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1. To the reader

We are happy to present the Annual Plan of the Central Executive Board for Student Organizations (CUOS: Centraal Uitvoeringsorgaan voor de Studentenorganisaties) of the University of Groningen (UG) for the academic year 2023-2024. This Annual Plan offers an outline of the tasks and the policies CUOS will pursue this academic year. As it does every year, the Annual Plan addresses the objectives CUOS aims to achieve in a broad sense and ways in which CUOS can improve.

CUOS endorses the opinion of the Board of the University that academic development is about more than working towards a degree. Groningen is unique as a student city because of its huge diversity of student organizations and its vibrant student culture. As CUOS believes this to be a defining characteristic of Groningen as a student community, it seeks to support and preserve active student life in the city where possible. This year, CUOS will follow any developments within the policy framework and monitor their effects on CUOS as a body. The policy framework describes the different roles and responsibilities within active student life and the way in which the UG supports these roles. CUOS plays an important part in providing this support. It will pass on any signals it receives from student organizations to the Governance and Legal Department (BJZ) and the Strategy Department of Education & Research (SES). CUOS will provide input on how to give practical application to today's perspective on active student life.

Besides its general tasks, as formalized in the CUOS Regulations, in 2023-2024, CUOS will specifically focus on:

- Avoiding the semblance of conflict of interest by increasing the level of transparency and adopting an integrity policy.
- Facilitating more support for student organizations in the application process for a Graduation Fund grant.
- Making CUOS more accessible.
- Providing support to the UG in its provision of key information to student organizations.
- Supporting housed student organizations in their relocation as outlined in the proposed relocation plan.

As the academic year progresses, new issues that are not covered in this Annual Plan will undoubtedly come up. CUOS has every confidence in its ability to address these issues, providing the best possible support and acquitting itself of its tasks as effectively as it can.

In 2023-2024, the Board members of CUOS are:

Wouter Ahlers Chair
Debora van Tricht Secretary
Martijn van der Meer Finance
Ole van Heloma Lugt Housing

Lindgerd Pauwels PR & Communication

2. CUOS - objectives for 2023-2024

2.1 Avoiding the semblance of conflict of interest by increasing the level of transparency and adopting an integrity policy

Over the past few years, a number of CUOS Board members have fulfilled executive roles elsewhere. The experience they gain in this process is invaluable because it involves active student life. That said, there is a risk of this creating the semblance of conflict of interest. CUOS is aware of the recurring debate about the possibility of these CUOS Board members becoming involved in a conflict of interest. Although CUOS would like to stress that no such conflict has arisen, we will, in fact, attempt to minimize the underlying cause of this debate.

Transparencu

CUOS aims to be more transparent about the memberships and other roles its Board members hold in student organizations. This will be achieved by posting a list on the CUOS website under the heading 'Integrity and Transparency'. This list will be published together with the CUOS integrity policy. The list will serve as public disclosure of the active/inactive memberships or other roles the CUOS Board members hold or have held. In this context, the term 'other roles' refers to roles in organizations without holding a membership in them. These would include roles in an advisory body of a student organization prior to taking a CUOS Board seat.

CUOS endeavours to exercise transparency towards student organizations that submit, or can reasonably be expected to submit, an application for funding from the Graduation Fund, grants or housing.

Integrity

Combined with a new transparency policy, CUOS also undertakes to communicate more clearly by which rules its Board members are governed so as to prevent conflicts of interest. This information will be posted on the CUOS website under the heading 'Integrity and Transparency', together with the list of memberships of CUOS Board members in other student organizations.

To make sure that CUOS acts with integrity and makes ethical decisions, CUOS Board members will not attend those Decision-Making Meetings, or parts of those meetings, at which decisions are made about the student organizations in which they hold a membership (and that are therefore listed in the transparency register). In addition, CUOS Board members will not, in any way whatsoever, be involved in the reassessment of the student organizations of which they are a member, nor will they be given access to the reassessment documents of these organizations. Clearly, this also applies to the review of applications for grants and/or housing.

CUOS offers all organizations that might have dealings with CUOS in the upcoming year the opportunity to get acquainted with its Board members in an introductory meeting. In this regard, CUOS strives to schedule these only with Board members who are not members and do not hold a position within the organization invited for an introductory interview.

CUOS has also decided that CUOS Board members are excluded from membership of an advisory board (or a similar body providing policy-related subject matter advice) or an audit committee (or a similar body that supervises, and advises on, financial

matters) of a student organization that has, or may come to have, dealings with CUOS. Any other roles that CUOS Board members may have in student organizations will also be scrutinized more closely. In this context, the rule is that CUOS Board members will steer clear of policy and financial matters. On that score, CUOS will seek the opinion and consent of BJZ and SER.

2.2 Facilitating more support for student organizations in the application process for a Graduation Fund grant

The Graduation Fund Reassessment Guideline is designed to support student organizations in their successful application for reassessment, or admission or continued admission to the Graduation Fund. CUOS wants the rules and conditions to be clear, and provide support and coaching to student organizations in filling out the required documents. This is the principal underlying reason for the Guideline. The goal is to offer a structured approach that leaves no room for interpretation of the requirements of the Graduation Fund Regulations before an application is submitted. This is meant to avoid misunderstandings and prevent extra work on both sides at a later stage.

The Graduation Fund Reassessment Guideline will be shared on the CUOS page of the UG website so as to make it accessible to everyone who wants to learn more about the Graduation Fund or CUOS's tasks. The Guideline will also be emailed to the student organizations. The student organizations that are up for reassessment will be made aware of this during the introductory meetings and at the information sessions. This year, CUOS will also try to offer open office hours prior to the deadline for submitting applications for admission to the Graduation Fund. For more information, see 2.3: Making CUOS more accessible.

2.3 Making CUOS more accessible

CUOS seeks to prevent at all costs that boards of Groningen-based student organizations should experience obstacles to contacting CUOS. Both CUOS and the student organizations have much to gain from promptly addressing any questions that may arise, as this will stop applications from having to be revised after they have been submitted. Such revision is extremely time-consuming for both parties. In short, CUOS aims to be as accessible and approachable as possible.

Website

CUOS will post the individual job descriptions of its Board members on its website. These descriptions will include a brief profile of each Board member and outline what their duties and responsibilities are. Once this information has been posted on the website, student organizations will know exactly whom to address with specific questions.

Open office hours

Asking questions via email is a reliable and effective way of communicating with CUOS and receiving a prompt reply. Experience has shown, however, that, if there are many different questions to be answered, potentially high volumes of email traffic are generated. In such instances, it might prove useful to sit down together to consider the questions. To make it easier for student organizations to ask questions and to help with applications, CUOS will organize open office hours in the weeks leading up to the submission deadline. During these office hours, representatives of student

organizations are invited to drop by to ask specific questions about their application. CUOS will try to offer help on the spot.

Presence, promoting ties with student organizations

To become more accessible, CUOS also aims to have a presence in student life. The Board members seek to attend as many events to which they have been invited as they can with a view to educating the different student organizations about CUOS and what CUOS can do for them.

<u>2.4 Providing support to the UG in its provision of key information to student organizations</u>

CUOS attaches great value to maintaining excellent ties with the organizations it supports as well as with all other stakeholders in the current and future programmes. CUOS tries to provide the UG with as much information as possible about signals it receives from student organizations, and vice versa. Any signals received from the UG will be shared with the student organizations.

Voice of the university

Given that CUOS is in touch with the different student organizations on a regular basis, it has an up-to-date list of these organizations' contact details. This allows CUOS to play a role in the communication process between the UG and its students. CUOS can relay UG-issued information to student organizations to increase its reach among students.

Referral obligation

CUOS not only represents the interests of student organizations, but it also serves as an information provision channel for all student board members individually. Once a student organization has been admitted to the Graduation Fund, the organization's board members will obviously be eligible for compensation for the allocated number of months they serve on the board committee. The University Funds Committee (UFC) is the administration agency for the application procedure concerning stipends for committee or consultative work, and athletic scholarships. Experience has shown that student board members tend to turn to CUOS with questions about payment of their stipends for committee work. Since CUOS is not in a position to answer these questions, it has drafted a standard email reply, referring the person asking the question to UFC. CUOS also maintains close ties with Foundation Student Activities (SSA) of Hanze University of Applied Sciences Groningen. Accordingly, questions asked by students at this university will also be referred.

Conversely, CUOS is willing to relay any UFC-provided information to student organizations. This has happened in the past with a clarification of the rules for waiving the tuition fees of board members who choose to pause their degree while performing board duties. Continuing this service is important to pre-empt any questions. CUOS is in a position to help relay information because of its large and up-to-date database of contact details of all Groningen-based student organizations.

3. CUOS – general duties and responsibilities

3.1 Stipends for committee work

CUOS advises the Board of the University on the reassessment and admission of organizations looking to qualify for stipends under the University of Groningen Graduation Fund Regulations 2023-2024, Part B. CUOS seeks to duly apply the criteria described in the Regulations and support student organizations with their applications to the best of its ability.

This year, cultural and other organizations that will be admitted to the current Graduation Fund, Part B, organizations that were admitted for one or two years, and organizations that have not been admitted and are planning to submit an application this year will be up for reassessment. Early in October 2023, CUOS will hold two information sessions about the application procedure. One session will be in English, the other will be in Dutch. The submission deadline for applications to CUOS is 15 November 2023, 12 noon. This deadline has been clearly communicated at the information sessions and during the introductory meetings to which all organizations up for reassessment and those that indicated that they were planning to submit an application were invited.

3.2 Grants

CUOS awards various grants to different organizations every year. These grants are for:

- (1) activities
- (2) internationalization and inclusion
- (3) campaigning
- (4) student facilities

1. Activity grants

The UG endeavours to help promote the academic development of its students through extracurricular activities and active participation in organizations and clubs. To this end, CUOS awards activity grants to qualifying parties, such as umbrella and other organizations. The CUOS Regulations, the CUOS Guidelines for Activity Grants and Housing, and the Clusters and Quality Characteristics List are leading in the assessment of activity grant applications. Cultural organizations are expected to submit their application for an activity grant via the Usva cultural centre.

2. Internationalization and inclusion grants

CUOS serves as the administration body of the Internationalization Grants Regulations. The grants that are awarded under these Regulations serve to promote inclusion and internationalization. There has been an A variety and a B variety of this type of grant since 2017. Establishment Grants for International Student Organizations (OIS) are awarded to provide support in setting up new or expanding existing international student organizations. As the name would suggest, the purpose of an internationalization and inclusion grant (IIS) is to encourage inclusion and international, inclusive academic community.

3. Campaign grants

Student factions that are looking to secure a seat on the University Council have been eligible for a separate campaign grant since 2013-2014. After the campaign has ended, CUOS will review whether the factions have made efficient use of the grant. That is why the campaigning student factions are expected to render a clear account of their activities and submit a settlement statement. Experience has shown that it is most effective to disburse a campaign grant before the start of the campaign week. As in previous years, CUOS again plans to release this grant before the campaign week this year. The CUOS Regulations were amended last year such that the maximum of 1,000 euros per student faction was cancelled.

4. Student facilities grant

ACLO (sports), ESN (international students), KEI (orientation week) and Usva (culture) hold a special position in the student community. These providers of student facilities were awarded separate status in 2011 thanks to which they have been assigned a fixed number of months for committee work, a fixed amount of activity grant funds, and housing, if needed, for an indefinite period. CUOS sits in as an auditor on the meetings of the General Boards of ACLO, ESN and KEI that are relevant to CUOS. The approved annual reports and accounts of all providers of student facilities are submitted to CUOS. In addition, one Board member of CUOS serves as the first point of contact for these providers of student facilities. Given that Usva does not have a General Board, it has been assigned its own first point of contact.

WBTR grant - obsolete

WBTR is the Dutch acronym for *Wet bestuur en toezicht rechtspersonen*, which translates as Management and Supervision of Legal Entities Act. This grant was meant to offer financial support to UG-affiliated student organizations for amending their Articles of Association to ensure compliance with this Act. The UG has provided funds to student organizations that did not have the means to pay for the amendment of their Articles. Given that the WBTR grant was a one-off facility, it will no longer be available in the academic year 2023-2024. That said, we *have* included this grant in the Annual Plan for this academic year for the sake of transparency.

3.3 Housing

One of CUOS's portfolios is housing. The Board member for housing serves as the link between the UG and the student organizations that are located in the Ambulatorium and in the building at Pelsterstraat.

Duties

The duties and responsibilities associated with the housing portfolio are diverse. One of CUOS's duties is to meet the housing needs of student organizations. CUOS reviews the housing applications annually. Organizations that have already been allocated housing are required to file a new housing application every year. The submission deadline for new housing applications is 1 February 2024. Providers of student facilities and student factions on the University Council are the exception. They are not required to reapply for housing every year.

The Board member for housing also serves as the first point of contact for:

- building access
- faulty facilities in need of repair
- replacement or provision of office furniture, computers and phones
- other building management services

CUOS monitors how student organizations care for the buildings that have been allocated to them by having regular checks performed by UG building managers and the housing portfolio holder. If the workspace is not orderly and clean, or if it is somehow used irresponsibly, CUOS can issue official warnings or impose other enforcement sanctions. In return, student organizations can expect CUOS to deliver swift and efficient services.

Allocation

The organizations listed below are located in the building at Pelsterstraat:

- KEI
- ESN
- SIB
- AEGEE
- AIESEC
- CUOS

The organizations listed below are located in the Ambulatorium:

- Lijst Calimero
- Studentenorganisatie Groningen (SOG)
- De Vrije Student (DVS)
- De Groninger Studentenbond (GSb)
- Integrand
- Enactus
- TEIMUN
- Ganymedes

This year, CUOS also offers two flexible workspaces. They are available for use by all organizations.

Potential relocation

CUOS and the UG have the same long-term vision. They both aim to accommodate the student organizations that have been allocated housing by CUOS in a single building. The UG has proposed plans to centralize their housing. CUOS seeks to provide as much support to all student organizations as it can in the relocation effort. It will adhere to the Activity Grant & Housing Decision 2023 when allocating the new workspaces. For the record, it should be noted that this will apply until the new housing applications for 2024 have been processed.

Contacts

Besides having contact persons with student organizations, CUOS also keeps in touch with a number of UG officers with respect to housing. The goal is to maintain transparent relationships with the housed student organizations, facility management,

security services, and building management. To facilitate close ties, CUOS will engage with the student organizations to discuss what is expected of them and what they can expect of CUOS. To this end, CUOS will schedule a building user session at the start of the academic year. Every organization that has been allocated housing is expected to attend this session, which is meant to manage expectations from both sides and to discuss the rules. If necessary, multiple building user sessions can be scheduled during the course of the year.

3.4 Information provision

CUOS seeks to maintain excellent ties with the organizations it supports as well as with all other organizations that have some level of involvement in the current and future programmes. For this reason, CUOS will schedule introductory meetings with all stakeholders at the start of the academic year. CUOS will also organize information sessions (in both English and Dutch) about admission to the Graduation Fund. What is more, CUOS will arrange for open office hours so that student board members can drop by and ask their questions in person. This is how CUOS wants to make sure that organizations receive all the information they need about the reassessment procedure. Finally, CUOS will send a general informative email to all student organizations at the start of the year to tell them about the options on offer.

The CUOS website is a frequently consulted source. That is why it should offer correct and up-to-date information at all times. The most recent programmes, decisions and procedures are always posted on the website as soon as reasonably possible, also in view of making CUOS more accessible. Furthermore, CUOS is working on offering as much English-language information on its website as possible, including English translations of the available programmes. That said, the Dutch versions will always be leading.

3.5 Top Meeting

Since the revision and amendment of the CUOS Regulations, the responsibility for organizing quarterly Top Meetings has been transferred to the student assessor. CUOS will still attend Top Meetings, together with the providers of student facilities, the umbrella organizations, Contractus, SKLO, FAA, and GSb as well as representatives of the student factions on the University Council. As a result, virtually all students are represented at Top Meetings. The objectives of CUOS in this regard have not changed. They are:

- 1) Exchanging information and opinions between different parties
- 2) Speaking with one voice for the Groningen student community

Top Meetings have been included in the CUOS Annual Plan 2023-2024 to provide clarity about CUOS's new role in this context.

4. Budget

CUOS :	Begroting	2024-2026
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Inkomsten		Begr. 2024		Begr. 2025		Begr. 202
Bijdrage College van Bestuur	E	378,550	ϵ	378,550	E	378,550
Algemene Bijdrage	ϵ	370,850	€	370,850	€	370,85
Prijsbijstelling 2018	€	7,700	€	7,700	€	7,70
Inkomsten Totaal	ϵ	378,550	€	378,550	€	378,556
Uitgaven		Begr. 2024	_	Begr. 2025	_	Begr. 202
Algemeen	€ c	2,800	E	2,800	E	2,80
Beleidskosten	ϵ	300	ϵ	300	ϵ	30
Overdrachtskosten	ϵ	600	€	600	ϵ	60
Constitutieborrel	ϵ	850	ϵ	850	€	85
Cadeaus	ϵ	150	ϵ	150	ϵ	15
Representatiekosten	ϵ	300	€	300	€	30
Reproductiekosten Bureaukosten	$\epsilon \\ \epsilon$	200	ϵ	200	ϵ	20
вигеаикоsten	•	400	6	400	e	40
Activiteitensubsidies	ϵ	292,500	ϵ	292,500	ϵ	292,50
Stichting ACLO	€	50,000	€	50,000	€	50,00
Stichting ESN Groningen	€	32,500	€	32,500	€	32,50
Stichting KEI	€	30,000	€	30,000	€	30,00
Usva	€	92,000	€	92,000	€	92,00
Nog te verdelen subsidies	€	88,000	€	88,000	€	88,00
		,		,		ŕ
Campagnesubsidies	ϵ	5,000	€	5,000	ϵ	5,000
Oprichtingssubsidie Int. Org.	ϵ	2,000	ϵ	2,000	ϵ	2,000
Internationalisering- & inclusies.	ϵ	15,000	€	15,000	ϵ	15,00
Huisvesting	ϵ	66,600	ϵ	66,600	ϵ	66,60
Servicekosten	€	32,000	€	32,000	€	32,00
Schoonmaakkosten	ϵ	12,000	ϵ	12,000	ϵ	12,00
Afval	ϵ	6,000	ϵ	6,000	ϵ	6,00
Telefoonkosten	ϵ	1,100	ϵ	1,100	ϵ	1,10
Elektronica	ϵ	8,500	ϵ	8,500	€	8,50
Externe huisvestingskosten	ϵ	6,000	ϵ	6,000	ϵ	6,00
Overig	ϵ	1,000	ϵ	1,000	ϵ	1,00
Over ty		1,000		1,000		1,00
Incidenteel	ϵ	1,000	ϵ	1,000	ϵ	1,00
Uitgaven Totaal	ϵ	379,900	€	379,900	€	379,90
Resultaat	ϵ	1,350-	€	1,350-	€	
accommunic	č	1,350-		1,330-		1,35
Reserve 1-1	ϵ	66,134	€	64,784	€	63,43
Exploitatieresultaat	ϵ		ϵ		ϵ	
P		1,350-	6	1,350-		1,35

5. Updated budget, including Q1+Q2 2023

Inkomsten		Begroting 2023		Actualisatie 202
Bijdrage College van Bestuur	ϵ	367.600	€	367.600
Algemene Bijdrage	€	364.100	€	364.100
Prijsbijstelling 2018	ϵ	3.500	€	3.500
Beschikbaarstelling Voorzieningen	ϵ	10.000	ϵ	10.000
BHV bijdrage Studieverenigingen			€	7.690
Inkomsten Totaal	ϵ	377.600	€	377.600
Uitgaven		Begroting 2023		Actualisatie 2023 Q1+Q
Algemeen	€	2.800	€	435
Beleidskosten	€	300	€	300
Overdrachtskosten	€	600		
Constitutie borrel	€	850		
Cadeaus	€	150		
Representatiekosten	€	200		
Reproductiekosten	€	200		
Bureaukosten	€	500	€	13.
Activiteitensubsidies	ϵ	302.500	€	306.548
ACLO	€	50.000	€	50.000
AEGEE			€	4.000
Ataxia			€	58.
Bragi			€	11.000
Enactus			€	800
ESN Groningen	ϵ	37.500	€	37.500
Estrellas			€	6.600
Gica			€	5.000
GSb			€	3.650
GSCF			€	6.00
GST			€	4.00
Studentenkrant			€	1.100
Kalliope			€	91,
KEI	€	35.000	€	35.000
Lijst Calimero			€	300
Literair Dispuut Flanor			€	1.89
SIB			€	10.75
SKLO			€	22.61
SOG			€	1.85
Stukafest			€	3.000
Teimun			€	8.000
Usva	ϵ	92.000	€	92.000
Cou	1	92.000		92.000

Campagnesubsidies	$ \epsilon$	5.000	€	5.000
De Vrije Student	€	-	€	1.667
Lijst Calimero	€	-	€	1.667
Studenten Organisatie Groningen	ϵ	-	€	1.667
Oprichtingssubsidie Int. Org.	€	2.000	€	1.000
HSAG			€	1.000
Internationalisering- & inclusies.	ϵ	15.000	€	36.945
AEGEE			€	401
ASC			€	700
Bragi			€	403
CLIO			€	500
Commotie			€	114
De Golfbreker GSZV			€	550
DSA			€	150
E Pluribus Unum			€	143
EBF			€	450
Enactus			€	440
ESN Groningen			€	628
Esperia			€	615
FSG			€	400
G.S.P.V. De Ramenlappers			€	383
GHD Ubbo Emmius			ϵ	180
GLV Idun			€	290
GFE			€	242
GSVV The Knickerbockers			€	472
HSAG			€	150
IBN Battuta			€	385
IFMSA- Groningen			€	124
Instituutsvereniging ZaZa			€	80
JFV			€	<i>575</i>
KEI			ϵ	1.000
M.F.V.Panacea			€	166
MESA			€	982
Multi			€	500
Nexus			ϵ	492
Nobis Cura Futuri			€	1.000
Professor Francken			€	100
Stg Belbehart Studentenkoepel leven			€	22.611
TBV Lugus			€	310
Teimun			€	250
ТеМа			€	362
VIP Studievereniging Psychologie			ϵ	800
Incidentele WBTR subsidie			€	3.299

	1			
ASCI			€	425
Atmos			€	375
Bernoulli			€	312
Bragi			ϵ	500
Esperia			€	500
Estrellas			€	481
GCHC			€	250
GFE			€	207
Gyas			€	250
Kei			€	250
Kroton			€	397
Mayday			€	250
Surface			€	375
Tandje Hoger			€	500
The Knickerbockers			€	175
Yir'at 'Adonay			€	484
Terugbetalingen			€	18.275
Huisvesting	€	65.500	€	26.514
Servicekosten	ϵ	32.000	€	14.056
Schoonmaakkosten	€	12.000	€	481
Afval	ϵ	5.000	ϵ	2.475
Telefoonkosten	ϵ	1.000		
Elektronica	ϵ	8.500	€	1.338
Externe huisvestingskosten	€	6.000	€	5.000
BHV cursussen			€	3.164
Overig	ϵ	1.000		
Incidentele Uitgaven	ϵ	1.000	€	-
Uitgaven Totaal	ϵ	393.800	€	361.467
Resultaat	€	16.200-	€	16.133,50
Reserve 1-1-2023	ϵ	175.196	ϵ	50.000
Exploitatieresultaat	ϵ	16.200-	ϵ	16.134
Reserve 31-12-2023	ϵ	158.996	€	66.134

6. Annual calendar - rough outline

September - October 2023

- Preparation of Annual Plan
- Introductory meetings with student organizations, providers of student facilities and factions on University Council
- Information sessions on Graduation Fund

November 2023 - January 2024

- Building user meeting
- Potential relocation
- Plenary Meeting
- Deadline for submitting and processing Graduation Fund applications
- Administrative meeting between Board of University and CUOS

February - April 2024

- Processing of applications for activity grants and housing
- Processing of applications for internationalization and inclusion grants
- Processing of applications for campaign grants

May - August 2024

- Composition of Appointment Advisory Committee (BAC) 2024
- Recruitment of new Board members and induction programme
- Preparation of Annual Report

7. Meeting dates

The schedule for the information sessions is as follows:

Date Session Venue

12 October 2023 Information on G Fund Room 1314.0026, 11 a.m.-12 noon (in Dutch) Harmonie Building

13 October 2023 Information on G Fund Zernikezaal,

4-5 p.m. (in English) Academy Building

TBD Decision-Making Meeting(s) TBD

Any other meeting dates of, and decisions by, the Decision-Making Meetings will be communicated as soon as possible on www.rug.nl/cuos.

8. Contact details

Street address: Pelsterstraat 23, 4321.0102

Mailing address: Pelsterstraat 23, 9711 KH Groningen

Telephone: +31 (0)50 363 4657

Email: cuos@rug.nl, applications: cuos.aanvraag@rug.nl

Website: rug.nl/cuos

Division of duties among Board members:

Wouter Ahlers Chair cuos.voorzitter@rug.nl
Debora van Tricht Secretary cuos.secretaris@rug.nl
Martijn van der Meer Finance cuos.financien@rug.nl
Ole van Heloma Lugt Housing cuos.huisvesting@rug.nl
Lindgerd Pauwels PR & Communication cuos.communicatie@rug.nl