RESEARCH EVALUATION

ERASMUS RESEARCH INSTITUTE FOR MEDIA, CULTURE, HISTORY AND SOCIETY
2019-2024

ERASMUS UNIVERSITY ROTTERDAM
EVALUATION REPORT
SEPTEMBER 2025

Contents

Executive summary

Established in 2023 through the merger of two research centres, the Erasmus Research Institute for Media, Culture, History and Society (ERMeCHS) has quickly developed into a vibrant, interdisciplinary institute at the crossroads of social sciences and humanities. It brings together 125 researchers across history, media and communication, and arts and culture studies, producing high-quality research characterized by interdisciplinarity, societal relevance, and international collaboration.

The committee commends ERMeCHS for its robust research quality, notable success in securing competitive grants, and strong societal impact through issue-driven research and meaningful stakeholder engagement. The institute's scholarly community actively contributes to advancing knowledge that transcends traditional disciplinary boundaries, often integrating empirical, comparative, and historical perspectives. Interdisciplinary research clusters foster close collaboration with a broad spectrum of external stakeholders, including NGOs, cultural institutions, industry partners, and community organizations. This co-creative approach ensures that research not only contributes to academic debates but also generates tangible social impact through public engagement, policy advice, and community involvement.

The governance of ERMeCHS has been significantly strengthened in recent years, notably through the establishment of the position of Vice Dean of Research, a Research Management Board, and a Scientific Research Council. The organizational structure combining thematic research clusters and strategic themes offers valuable flexibility, though clarification and consolidation of their respective roles are advised to sustain momentum. The support services of ERMeCHS have been considerably enhanced by the establishment of the Research Office which plays a crucial role in professionalizing research support, including grant acquisition, data

management, and facilitating compliance with research policies, thereby allowing researchers to focus more fully on their core scholarly activities. Together, these developments have created a solid organizational foundation that supports ERMeCHS's growth and interdisciplinary ambitions.

Human resource policies reflect a committed approach to diversity, talent management, and workload balance. The institute has implemented robust measures to promote gender balance and international diversity, including diversity-aware recruitment practices and implicit bias training. Talent management benefits from transparent career pathways, mentoring systems, and alignment with the national Recognition and Rewards programme. Despite external financial pressures, ERMeCHS remains committed to preserving 40% dedicated research time.

The academic culture is widely experienced as positive, inclusive, and collegial, characterized by low hierarchical barriers and open communication across career stages and disciplines. The thematic cluster structure fosters a strong sense of community, interdisciplinary collaboration, and shared purpose. Nonetheless, the committee identifies the need to enhance internal communication beyond clusters and to maintain vigilance against potential silos or power imbalances.

Regarding the PhD programme, ERMeCHS offers a stimulating and supportive environment through its active PhD community and multidisciplinary supervision arrangements. While candidates appreciate the range of expertise available through multiple supervisors and the social support offered by the PhD Club, challenges remain related to timely completion and supervision quality.

Looking to the future, the committee appreciates ERMeCHS's proactive strategy development for 2025–2030, including plans to update strategic

themes to align with national sector priorities and calls for embedding sustainability as a core operational goal. Continued emphasis on measurable objectives, effective communication, and co-creative management practices will be essential to maintain the institute's viability and identity.

Overall, the committee is confident that ERMeCHS is well positioned to navigate forthcoming challenges and strengthen its reputation as a leading interdisciplinary research institute.

Main recommendations

1. **Mission –** The committee finds the institute's mission realistic and relevant – albeit fairly generic. The committee envisions that, in addition to its stated mission, ERMeCHS could articulate the specific *theoretical* contribution it seeks to make which is not yet included in the current statement. In this regard, the intersection of the social sciences and the humanities could serve as a guiding principle.

2. **Visibility and branding** – The committee recommends that ERMeCHS enhances its external visibility by adopting a more distinctive and memorable name or acronym reflecting its interdisciplinary nature, and if appropriate accompanied by a clear visual identity. Consistent use of the new brand across all channels will strengthen ERMeCHS's profile, improve recognition among stakeholders, and increase its competitiveness for talent and funding.

3. **Themes vs. clusters** – The committee encourages ERMeCHS to clearly distinguish the roles of research themes and clusters by focusing external communication on themes to highlight the institute's impact, while using clusters internally to organize research collaboration. Regular updates of the themes and emphasizing interdisciplinarity, societal relevance, and international orientation will strengthen

the institute's profile and coherence. In addition, the committee noted some inconsistency in the naming conventions of the five themes and recommends making adjustments where appropriate. For clusters, the committee also recommends establishing a regular evaluation process with clear criteria, including critical mass, alignment with the five research themes, and activity level. To prevent isolated silos, sufficient institute-wide activities (e.g., research days, newsletters, seminars, poster sessions) should be organized and communicated effectively beyond the cluster.

4. **Future strategy** – The committee applauds the strategic building blocks ERMeCHS has developed for the coming period. The next key step is to translate these into concrete policies with clear feedback mechanisms to monitor progress. In doing so, it may be wise to pursue *cost-saving measures* alongside revenue-generating initiatives, while preserving the institute's high standard of research quality. Consolidating the position of the Research Office is key. Additionally, the committee notes that the proposed new research fields may require the retraining of existing staff or the recruitment of new personnel.

5. **Research allocation** – To help preserve the 40% research time target for those with an explicit research profile, even under budget constraints, the committee recommends to offer staff the option for adapted teaching profiles with reduced research time in line with the Recognition and Rewards framework without undermining the important links between research and teaching.

6. **Research evaluation** – The committee commends ESHCC for adopting a more personalized and development-focused evaluation cycle. To build on this progress, the committee recommends that ESHCC further refine its research output assessment by developing balanced publication strategies and

monitoring systems that recognize both academic excellence and societal relevance. This will help ensure fair and comprehensive recognition of performance in line with national Recognition and Rewards principles and the expectations of external funders. To further enhance the assessment of societal impact, the committee encourages the institute to clarify how it defines and pursues its ambition not only to research and publish on societal challenges, but also to contribute actively to solving them. This could involve the development of a clear framework for translating research into practical, implementable contributions. Such a framework could be used to support a

robust evaluation of societal impact, moving beyond the use of isolated examples.

7. **PhD training and supervision** – Various steps have been taken to reduce PhD delays, but the committee believes further action is necessary, including measures, or incentives, aimed at strict compliance with deadlines, mandatory supervision training, and refresher courses for all supervisors, both new and existing. Moreover, the committee recommends that the School establish an anonymous and external mechanism for PhD candidates to provide feedback or report concerns about supervision.

Preface

It has been a real pleasure for our committee to evaluate the Erasmus Research Institute for Media, Culture, History and Society (ERMeCHS). The self-evaluation report gave us an excellent overview of the institute's achievements, as well as a clear picture of its ambitions for the future. During the site visit, we met an energetic, engaged, and positive group of colleagues who actively participated in an open and constructive dialogue with us.

Both the report and our meetings confirmed our impression of a well-managed, forward-looking institute, guided by a clear strategic vision and with strong policy support. While the committee offers a few suggestions to fine-tune existing policies, we wish to emphasize that no major changes are needed. Much has been accomplished in a short time, and consolidation is our primary recommendation.

We are fully aware that the academic world – including in the Netherlands – is facing times of uncertainty. ERMeCHS will no doubt encounter challenges as well. However, with its solid foundations and the 'building blocks' already developed for a future research strategy, the institute is well positioned to move forward with confidence.

We hope this report will contribute meaningfully to that future. Our sincere thanks go to the management, support staff, and all those we spoke with during the site visit. Their openness and engagement were not only essential to our evaluation but also an inspiration for our own institutions.

We are grateful to Dr Floor Meijer, secretary to our committee, whose dedicated guidance and thoughtful editing of the final report made invaluable contributions to this evaluation.

Prof. Peter Neijens
Committee chair

1. Evaluation method and procedures

In 2024, the Executive Board of Erasmus University Rotterdam (EUR) commissioned an evaluation of the Erasmus Research Institute for Media, Culture, History and Society (ERMeCHS) as part of the university's regular six-year quality assurance cycle. This evaluation had the dual purpose of improving the quality and relevance of research, and providing accountability to the executive board, funding bodies, the government and society as a whole. The evaluation covered the 2019-2024 period.

1.1 Composition of committee

The board appointed an evaluation committee (hereafter: 'committee') of six external peers, including a mid-career researcher and a recent PhD graduate.

- Prof. Peter Neijens (chair), emeritus professor in Communication Science, University of Amsterdam, the Netherlands;
- Dr An-Sofie Claeys, associate professor in Corporate Communication at the Department of Translation, Interpreting and Communication, Ghent University, Belgium;
- Prof. Alexander Dhoest, professor of Communication Studies, University of Antwerp, Belgium;
- Dr Alie Lassche, postdoc researcher at the Center for Humanities Computing, Aarhus University, Denmark;
- Prof. Nathalie Moureau, professor of cultural economics at the University of Paul Valery Montpellier, France;
- Prof. Teresa da Silva Lopes, professor of International Business and Business History at the School for Business and Society, University of York, UK.

Dr Floor Meijer was appointed independent secretary to the committee. To ensure a transparent and unbiased assessment process, all members of the committee signed a statement of impartiality and confidentiality.

1.2 Assessment criteria

The research evaluation followed the aims and methods described in the Strategy Evaluation Protocol 2021-2027 ('SEP'). This protocol for the evaluation of publicly funded research in the Netherlands was drawn up and adopted by the Universities of the Netherlands (UNL), the Dutch Research Council (NWO), and the Royal Netherlands Academy of Arts and Sciences (KNAW).

Under the Terms of Reference issued by the university, the committee was required to evaluate the quality of research conducted by ERMeCHS as well as to offer recommendations in order to improve its quality of research and strategy. Specifically, the committee was asked to judge the performance of the institute on SEP's three main assessment criteria (Quality, Relevance, Viability), and offer its written conclusions as well as recommendations based on considerations and arguments. Four additional aspects also listed in SEP (Open Science, PhD Policy and Training, Academic Culture and Human Resources Policy) were to be taken into consideration when evaluating the three main criteria.

In addition to the Terms of Reference, the institute asked the committee to pay special attention to three questions:

1. *How can we further refine the management of our research clusters, ensuring that the current momentum and energy are maintained in future years?*
2. *How does the committee evaluate our updated strategy on research output*

assessment? What further steps are advised to ensure that the performance of our researchers is appreciated and evaluated in a balanced way?

3. *Our self-evaluation includes a list of 'building blocks' for the future research strategy, to be developed in the fall of 2025. To what degree do these building blocks correspond to the needs and opportunities identified in the SWOT-analysis, and what additional steps are needed to ensure the viability and strength of our research institute in the future?*

1.3 Documentation

Prior to the site visit, the committee received the self-evaluation report of the institute, including a cover letter and the information and appendices required by the SEP. The committee also received the following documents:

- Strategy Evaluation Protocol 2021-2027;
- Terms of Reference for the evaluation and list of additional questions;
- HR Policy Plan
- Updated table PhD candidates (May 2025)

1.4 Working method

Leading up to the site visit, the committee members were asked to study the documentation and formulate preliminary findings and questions. During an online kick-off meeting on 23 May 2025, the committee discussed its initial impressions. Moreover, it considered procedural matters and agreed upon a working method.

The site visit took place from 4-5 June 2025. It started with a word of welcome by the management, followed by an internal committee meeting in the late afternoon of 4 June 2025 during which the committee prepared for its subsequent conversations with staff. On 5 June, the committee spoke with representatives of ERMeCHS, including its management, scientific board, researchers, PhD candidates and supporting staff. The visit concluded with a plenary presentation of the committee's findings by the committee chair. The schedule is included in appendix 1.

Following the site visit, committee members provided written input for the report. In close collaboration with the chair, the secretary then compiled the initial version of the committee report. This draft was circulated among all committee members for feedback. The draft report was sent to ERMeCHS for factual corrections and comments on 25 August 2025. After the secretary finalized the report, it was presented to the EUR board on 18 September 2025.

2. **Strategy and organization**

2.1 Introduction

The Erasmus Research Institute for Media, Culture, History and Society (ERMeCHS) is the research institute of the Erasmus School of History, Culture and Communication (ESHCC) at Erasmus University Rotterdam. The research institute was established in 2023 through the merger of two pre-existing research centres at the Erasmus School of History, Culture and Communication (ESHCC): the Erasmus Research Center of Media, Communication, and Culture (ERMeCC) and History@Erasmus. This merger responded to recommendations from the previous research evaluation, which encouraged the development of a strategic plan to better leverage synergies between the two centres. Today, ERMeCHS is a strongly interdisciplinary research institute, integrating research from three departments: Media and Communication, History, and Arts and Culture Studies. The institute's profile firmly places it at the intersection of social sciences and humanities.

By the end of the evaluation period, ERMeCHS had grown to include 125 researchers (up from 100 in 2019). Around half of these researchers are based in the Department of Media and Communication, with the remainder more or less evenly distributed between the Departments of History and Arts and Culture Studies. Total research expenditure reached €2.3 million in 2024 (compared to €2 million in 2019), supported by a diversified funding mix: 49% direct funding, 24% research grants, and 27% from EU and contract research sources.

2.2 **Organization, aims and strategy**

The committee notes that the 2023 merger that resulted in the present-day Erasmus Research Institute for Media, Culture, History and Society was part of a broader set of structural changes occurring through the evaluation period, partly focussing on improving research support and communication. Particularly notable developments were the creation of the role of Vice Dean of Research (2020) and the establishment of a Research Office (2021), a Research Management Board consisting of the research programme directors from the three departments (2024), and a Scientific Research Council (2024) serving as an advisory council.

In the committee's opinion, these structural changes, along with several new policies introduced during this period, reflect a hands-on and proactive approach to research management, aiming to create a coherent and ambitious research environment across the three departments. The committee commends these structural steps and acknowledges that all these changes are relatively recent and require time to be consolidated.

The establishment of the Research Office, which reached full operational capacity in 2024, has proved crucial in developing research policies and putting them into practice. The committee admires the way the office supports researchers, for instance in terms of grant acquisition and data management, which seems to lead to increased grant applications and success. Consolidating the position of the Research Office is key, as it takes over and professionalizes administrative aspects of the research process, allowing researchers to focus on the conception and execution of cutting-edge research.

Although ERMeCHS was founded after the publication of the ESHCC Research Strategy 2021–2024, the institute's mission, vision, and research strategy are rooted in that strategic framework. Guided by its mission – 'to operate as a centre of excellence for research into the fascinating yet complex relationships between culture, media, communication, society, economics, and history' – ERMeCHS aims to contribute both to leading academic debates and to address pressing societal challenges at local, national, and international levels.

The strategy outlines three overarching ambitions for research within the School:

1. To lead innovative, interdisciplinary research in history, arts and culture, media, and communication that aligns with Erasmus University Rotterdam's broader goals;
2. To address global societal challenges through extensive international academic and societal partnerships;
3. To promote scientific knowledge through transparency, inclusive stakeholder engagement, and active participation in public debate.

In addition to these strategic ambitions, the strategy identified several operational goals to support research excellence and institutional development. These include:

1. Professionalization of research support;
2. Strengthening collaborative networks;
3. Securing external research funding;
4. Enhancing PhD recruitment, supervision, and monitoring;
5. Improving research quality and societal impact;
6. Developing human resource policies that support research;
7. Aligning research activities with educational goals.

The committee finds the institute's mission realistic and relevant – albeit fairly generic. It envisions that, in addition to its stated mission, ERMeCHS could articulate the specific *theoretical* contributions it seeks to make, particularly with the intersection of the social sciences and humanities as a guiding principle, which is not yet reflected in the current mission statement. The strategic aims and associated actions are clear and show that ERMeCHS has ambitious goals for the future. Specific strategic aims will be elaborated on in the appropriate sections of this report.

The committee notes that ESHCC Research Strategy 2021-2024 focuses on five key themes that pose significant challenges to organizations and societies worldwide, where ERMeCHS could make a meaningful contribution. These five research themes are: (1) Globalization of culture and society; (2) Mediatization and digitalization; (3) Innovation in cultural and creative industries; (4) Sustainability in culture and societies; and (5) Diversity and inclusion.

The committee noted some inconsistency in the naming conventions of the five research themes. Two themes explicitly reference 'culture and society' (Themes 1 and 4), one focuses on 'culture and creative industries' (Theme 3), while Themes 2 and 5 do not clearly refer to a specific domain. The committee recommends reconsidering the coherence of this classification and making adjustments where appropriate.

ESHCC's Research Strategy is further operationalized through the creation of twelve research clusters, each uniting researchers from different disciplines and departments. Each researcher is expected to engage with one or two clusters, and every cluster includes members from at least two different departments. This cross-departmental structure is a valuable mechanism to ensure genuine interdisciplinarity within the institute.

Prior to the site visit, the committee members struggled to grasp the specific role and relationship between the five strategic research themes and the twelve research clusters. During the visit, it became increasingly clear that the research themes operate at a more abstract, policy level, while the research clusters play a more concrete role in the everyday organization of research. Whereas the strategic research themes were developed top-down and seem to mostly offer broad umbrellas to group the research conducted across different disciplines, the research clusters have developed from the grassroots, initiated by researchers themselves. Although the research is primarily presented in relation to the five research themes, the clusters occupy a more prominent position as sites for researchers to connect and collaborate.

In response to a question posed by the institute regarding how to further refine the management of research clusters to maintain momentum and energy in the coming years, the committee suggests that moving forward, it would be

beneficial to communicate the respective roles of the research themes and clusters more clearly, focussing on the research themes in external communication and prioritizing the clusters in the internal organization of research. As the self-evaluation report indicates, it may be appropriate to update the key research themes over time, but it also seems important to further reflect on their role: are they primarily a way to present the research to the outside world, or are they also meant to guide the research and connect it to the societal challenges central to the institute's objectives?

Throughout the visit, it became clear how well the research clusters work, as they were formed bottom-up and create a rather egalitarian context (beyond disciplinary or departmental borders) for individuals at different career stages to connect. Conversations with researchers revealed that these clusters are considered one of the most tangible parts of the research institute. Rather than fixed research groups, they operate as relatively flexible research networks, due to their interdisciplinarity and the fact that each researcher is affiliated with one or two clusters. The site visit clarified that the freedom and flexibility in the clusters are highly appreciated by researchers at different levels.

Going forward, it seems advisable to further consolidate the cluster system, allowing

collaborations to grow without imposing a fixed format in terms of organization and activities. However, it is equally important to regularly evaluate the clusters and, if needed, adjust their number and/or profile. The committee therefore recommends a clear approach for determining when to evaluate the clusters (such as annually), and for establishing the conditions required to form or maintain clusters, including factors like critical mass, connection to the five research themes, and activity levels. To avoid the formation of isolated silos, the committee also advises organizing sufficient activities at the institute level (e.g., research days, a newsletter, seminars, poster sessions) and better communicating internally about relevant activities beyond the clusters.

In sum, the committee concludes that the recent integration of ERMeCC and History@Erasmus into ERMeCHS in 2023, along with the organizational changes surrounding the merger, has created a new dynamic and modernized governance. While the institute's strategic framework and research clusters provide robust foundations for collaboration and societal engagement, continued efforts to consolidate governance structures, clarify the roles of research themes and clusters, and strengthen the institute's identity will be key to sustaining momentum and achieving ERMeCHS's goals in the years ahead.

3. Research quality and societal relevance

3.1 Research quality

During the evaluation period, ERMeCHS has made significant contributions to advancing scientific knowledge in the fields of History, Arts and Culture Studies, and Media & Communication Studies. More than 1,000 peer-reviewed publications – including journal articles, books, book chapters, conference proceedings, and dissertations – attest to this achievement. The majority of these publications appeared in leading journals, all subject to a rigorous peer-review process that ensures their scientific relevance and high quality.

The successes in (international) research grant applications – which increased significantly during the evaluation period – support this positive assessment of ERMeCHS's research quality. In line with its ambition to enhance external visibility and collaboration across ERMeCHS, the institute's funding strategy has focussed particularly on consortium-style EU funding opportunities. Researchers have emerged as leading applicants in multiple successful national and European grant applications, with ERMeCHS researchers taking on roles as both project coordinators and work-package leaders. Here, the committee noted that many of the successful applications closely align with the institute's five strategic research themes.

ERMeCHS's academic reputation and leadership in the fields is well established, with many of its researchers widely recognized within the international academic community. The research institute maintains an impressive network of national and international (in particular EU) collaborations, researchers are involved and take on leadership in (inter)national scholarly collaborations, networks and associations, such as the Association of Cultural Economics International (ACEI), European Association of History Educators (EuroClio), Netherlands-Flanders Communication Association (NeFCA) and the European Communication Research and Education Association (ECREA).

The institute's contributions to the body of knowledge are characterized by a strong emphasis on interdisciplinary, empirical, and comparative research, grounded in both international and historical perspectives and using both qualitative and quantitative methods. This is exemplified by projects across the five research themes of the institute, some of which feature as case studies in the self-evaluation report. These relate to very timely and societally relevant topics, to which each of the scientific backgrounds present at the institute add distinct value in terms of theoretical perspectives and methodologies.

For instance, within the theme *Globalization of Culture and Society*, the project The Worlds of Imagination examines how films and TV series influence international tourism flows. It contributes not only to understanding a multi-million-dollar industry but also to theories on the role of imagination in everyday life and the application of innovative geographic methods. The project integrates perspectives from media studies, tourism studies, fan studies, cultural geography, and sociology.

The theme *Mediatization and Digitalization* has become a focal point of ERMeCHS's research agenda, bolstered by major research grants and faculty appointments. Several projects within this theme investigate how digital platforms and devices contribute to the securitization of online and urban spaces. A notable example is the Horizon 2020 project SPATIAL, which focused on developing skills and education for trustworthy AI in ICT systems and cybersecurity, balancing technological complexity, societal dynamics, and value conflicts in AI deployment.

The theme *Sustainability in Culture and Society* focuses on how communities, institutions, and cultural narratives foster ecological awareness and sustainable practices. Projects such as RECHARGE and FoodMission explore sustainability within the domains of heritage and food systems. This work

positions sustainability as a cultural and societal process, connecting high research quality with urgent global challenges. Thanks to these and other impressive grant acquisitions, the focus on sustainability is likely to grow further in coming years.

Research *on Innovation in Cultural and Creative Industries* addresses topics such as digitalization, artificial intelligence, and platform economies. Projects investigate creative entrepreneurship, immersive media, and cultural labour, often in collaboration with industry stakeholders. This work deepens understanding of how innovation is reshaping cultural ecosystems and professional practices.

The *Diversity and Inclusion* theme focusses on issues like citizenship, racism, migration and social inequality. In line with the institute's objectives, several major projects explicitly focus on the analysis of these societal challenges, such as the Horizon 2020 project on inclusive cultural policies, and the HERA project on European music festivals and cultural diversity.

During the site visit, it became clear that the interdisciplinary nature and focus on societal challenges are in ERMeCHS's DNA. While the institute's strong interdisciplinary orientation initially raised questions about its contributions to individual academic disciplines, these concerns were convincingly addressed in conversations with researchers. For example, staff from the History department – at first sight a field that is somewhat less suited to an interdisciplinary approach – explained that they fully embrace the interdisciplinary profile of ERMeCHS and see it as enriching rather than limiting. Researchers from Media & Communication Studies and Arts and Culture Studies described their fields as inherently interdisciplinary.

Concerns of the committee that ERMeCHS's focus on 'analyzing and solving societal challenges' might detract from its scientific objectives were found to be unwarranted. The site visit made it clear that ERMeCHS's research is firmly rooted in scientific inquiry, and that scientific questions underlie the studies that address societal issues.

The scientific orientation of the research institute is underscored by its most recent Research Quality Assessment System (see under 'HR Policy'), which highlights a strong track record of publications in leading academic journals and other prestigious scientific outlets.

In conclusion, the evaluation committee finds that ERMeCHS conducts research of outstanding quality, with many of its researchers and research outputs ranking among the international top.

Open Science

ERMeCHS is adapting to the changing landscape of academic publication culture through several open science initiatives. The institute has developed an Open and Responsible Science (ORS) Action Plan to further promote open and responsible science practices, in alignment with the Open Science Support Strategy for 2025-2028. ORS adoption will be stimulated through recognition systems, onboarding, research days, and an annual EUR-wide award. The institute has also appointed a data steward who provides support for researchers navigating data management requirements. This is particularly relevant given that many ERMeCHS researchers work with qualitative data subject to GDPR regulations and special category considerations.

Although ERMeCHS houses various disciplines and data types vary between fields, fundamental data management principles remain consistent. Large grants typically mandate data sharing, and the data steward advises on feasible approaches for each project, including appropriate access levels and privacy compliance. Data management tools like DMPonline have been implemented. As grant requirements, data management plans are developed in collaboration with PhD candidates and researchers. However, it was mentioned to the committee that researchers are not always fully aware of the available options for restricted or conditional access, which has led to workshops aimed at clarifying misconceptions and promoting available support services. These workshops also help raise awareness about FAIR data principles, which is still emerging across some disciplines within the institute. The committee encourages

ERMeCHS to continue providing workshops and practical guidelines to inform researchers about open science practices, clarify feasible data sharing options, and promote available support services.

Thanks to support from the Erasmus University Library's Open Access and Publication Support team, 98% of peer-reviewed articles have been published open access through green and gold open access routes and the goal is to reach 100% for all publications. The committee finds that while ERMeCHS staff appreciate the library's Open Book Fund of €8K, this amount is insufficient for full open access book publication, requiring researchers to secure additional funding. This funding gap can be particularly challenging in disciplines such as history and cultural studies, which traditionally place a strong emphasis on book length publication and where there are fewer alternative funding sources.

The committee observes a significant policy development in ERMeCHS's research quality assessment system flowchart, which indicates that only open access publications are counted. While this policy demonstrates strong institutional support for open science, the committee questions whether this requirement is feasible across all disciplines within the institute, given varying publication practices and funding availability in different research fields. It recommends to carefully monitor the implications of linking open access to research evaluation, ensuring that policies remain inclusive and responsive to the publishing realities of all research fields.

3.2 Relevance to society

ERMeCHS positions societal relevance at the heart of its research agenda. From its inception as an interdisciplinary institute, ERMeCHS has aimed to address contemporary societal grand challenges by integrating academic excellence with societal engagement. This approach has been grounded in its five key research themes, which reflect both academic relevance and societal urgency. The institute's model is issue-driven, with research often beginning with a societal problem, which is then examined using rigorous scholarly methods.

This principle is embedded in the operation of the institute's twelve interdisciplinary clusters, each drawing expertise from at least two departments. These clusters function as intellectual spaces where researchers, stakeholders, and also PhD candidates collaborate on themes that bridge disciplinary divides. The committee commends this model for integrating research excellence with public engagement in a structurally embedded way. One of ERMeCHS's distinctive strengths lies in its growing success with competitive grants that emphasize societal impact, including Horizon Europe and other mission-driven research programmes. This success reflects both external recognition of the institute's ability to produce research that develops new scientific knowledge while addressing real-world problems and grand challenges.

ERMeCHS actively engages with a broad array of external stakeholders, including NGOs, industry partners, grassroots community organizations, and cultural institutions. The committee observed that these relationships are not peripheral but central to the way research is designed and carried out. Projects frequently integrate feedback from societal partners at early stages, with stakeholder input helping to shape both research questions and dissemination strategies. This commitment to co-creation, participatory methods, and public facing scholarship is evident across all research themes.

In the *Globalization of Culture and Society* theme, for instance, the Sport and Nation project explored the experiences of elite athletes with migrant backgrounds in football and the Olympic Games, addressing questions of changing and multiple citizenship. This work advanced understanding of the complex intersections between sport and identity in transnational contexts. ERMeCHS researchers also contributed significantly to the Football Makes History platform, which leveraged the educational and social potential of football across Europe through public engagement and international collaboration.

Under the theme *Innovation in Cultural and Creative Industries*, ERMeCHS has established itself as a leader in the study of the creative and cultural industries, including media and art markets, bridging academic insights with sectoral innovation. The institute has collaborated with cultural organizations to develop new business models for museums and more sustainable working environments for artists.

In the *Diversity and Inclusion* theme, initiatives such as Cultuurcampus exemplify a grassroots approach, embedding research in the lived experiences of communities in Rotterdam South. Projects like this highlight the institute's ambition to foster inclusive urban development and social cohesion by working with citizens and institutions on equal and collaborative terms.

In the theme *Sustainability in Culture and Society*, ERMeCHS researchers have examined how environmental values intersect with cultural practices. The Museums and Climate Change project, for example, brought together museum professionals, environmental activists, and academic researchers to co-develop exhibitions and public programmes that address ecological responsibility in heritage institutions. This initiative demonstrated how cultural spaces can contribute to sustainability transitions by promoting dialogue, reflection, and behavioural change among diverse publics.

A notable example of societal relevance within the theme *Mediatization and Digitalization* is the Horizon 2020 project INVENT, which investigated digital cultural participation and the impact of social media in shaping political trust across nine European countries. This project exemplifies ERMeCHS's strategy of conducting internationally oriented, interdisciplinary research with clear societal relevance. The committee considers these examples strong illustrations of how the institute translates interdisciplinary research into meaningful societal outcomes.

In line with its strategic goal to integrate educational programmes with ongoing research through, for instance, the alignment of degree programmes with key research themes, societal relevance also permeates the institute's teaching. ERMeCHS makes a conscious effort to align research and education by offering minors, research workshops, and thesis supervision directly linked to active interdisciplinary research themes. Examples include the music minor co-taught by researchers from different departments and workshops based on current staff projects. The committee notes that this teaching-research integration ensures that students engage with cutting-edge methodologies and live societal questions firsthand and learn from methods of direct societal engagement.

The institute measures societal impact through quantitative systems such as PURE but recognizes the need to develop richer qualitative narratives. To this end, ERMeCHS is experimenting with storytelling, case studies, and impact narratives to document contributions that may not be captured through metrics alone. The committee suggests that ERMeCHS could expand the use of qualitative impact assessment tools, such as co-creation stories, community partnerships, and stakeholder testimonials, to complementing existing systems in place like PURE, and strengthen its case for public value and academic influence.

The committee encourages the institute to clarify how it defines and pursues its ambition not only to research and publish on societal challenges, but also to contribute actively to solving them. This could involve the development of a clear framework for translating research into practical, implementable contributions. Such a framework could be used to support a robust evaluation of societal impact, moving beyond the use of isolated examples.

4. People, culture and community

4.1 Human Resource policy

During the evaluation period, the Erasmus School for History, Culture and Communication, together with the departments to which ERMeCHS researchers are affiliated, pursued a very active HR policy with particular emphasis on diversity, career development and workload management. HR responsibilities are primarily handled at the department level, with supervisors and department heads assuming responsibility for key HR matters such as recruitment, performance assessment, career development, and support for staff well-being. The ERMeCHS Research Board plays a role by setting criteria for research quality, which serve as a reference point in hiring, annual assessment, and promotion decisions, thus safeguarding academic standards across departments.

Diversity

The committee observes that ESHCC and ERMeCHS demonstrate a clear and active commitment to diversity and inclusion, with a particular focus on gender and, to some extent, international diversity. For other categories such as age, ethnic or cultural background, or disciplinary diversity no explicit targets have been formulated. The diversity and inclusion policy developed in the evaluation period is built around the objectives of raising awareness, enhancing diversity with respect to international background and gender, and promoting gender balance in leadership roles.

These goals are pursued through a comprehensive approach: ESHCC leverages several university-wide initiatives aimed at promoting gender equality and addressing structural biases faced by academics, has appointed a dedicated Diversity & Inclusion Officer, and has implemented specific measures to ensure diverse selection committees. These committees are required to include at least one woman, and when representation is lacking, longlists and shortlists must comprise at least 50% female or male candidates. The Diversity Officer is actively involved in providing feedback during these processes. While the committee acknowledges these as positive steps, it questions the adequacy of requiring selection committees to include only one woman as a minimum, noting that best practice often involves setting a higher threshold to ensure meaningful representation.

In addition to these measures, ESHCC/ERMeCHS have introduced implicit bias training to raise awareness and mitigate unconscious prejudice. Furthermore, Diversity and Inclusion objectives have been formally incorporated into the Academic Personnel Plan, reinforcing the institutional commitment to embedding these principles across HR policies.

Data show improvements in gender balance and international diversity, with a research environment marked by varied ethnic and cultural backgrounds. However, targets for female representation – particularly at senior academic levels – have not yet been achieved, and both women and other minorities remain underrepresented. Nonetheless, the School appears to be moving toward greater balance, and is expected to meet its own targets within the next two to three years as a result of upcoming retirements, though external constraints – such as budget cuts – pose challenges for making swift progress.

In summary, the committee recognizes that the school has implemented a very active and robust diversity and inclusion policy and welcomes its ongoing initiatives in this area.

Talent management

ESHCC's policy on talent management and development has received a strong impetus during the evaluation period. As addressed above, new regulations were introduced to ensure an open and fair recruitment process, with the School's diversity and inclusion goals at the forefront. The onboarding process has been improved to provide integrated support for new staff in both research

and teaching. Additionally, the university created extensive opportunities for training, development, coaching, and mentoring, including courses on coaching skills, academic leadership, and stress management. Each researcher is now assigned a mentor who provides guidance and career advice. Mentoring and development are also embedded in the annual performance and development reviews. The School adopted a new development cycle focused on personal growth, well-being, and quality. At the same time, career prospects for researchers have become more transparent through updates to the tenure and promotion policy, revised in 2021-22 with input from dedicated workgroups, staff focus groups and HR experts. Importantly, the School indicated that it aligned itself with the Recognition and Rewards programme, which encourages diverse career paths in teaching, research, management, and societal impact. While new profiles – including a teaching profile – are currently being developed concrete details on implementation and assessment practices were not yet available to the committee. The committee appreciates the ongoing efforts and encourages the School to continue developing ways to actively recognize and support a variety of career trajectories. A revised standard for teaching hours was also introduced to better reflect lecturers' workloads. Additional measures include extending the *ius promovendi* to associate professors and enabling junior and mid-career staff to co-supervise PhD candidates.

In the interviews with staff across ranks there was widespread recognition and appreciation of recent developments and initiatives in HR policy. Several key themes emerged from these discussions, including career prospects, workload challenges, research time allocation and (individual) research output assessment. The committee strongly welcomes the increased transparency in the promotion policy and career prospects that ESHCC has created. There are now clear criteria and open calls. However, the number of senior positions at the university (e.g., full and associate professorships) is very limited, which understandably leads to some frustration amongst staff.

Notably, staff acknowledged that workload remains high, driven by intense competition in academia, substantial administrative responsibilities, and the complex balancing act between research, teaching, and societal impact activities. This pressure is particularly felt by junior staff and those with young families. Measures introduced by ESHCC during the evaluation period, such as the implementation of a new task allocation model and a revised standard for teaching hours (2023), have helped to alleviate some of this burden, and are thus applauded by the committee. Moreover, staff generally accept that a demanding workload is inherent to an academic career and noted that comparable or even higher workload levels exist at other universities, including abroad.

The self-evaluation report highlights the institute's commitment to maintaining 40% research time for its staff, despite acknowledging potential financial challenges ahead. Staff feedback during the site visit underscored that 40% research time is considered an essential minimum. In this context, the committee encourages ESHCC to further explore options for flexible workload models in line with the Recognition and Rewards framework. Such models could offer staff who prefer a stronger focus on teaching the opportunity to adopt an adjusted educational profile with reduced research time. This flexibility would, in turn, help preserve the 40% research time target for those with an explicit research profile, even under budget constraints. Consideration should be given to maintaining the integral link between teaching and research, avoiding rigid separations that might marginalize colleagues with more teaching-oriented roles.

ERMeCHS encourages its researchers to apply for grants, although there is no formal obligation or pressure to do so. The institute actively supports staff in managing their workload by regulating the number of grant applications to keep demands manageable. Researchers benefit from strong and highly appreciated assistance provided by the Research Office, which supports both individual and team grant applications. This support plays an important role in career development and promotion, particularly for advancement to the

associate professor level. Staff also value the opportunities that internal 'writing grants' create, such as the possibility to invite collaborators from across Europe, thereby enhancing research collaboration.

The committee notes that the new evaluation cycle marks a welcome shift from traditional, checklist-based assessments towards a more personalized and development-oriented approach. In interviews, staff expressed strong appreciation for this focus, which aligns with the national Recognition and Rewards principles by integrating research, teaching, leadership, and impact in performance reviews. Importantly, impact evaluation is evolving beyond mere quantitative indicators to include qualitative narratives and concrete examples of societal contributions, acknowledging its growing importance in light of external funder expectations. The committee views the updated strategy on research output assessment positively, noting its broader scope that encompasses interdisciplinarity, collaboration, and innovation. To further strengthen this approach, it is recommended that ESHCC and ERMeCHS continue developing balanced publication strategies and monitoring systems that reflect both academic excellence and societal relevance. This will help ensure fair and comprehensive recognition of researcher performance and promote an inclusive and supportive climate in which diverse research profiles can thrive, rather than prioritizing a narrow set of achievements such as securing major European grants.

The committee concludes that ESHCC has a very active talent management policy which, despite the challenging circumstances prevalent in academia today, adequately addresses the selection and development of talent, to the satisfaction of staff.

4.2 Academic culture

During the site visit, conversations consistently conveyed a positive, inclusive, and supportive atmosphere. Despite broader societal shifts and academic job insecurity, researchers at ERMeCHS generally do not seem to feel undue pressure. The research institute is characterized by low power distance and open communication, where individuals at all levels feel comfortable sharing concerns and ideas. International staff report feeling welcomed and supported, and assistant professors appreciate guidance from both their supervisors and other senior colleagues.

The committee observed that the cluster system helps foster a sense of community and shared purpose, especially for early-career staff. Researchers are encouraged to take initiative, supported by seed money and opportunities for leadership within clusters. The integration of different departments is a work in progress, with joint supervision, shared activities, and research days helping to build a more cohesive and inclusive environment. A shared faculty event calendar and more open cluster meetings should help to improve internal communication.

The institute promotes research integrity through a comprehensive framework of policies and support. Regular workshops and activities like the Dilemma Game raise ethical awareness, while a confidential advisor and Research Integrity Officer provide guidance. Ethical assessments by the department's Ethics Review Committee have nearly doubled since 2020. The Ethics Monitor platform helps integrate ethical and privacy considerations into data management and supports researchers in handling challenges such as AI use. Moreover, there are clear guidelines on co-authorship, developed in response to staff and PhD input.

Staff generally report knowing whom to approach for issues related to social safety and research integrity, such as supervisors, the confidential counselor, and the research integrity officer. Cases are handled confidentially and, where possible, anonymously. The research office reports few complaints regarding the safety of the research environment, which may suggest either a lack of issues *or* a lack of clarity and trust in reporting mechanisms. This ambiguity warrants further investigation to ensure a safe and transparent environment for all researchers. Notably, the research integrity officer has received complaints, primarily concerning authorship. The resulting

development of an authorship policy is a commendable step, and its future evaluation will be important to ensure its effectiveness.

4.3 PhD policy and training

ERMeCHS offers a stimulating environment for PhD candidates, with a strong and visible PhD community at its core. Candidates connect not only through the informal PhD Club, but also across the various research clusters. The community plays a significant positive and supportive role in their work, particularly in terms of social engagement and mental support. Sharing experiences and discussing PhD-related issues helps candidates gain perspective on what constitutes a typical trajectory and what may require attention, but also on what PhD supervision should ideally look like. The PhD club appears to be especially helpful and appreciated in this regard, and interviewed candidates expressed that there is significant support from the School for this PhD club.

PhD candidates at ERMeCHS benefit from a multidisciplinary supervisory setup. Every candidate is assigned at least two supervisors, ensuring coverage across the relevant disciplines involved in their often interdisciplinary research. Those funded through starter grants are appointed a third supervisor, and in practice, some have as many as four. While the committee initially raised concerns about whether this complex setup functions effectively, the PhD candidates it spoke with expressed high levels of satisfaction with the breadth of expertise and indicated they clearly know which supervisor to turn to for different issues. Candidates also feel they have sufficient space to develop an independent research profile.

However, the relatively high number of supervisors does not always result in effective process guidance for PhD candidates. The committee considers this a contributing factor to the significant delays experienced by many PhD candidates in completing their trajectory. Data provided by ERMeCHS (see appendices) reveal that approximately 5% of the 2016-2020 cohorts completed their PhD within 4 years, and 21%

within 5 years. The concern about PhD duration was already noted in the previous evaluation, and ERMeCHS has taken various steps over the past five years to improve supervision procedures.

Monitoring has been strengthened, including regular check-ins by the newly appointed PhD coordinator. PhD candidates must submit a Training and Supervision Plan within three months of starting their trajectory. After one year, all PhD candidates have a go-no-go meeting with supervisors and an external referee. They also submit an annual progress report, which is evaluated by the supervisor, co-supervisor(s) and an external referee. New supervisors are required to complete a training course in PhD supervision. In addition, an annual survey – organized by the PhD Club – collects feedback on the supervision experience. The PhD Club has also developed a baseline document outlining the minimum standards candidates can expect from their supervisors. While several PhD candidates report being very satisfied with their supervision, they also acknowledge that not everyone is as fortunate.

PhD candidates value the strong sense of community, particularly through the PhD club, and view the appointment of a PhD coordinator as a positive step. However, the inherent power imbalance between PhD candidates and supervisors remains a concern. While the self-evaluation mentions circles of support, PhD candidates appear largely unaware of these structures. Not all are sure whom to approach in case of potential conflicts with supervisors and express reluctance to raise sensitive issues with faculty-affiliated staff, including the confidential counsellor and research integrity officer. As such, without any truly independent contact person, it remains difficult for candidates to raise concerns in a manner that feels safe.

In the committee's opinion, PhD candidates should have access to anonymous supervision evaluation through an external person at the university who is not affiliated with ESHCC/ERMeCHS, in order to avoid power dynamics and conflicts of interest. In addition to appointing a formal contact person from the

university, another part of the solution would be to strengthen the role of the external referee who provides feedback on the annual progress report. This person could be given a more pastoral function through yearly one-on-one discussions with the PhD candidate. In addition, the research office should more clearly communicate internally about the available contact persons and the 'circles of support'. Finally, supervisors must actively protect PhD candidates' time by safeguarding their focus on the PhD and discouraging additional assignments or papers that threaten timely project completion.

PhD candidates at ERMeCHS receive training through the Graduate School for Social Sciences and the Humanities, national research schools, and external initiatives such as summer schools. However, some PhD candidates report that the Graduate School has insufficient course capacity, making it difficult to secure enrolment, and lacks adequate course variety. The methodological training covers only introductory material, while some candidates require advanced instruction in computational methodologies and other specialized research methods. The committee acknowledges that ERMeCHS cannot realistically provide advanced, specialized courses internally. Therefore, the institute could establish concrete mechanisms to inform PhD candidates about specific external training programmes, create transparent funding policies that detail eligibility criteria and application procedures for external course participation, and implement formal

processes to encourage and facilitate enrolment in these external opportunities.

Another possible cause for the aforementioned delays that PhD candidates experience is workload pressure. Here too, ERMeCHS has taken various steps over the past five years. The teaching load has been reduced from 20% to 15%, and more time is reserved for research at the beginning and end of the PhD trajectory. PhD candidates are pleased with this reduction, as well as with the didactic course offered to prepare candidates for teaching. However, this training also takes time, and it would be beneficial if this time were included in the 15% teaching load allocation. When candidates are not going to finish on time, they are often "helped" by being offered a teaching contract, but this creates a disincentive to timely completion.

All in all, various steps have been taken to reduce PhD delays, but the committee believes further action is necessary. It recommends measures or incentives aimed at strict compliance with deadlines, and mandatory supervision training and refresher courses for all supervisors, both new and existing. The PhD Club's baseline supervision document should be made readily accessible to both candidates and supervisors, enabling candidates to reference it when supervision issues arise.

5. Viability and strategy for the future

5.1 Viability

The committee rates ERMeCHS highly on the SEP criterion of viability. Several factors contribute positively to this assessment. First and foremost, all individuals the committee spoke with – regardless of their hierarchical position, including PhD candidates – expressed strong support for ERMeCHS and for the recent changes resulting from the merger of the two research centres. In addition to a strong and positive team spirit, the institute benefits from effective leadership by the Vice Dean of Research in collaboration with the Research Management Board and the Scientific Research Council, along with strong support from the Research Office. Additional strengths include the high quality of research and researchers, a strong track record in securing external funding, a well-established international profile, a focus on societally relevant research topics, and a robust interdisciplinary approach. Together, these elements provide a robust foundation for ERMeCHS's future.

Despite these positive elements, the viability of the institute faces several challenges. A declining student intake – driven by demographic trends and government measures to limit internationalization – will likely result in reduced funding for ERMeCHS. Broader budget constraints at both national and European levels exacerbate these financial challenges, particularly given the institute's significant reliance on external funding sources. A second concern is the potential risk of research becoming instrumentalized by external financial partners. Safeguards should be implemented to ensure researchers' independence and neutrality, especially in light of the institute's engagement with societal issues.

Internally, the current organizational model – with clusters as a central feature – is a strength, offering adaptability. However, it is important for the management to remain vigilant about the evolution of these clusters and to consider introducing regulatory mechanisms. While the informal nature of the clusters is one of their

strengths, the lack of formal safeguards may enable the development of practices or leadership dynamics that are not optimal.

As was mentioned above, the committee believes that the institute's identity and branding could be further strengthened. This could help the institute achieve its aim of becoming – or being recognized as – 'one of the leading research institutes in Europe at the crossroads of Social Sciences and Humanities'. A consideration could be to appoint a science communication officer as part of the Research Office, who can further increase the visibility of the research institute in society.

Strategy for the future

The management team has taken a proactive approach to external challenges by initiating the development of a new strategy (2025-2030) in anticipation of expected budget constraints. Notably, they have established foundational elements for this strategy based on an extensive SWOT analysis conducted with representatives from the research clusters.

The committee applauds the strategic building blocks ERMeCHS has developed for the future. However, the committee notes a lack of clarity regarding how the institute ensures alignment between its research and strategic goals. The next key step therefore is to translate the strategic building blocks outlined in the self-evaluation report into concrete policies with measurable, concrete objectives, enabling progress to be monitored effectively. Appropriate feedback mechanisms should also be introduced.

While the institute's strategy usefully emphasizes revenue-generating initiatives, the committee underlines that in the current context of demographic decline, growing competition for funds and increasing pressure on the budgets of (inter) national funding agencies, additional income streams may prove difficult to realize at the required scale. The institute is therefore advised to approach financial sustainability not

only through new funding opportunities but also by considering cost-saving measures where possible. Ensuring efficiency in operations, while safeguarding the institute's high standard of research and teaching quality, will be essential.

Two key priorities for the management team are preserving 40% research time for academic staff and ensuring continued support from the Research Office. The board intends to maintain these priorities despite growing (external) pressures. The committee strongly supports this policy. Additionally, profiles aligned with the Recognition and Rewards programme are being developed, allowing staff to opt for an education-focused profile with reduced research time, if preferred. Management is also considering refining and narrowing the number of research themes, focussing on areas with growth potential – such as health and culture – and further developing AI research, particularly in collaboration with Leiden University, Delft University of Technology, and Erasmus Medical Centre. The committee considers these new fields well-chosen and the collaborations promising. However, this strategy raises the question of whether it can be implemented without recruiting and/or retraining personnel.

The organizational structure – bringing together researchers from diverse disciplines through thematic clusters – offers valuable flexibility, enabling the institute to adapt effectively to strategic shifts. For the upcoming strategic period, an update of the five key strategic themes is planned, allowing for the integration of themes originating from the national SSH sector plans. This is applauded by the committee.

Another point worth addressing is the issue of sustainability. While it is a research priority for ERMeCHS, sustainability is not currently reflected as a core component of the future strategy. In light of the increasing focus on sustainability within research funding agendas, it is crucial that the institute engages more explicitly with this theme in both its research and operational practices to strengthen its credibility and alignment with funders' priorities. Possible measures could include a green procurement policy, setting carbon reduction targets for institute activities, and integrating sustainability into internal funding decisions.Despite the current and anticipated financial constraints facing ERMeCHS (and all other Dutch universities), ERMeCHS has solid foundations to navigate these challenges. In addition to the strategies discussed in the self-evaluation report and during the site visit, the committee offers the following recommendation: the financial threats facing ERMeCHS are significant, and difficult decisions may be unavoidable. The committee strongly encourages the management to develop future policies in close consultation with all stakeholders within the institute. ERMeCHS is well positioned to do so, as co-creation is already a central tenet of its research approach.

Appendices

Programme site visit

Date	Time	Activity
Wednesday, 4 June 2025	17:00 – 17:30	Welcome panel
	17:30 – 19:00	Preparatory meeting panel
	19:00	Panel dinner
Thursday, 5 June 2025	08:30 – 09:00	Panel arrival
	09:00 – 09:45	Interview with Vice Dean of Research and Research Programme Directors
	09:45 – 10:00	Break
	10:00 – 10:45	Interview with Assistant Professors
	10:45 – 11:00	Break
	11:00 – 11:45	Meeting with PhD candidates
	11:45 – 12:45	Lunch and break
	12:45 – 13:00	Poster session
	13:00 – 13:30	Interview with Research Clusters leads
	13:30 – 13:45	Break
	13:45 – 14:30	Interview with Associate Professors & Professors
	14:30 – 14:45	Break
	14:45 – 15:15	Meeting with ERMeCHS Research Office
	15:15 – 15:45	Internal panel meeting and preparation of questions for second meeting Vice Dean and Research Management Board
	15:45 – 16:15	Meeting with Research Management Board
	16:15 – 17:30	Internal committee deliberation including break
	17:30 – 17:45	Presentation of provisional findings

Quantitative data

Input of research staff

ERMeCHS	2019 #	2019 fte	2020 #	2020 fte	2021 #	2021 fte	2022 #	2022 fte	2023 #	2023 fte	2024 #	2024 fte
Assistant professor	30	11,2	28	10,7	26	9,6	26	9,4	35	13,0	35	13,2
Associate professor	11	3,8	13	4,9	17	6,7	19	7,3	18	6,7	22	8,2
Full professor	11	3,5	11	3,5	13	4,6	12	4,2	12	4,2	11	3,9
Postdocs	7	4,6	8	6,3	8	6,5	11	8,8	10	7,9	9	8,5
PhD candidates (1)	34	31,7	35	32,6	31	29,4	24	21,3	22	19,24	38	36
PhD lecturers (2)	7	3,5	8	4	7	3,5	7	3,5	10	5	10	5
Total Research staff	**100**	**58,3**	**103**	**62,0**	**102**	**60,3**	**98**	**54,5**	**106**	**56,1**	**125**	**74,7**
Research Office	1	1,0	2	1,5	7	3,6	8	4,2	8	4,20	9	5,0
Endowed professor	8		9		9		9		7		7	
Scholarship PhD cand.	5		6		7		9		12		11	
External PhD candidates (3)	26		26		25		29		36		38	

Note 1: Employed PhD candidates with 0,8 fte (5 years) or 1,0 fte (4 years) position

Note 2: PhD lectures have a six-year appointment with 50% research and 50% teaching

Note 3: External self-funded candidates

Funding

ERMeCHS	2019 fte	2019 %	2020 fte	2020 %	2021 fte	2021 %	2022 fte	2022 %	2023 fte	2023 %	2024 fte	2024 %
Funding:												
Direct funding (1)	31,23	54%	32,05	52%	31,56	52%	27,40	50%	23,33	42%	36,78	49%
Research grants (2)	12,83	22%	14,18	23%	13,65	23%	12,94	24%	15,46	28%	18,12	24%
EU and contract Research (3)	14,24	24%	15,77	25%	15,09	25%	14,16	26%	17,31	31%	19,80	27%
Total funding	**58,30**	**100%**	**62,00**	**100%**	**60,30**	**100%**	**54,50**	**100%**	**56,10**	**100%**	**74,70**	**100%**
Expenditure:	€	%	€	%	€	%	€	%	€	%	€	%
Personnel costs	1.998.735	90%	2.407.204	94%	2.009.871	95%	2.021.006	90%	2.094.453	91%	2.175.658	95%
Other costs	222.826	10%	141.075	6%	101.941	5%	230.688	10%	217.439	9%	122.454	5%
Total expenditure	**2.221.561**	**100%**	**2.548.279**	**100%**	**2.111.812**	**100%**	**2.251.694**	**100%**	**2.311.891**	**100%**	**2.298.112**	**100%**

Note 1: Direct funding including SSH Sectorplan funding and Starter and Incentive Grants

Note 2: Research grants obtained in national scientific competition (e.g. grants from NWO and KNAW).

Note 3: Research contracts for specific research projects obtained from external organisations, such as industry, government ministries, European organisations and charitable organisations.

PhD candidates

Enrolment			Success rates: Graduation Year						
Starting year	Enrolment (male / female)	Total (M+F)	Year 4 or earlier	Year 5 or earlier	Year 6 or earlier	Year 7 or earlier	Year 8 or earlier	Not yet finished*	Discontinued
2016	4	7	11	0	4 /37%	7/ 64%	8 /73%	9 /82%	0	2/18%
2017	3	9	12	1/8%	2/17 %	8 /67 %	9/75%		3/25%	0
2018	0	0	0	0	0	0	0	0	0	0
2019	6	5	11	1/9%	2/19 %	4/36%	6/55%		4/36 %	1/9 %
2020	2	6	8	0	1/13 %	5/62,5	-		3/37 %	0
Total	15	27	42	2 /5%	9/21%	-	-		10/24 %	3/7 %

This table
shows:
a. Regular PhD candidates with a 4-year contract (0.8 fte research and 0.2 fte
teaching)
b. Scholarship PhD candidates with a 4-year contract
without teaching