningen has secured a place among the top 100 universities in the most important ranking lists.

Another important part of the annual report is the ‘continuity section’, required by the Ministry of Education, Culture and Science. The continuity section sets out the financial forecast for the next three reporting years, in the form of an explanation of developments predicted in the balance sheet for items such as funding structure and accommodation policy. This includes developments in the Statement of Income (such as the government grant, funding, other income) and Expenditure (such as staffing and accommodation). This is followed by a discussion of forecasts and risks. The University’s report includes developments in student numbers and the consequences and possible damage and losses resulting from the earthquakes in the province of Groningen, as well as the related measures that have been and are being taken.

The University’s environmental performance has seen an improvement in comparison to that of other universities both within and outside the Netherlands. In 2015 the University was placed 12th in the GreenMetric ranking list and is therefore, according to this list, the most sustainable university in the Netherlands. The University improved its position in the SustainaBul Ranking compared to 2014. It climbed a total of 4 places, ending in 4th place.

Finally, a new Strategic Plan was adopted at the end of 2015. It sets out the University’s ambitions for the period 2015-2020 and the direction it wishes to take. As in previous years, the three focus areas – Healthy Ageing, Energy and Sustainable Society – are crystallization points for teaching and research.
Reading guide

The 'University of Groningen Annual Report 2015' explains the key facts, results and developments relating to teaching, research, societal impact (valorization), talent development, facilities and financial matters. Each chapter begins with key facts and trends, illustrated with statistics.

The report discusses two substantive clusters of subjects in detail: (1) themes that are important for the continuity of the organization, and (2) the results of the performance agreements with the government, and the University’s profile. These themes are discussed in Sections 8 and 9, respectively. It was decided to report on continuity and the Positioning and Performance Agreements in separate sections, despite the considerable overlap with other subjects. This makes for clarity although, as a result, certain information (e.g. on teaching and research) is discussed in more than one section of the report and is sometimes repeated.

This document is intended for various target groups such as administrators, regulators, auditors and assessors, as well as relations, stakeholders, journalists and other interested parties. Readers are most welcome to submit comments, point out deficiencies or suggest additions. Questions are also welcome.