

# 2014-2018

## IMPACT & RELEVANCE

STRATEGIC PLAN

Erasmus University Rotterdam

*Erasmus*  
ERASMUS UNIVERSITEIT ROTTERDAM



## ERASMUS OF ROTTERDAM

ERASMUS UNIVERSITY ROTTERDAM TAKES ITS NAME FROM THE GREAT PHILOSOPHER, THEOLOGIAN, AND HUMANIST, DESIDERIUS ERASMUS. A MAN WHO HAD A GREAT INFLUENCE ON THE INTELLECTUAL AND CULTURAL CLIMATE OF HIS TIME, USING THE NEW MEANS OF COMMUNICATION OF HIS TIME: BOOKS. ERASMUS, REGARDED AS ONE OF THE WORLD'S FOREMOST THINKERS, WAS BORN IN ROTTERDAM ON OCTOBER 28TH, IN 1466 OR 1467.



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### COLOPHON

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# EUR IN 2014: WHERE ARE WE NOW?

IN 2008, ERASMUS UNIVERSITY ROTTERDAM LAUNCHED ITS FIVE YEAR STRATEGY WITH THE PLAN 'AT HOME IN THE WORLD'. THIS STRATEGY REFLECTED AN INTERNATIONALLY ORIENTED UNIVERSITY, STRONGLY ROOTED IN THE REGION. IN RECENT YEARS, WE HAVE ACHIEVED IMPORTANT GOALS BY INTRODUCING NEW PROGRAMMES, IMPROVING THE SUCCESS OF OUR EDUCATION PROGRAMME, STRENGTHENING OUR TOP RESEARCH, MODERNISING THE CAMPUS AND IMPROVING OUR BUSINESS OPERATIONS.

## FOR AMBITIOUS THINKERS AND DOERS

Erasmus University Rotterdam is a research university with a pronounced social orientation in its education and research. Academics and students at our institution endeavour to solve global social challenges, drawing inspiration from the metropolis Rotterdam.

The spearheads of its research and education are:

- Health: from molecule to human to society and back
- Wealth: sustainable economic growth
- Governance: the organisation of companies and society
- Culture: media, happiness and identity in the modern urban society

AT HOME IN THE WORLD

IMPACT & RELEVANCE - 2014 - 2018

# EUR IN 2018: WHERE ARE WE HEADING?

[WWW.EUR.NL/STRATEGY2018](http://WWW.EUR.NL/STRATEGY2018)

IN THE COMING YEARS, WE PLAN TO RAISE THE BAR. OUR NEW GOAL IS TO STRENGTHEN THE INTERNATIONAL IMPACT AND RELEVANCE OF OUR EDUCATION AND RESEARCH. THIS IS AN AMBITIOUS PLAN, WHICH WE CAN ONLY ACHIEVE IF WE ALL WORK TOGETHER MORE INTENSIVELY IN ALL AREAS.

## THE MAIN THEMES IN THE PERIOD 2014-2018 ARE:

- Study success and quality of education
- Research quality and profiling
- Growth of the Master programme
- Internationalisation
- Career launch
- Alliance formation and cooperation between schools
- ICT and education
- Valorisation
- Quality improvement and efficiency in our business operations

## LOOKING AHEAD

In this edition, we look ahead. We take you to 2018, the year in which we will achieve our ambitions. We present a university which, thanks to intensive cooperation, can be proud of its international impact and relevance in numerous areas. Within networks with other universities, industry and social

organisations, within its educational programme and research, and within the support services.

This preview is an abbreviated version of the strategic plan 'Impact & Relevance - 2014-2018', which can be downloaded on [www.eur.nl/strategy2018](http://www.eur.nl/strategy2018).



# ERASMUS UNIVERSITY ROTTERDAM: NOW AND IN 2018

IMPACT & RELEVANCE - 2014 - 2018

IT IS 2018. WE SEE A UNIVERSITY CONNECTED WITH THE WORLD AROUND IT. REGIONALLY, NATIONALLY AND INTERNATIONALLY. A UNIVERSITY WHERE THERE IS OPTIMAL COOPERATION IN THE FIELD OF EDUCATION AND RESEARCH AND WHICH CAN NOW COMPARE ITSELF WITH EUROPE'S TOP HIGHER EDUCATION INSTITUTES. INTERNATIONALLY DRIVEN, AMBITIOUS, CONNECTING AND LEADING. A EUROPEAN TOP UNIVERSITY WHICH CONTRIBUTES TO THE QUALITY OF SOCIETY.

In terms of research impact and study quality, EUR is one of the leading European universities. The university combines academic top research with excellent education. We are thus able to successfully translate knowledge and skills into products and services with major social and economic value.

## **STRONG FOCUS**

In 2018 EUR will enjoy a reputation of being the university of ambitious thinkers and doers. Our well defined profile is boosted by our close interaction and unique focus on a select number of disciplines. Profile and focus ensure that EUR attracts special people. Hence, in the coming years, our university will be even more of a melting pot of talents of all ages from many different international and cultural backgrounds. That diversity is our strength and the basis for innovation and ensures that we educate students to be world citizens.

Erasmus University Rotterdam is a pioneer in the field of high-impact research and education at the highest

academic level. We do not claim to do this alone, but in close partnership with renowned national (such as Leiden and Delft universities) and international partners.

The city of Rotterdam - a modern metropolis featuring the largest port in Europe and home to more than 160 nationalities, including 50,000 students, as well as many multinational companies - offers EUR the ideal academic laboratory for developing its scientific knowledge and putting it into practice.

## **INTENSIVE COOPERATION WITH BUSINESSES AND KNOWLEDGE INSTITUTIONS**

Our cooperation with the employment market is intensive and valuable. Scientist and students actively contribute to business, the government, healthcare and education. The strength of EUR is its unique location in the region, the gateway between Europe and the rest of the world, a dynamic and industrious area in one of the most densely populated regions on Earth.

# CONNECTED TO THE WORLD

TOP TALENT

RESEARCH EXCELLENCE

GLOBAL PLAYING FIELD

INTERNATIONALISATION IS BECOMING WIDESPREAD: IN 2018, EUR STUDENTS AND STAFF ARE TRULY CONNECTED TO THE WORLD. EDUCATION AND RESEARCH ARE ALL ABOUT OPEN AND SUSTAINABLE PARTNERSHIPS IN INTERNATIONAL, INTERCULTURAL TEAMS AND IN NETWORKS. BILINGUAL SKILLS ARE THE NORM. THE PERFORMANCE AND RESULTS OF OUR SCIENTISTS AND STUDENTS ENJOY INTERNATIONAL RECOGNITION. THE NUMBER OF FOREIGN STUDENTS HAS INCREASED: THEY FEEL AT HOME IN OUR INTERNATIONALLY ORIENTED ACADEMIC COMMUNITY.

GROWTH

INTERNATIONAL EXCHANGE

#### INTERNATIONAL ORIENTATION IN 2018:

- AT LEAST 15% OF ALL DUTCH BACHELOR STUDENTS GO ON AN EXCHANGE PROGRAMME OR HAVE AN INTERNATIONAL STUDY EXPERIENCE.
- EUR HAS AT LEAST 15% INTERNATIONAL STUDENTS.

#### INTERNATIONAL NETWORKS

In the global knowledge economy, internationalisation is an integral part of modern, high quality education and research. Society needs graduates with wide-ranging scientific knowledge, good command of foreign languages and intercultural skills. Furthermore, the academic 'global playing field' is changing fast. Scientists, schools and universities join European or global networks to optimally profile their specialism. We therefore not only invest in attracting international students and scientists, but also promote the international competences of our students and scientists by stimulating international mobility, for example. Another focus is on increasing the implementation and professionalisation of the English language, multidisciplinary education and research and on cooperation with business and social parties.

#### INTERNATIONAL SOLIDARITY

In the scientific market, we see a rising need worldwide to retain the greatest talents. Gifted students and researchers tend to choose a university with the highest standards in education and research and with excellent facilities. International rankings and reputation are becoming more and more important. However, career prospects and a cosmopolitan study and working environment also play a major role. In the coming years, EUR will therefore invest more in excellent hospitality services and the creation of a strong international community. It will also expand its international Master programmes and boost its international intake.

“Erasmus University has such an international environment. Here, you will meet the world. And that is why I feel so at home.”

**ABBAS PEYMANI**

MASTER STUDENT ERASMUS MEDICAL CENTER

GLOBAL PLAYING FIELD

GROWTH





HONOURS TEACHING

"SETTING THE BAR HIGH IN ROTTERDAM"

# EDUCATION THAT ENGAGES PEOPLE

OUR ACADEMIC EDUCATION IS INTENSIVE, ACTIVE AND APPLICATION-BASED. THIS ENSURES THAT WE MEET THE EXPECTATIONS OF AMBITIOUS STUDENTS FROM AT HOME AND ABROAD WHO WANT AN ACADEMIC AND CAREER-ORIENTED EDUCATION PROGRAMME. IN 2018, EUR HAS ACQUIRED AN EVEN BIGGER SHARE IN BOTH THE INITIAL AND POST-INITIAL MASTER MARKET.



#### OUR EDUCATION IN 2018:

- THE PERFORMANCE RESULTS AGREED WITH THE MINISTRY OF EDUCATION, CULTURE AND SCIENCE (OCW) HAVE BEEN ACHIEVED.
- EUR HAS FIVE HIGH-END, SELECTIVE MASTERS.
- MORE BACHELOR PROGRAMMES HAVE ENGLISH STREAMS OR (IF POSSIBLE) A THIRD YEAR IN ENGLISH.
- THE MASTER SPECTRUM HAS GROWN, BOTH NATIONALLY AND INTERNATIONALLY.
- TURNOVER IN THE POST-INITIAL MARKET HAS GROWN SIGNIFICANTLY.

#### CONTINUOUS PURSUIT OF TOP QUALITY

The aim for 2018 is to continue improving our results and the quality of our Bachelor and Master programmes. Educational excellence will be further expanded so that in 2018, we reach 8% of our Bachelor students. Our educational profile (activating, engaging) puts us recognisably on the map and is actively used in our profiling. Both the range and market share of our Bachelor programmes remain at the current level.

#### MORE MASTER PROGRAMMES

Thanks to the improved quality, EUR is becoming increasingly attractive for students from outside our region. From all over the Netherlands, as well as increasingly from abroad – partly due to the added English streams. In the coming four years, we are targeting the growth of our market share in the Master programmes arena: here there is great potential to strengthen our international profile. EUR will thus become more of a Master-oriented university than it is now.

#### THE BEST CAREER LAUNCH PAD

Erasmus University is often called the 'purveyor' to the board rooms. Not without reason. Because EUR has always focused strongly on aligning students with the job market. This has resulted in a high number of Erasmus alumni in key positions in organisations. Our ambition is to continue building on this reputation in the coming years. To achieve this, we are developing a coordinated package of career services, alumni policy and post-experience education.

EUR clearly distinguishes itself from other universities in this respect, while establishing a strong international position.

“They have set the bar high in Rotterdam. It’s challenging and you are expected to work at the **pinnacle of your ability**. I enjoy that and find it motivating.”

LUUK VAN DE SANDT

PRESIDENT STUDY ASSOCIATION IN DUPLO / STUDENT ECONOMICS AND LAW

A photograph of a person wearing a red EEG cap with several electrodes attached. A syringe is being used nearby, suggesting a medical or research setting. The background is blurred, showing another person in a white shirt with pink text.

# WORKING TOGETHER TO PRODUCE TOP RESEARCH

IN 2018, EUR WILL HAVE AN EVEN HIGHER PROFILE WITH REGARD TO HIGH-IMPACT RESEARCH AND WILL PRODUCE RELEVANT KNOWLEDGE AT THE HIGHEST ACADEMIC LEVEL. THIS WILL BE ACHIEVED THANKS TO A MORE INTENSIVE AND MULTIDISCIPLINARY PARTNERSHIP WITH SEVERAL PARTNERS. AND THANKS TO OPTIMAL SUPPORT FOR ALL OUR RESEARCHERS.



## INVESTING IN QUALITY

In 2018, research at EUR has a high level across all disciplines, with a focus on talent, diversity, collaboration, social relevance and integrity. We focus our investments on both top research groups of leading international level, and on talented young scientists. Here too bundling and cooperation leads to more than the sum of its parts. Through smart connections between research, education, innovation and valorisation we strive for greater social visibility and impact of our research.

## MORE IMPACT DUE TO GREATER EXCELLENCE

Multidisciplinary partnerships allow us to improve our response to scientific challenges and social issues. There will be much more support for research, meaning that we can attract more international PhD students who will graduate faster. By stimulating international excellence, the peaks will be higher. We will continue to focus on our spearheads and top Masters, which will have a greater scientific and social impact.

### OUR RESEARCH IN 2018:

- IMPACT: EUR WILL HAVE KEPT ITS HIGH POSITION IN THE CWTS RANKING.
- THE PROPORTION OF INCOME FROM SUBSIDIES FROM NWO [THE NETHERLANDS ORGANISATION FOR SCIENTIFIC RESEARCH] AND EU IN THE TOTAL TURNOVER WILL HAVE INCREASED.
- 2.5 % OF THE RESEARCH RESOURCES WILL BE INVESTED IN VALORISATION.
- THERE WILL BE A MORE BALANCED MALE-FEMALE RATIO AMONG THE SENIOR STAFF THAN IN 2013.

## MORE INTENSIVE COOPERATION

In the coming years, we will invest more in partnerships and networks between disciplines, with other universities at home and abroad and with (regional) social partners. Thanks to the strategic alliance with Leiden and Delft (LDE), we are even stronger internationally. Within the framework of the European programme Horizon 2020, we will enter into numerous new forms of partnership at home and abroad. Through extra support, staff training and networking, we will increase our success with NWO and European funds.

## SOCIAL RELEVANCE

For universities, social and economic relevance will become increasingly important – also known as valorisation. The recently founded Erasmus Centre for Valorization plays an important role in this, helping education and research groups present their knowledge to society. For EUR as a whole, social responsibility and sustainability are leading in its governance and increasingly present in the profile of our education and research. At the same time, in the coming years EUR will implement a strong diversity policy aimed at bringing more balance to the composition of scientific staff.

“An impact-driven, reputed research university with a pronounced societal orientation. That’s Erasmus University Rotterdam!”

PROFESSOR LIESBET VAN ZONEN

DEAN ERASMUS GRADUATE SCHOOL OF SOCIAL SCIENCES AND HUMANITIES



# COOPERATION AND COLLABORATION

SERVICE ORGANISATION

INTERNATIONAL ALLURE

MAKING THE DIFFERENCE

COLLABORATION IS ESSENTIAL FOR SUCCESS. FOR MANY YEARS, WE HAVE THEREFORE BEEN INVESTING IN OUR INTERNAL PROCESSES AND IMPROVING OUR SERVICE LEVEL. THIS WILL CONTINUE TO BE AN IMPORTANT SPEARHEAD IN THE NEAR FUTURE. THE AIM FOR 2018 IS TO BECOME A UNIVERSITY WHICH IS LEADING IN THE FIELD OF SERVICE AND SUPPORT.



#### OUR SERVICE LEVEL IN 2018:

- EUR'S GENERIC OVERHEADS WILL HAVE BEEN REDUCED TO THE DUTCH AVERAGE IN ACCORDANCE WITH THE PERFORMANCE AGREEMENTS.
- IN 2018, THE QUALITY OF THE SERVICE WITHIN EUR WILL BE HIGHLY RATED BY ITS CLIENTS.
- ALUMNI WILL RATE EUR WITH AT LEAST A 7.5 IN PERIODIC MARKET RESEARCH.

#### SERVICE AND SUPPORT

Excellent organisation of our business operations is an important condition for successful performance in education and research. In 2018, support will be professionally organised, of high quality and efficiently implemented: 'Making the difference' is the motto. All support services for both education and research will work together even more intensively and continue to focus on achieving the strategic goals of the university.

#### ONLINE EDUCATION

EUR is constantly engaged in integrating the latest ICT developments in education. Through online education, campus-based education is supported and made more efficient, reaching new target groups at home and abroad.

Both students and staff are given all the necessary support, to ensure that the education process progresses optimally. This includes e-learning, small-scale education and digital exams.

#### WOUDESTEIN CAMPUS

A lively EUR campus has materialised at Woudestein. The university community as well as the many visitors feel at home in the re-organised and expanded campus which radiates quality and international allure. The Woudestein campus is a meeting place which facilitates 'cooperation' on all fronts. For more and more students, the campus is literally a home. There are many places where you can stop for a cup of coffee or a meal or do some shopping. Furthermore there is a sports centre with extensive gym facilities. The campus is open 24/7, offers free Wi-Fi and pleasant workplaces, for example in the totally refurbished library.

#### EUR IN FIGURES:

NUMBER OF STUDENTS:	22,367 (REFERENCE DATE 1-10-2013)
NUMBER OF DEGREES:	7,654 (IN 2012)
NUMBER OF STAFF:	2,766 (REFERENCE DATE 31-12-2012, EXCL. ERASMUS MC)
ORGANISATION:	7 FACULTIES: - ERASMUS SCHOOL OF ECONOMICS (ESE) - ROTTERDAM SCHOOL OF MANAGEMENT, ERASMUS UNIVERSITY (RSM) - ERASMUS MEDICAL CENTER / ERASMUS MC - ERASMUS SCHOOL OF LAW (ESL) - FACULTY OF SOCIAL SCIENCES - ERASMUS SCHOOL OF HISTORY, CULTURE AND COMMUNICATION (ESHCC) - FACULTY OF PHILOSOPHY 2 INSTITUTES: - INSTITUTE OF HEALTH POLICY & MANAGEMENT (IBMG) - INTERNATIONAL INSTITUTE OF SOCIAL STUDIES (ISS) 1 ERASMUS UNIVERSITY COLLEGE (EUC) ERASMUS HOLDING BV
NUMBER OF PROGRAMMES:	20 BACHELOR PROGRAMMES 37 MASTER PROGRAMMES 12 RESEARCH MASTER PROGRAMMES 19 NON-INITIAL MASTER PROGRAMMES
TURNOVER 2012:	539 MILLION (INCL. EDUCATION & RESEARCH ERASMUS MEDICAL CENTER)



# IMPACT & RELEVANCE IN A NUTSHELL

## WHAT WILL WE BE INVESTING IN OVER THE NEXT FIVE YEARS?

### EDUCATION

- Expanding the use of ICT in education (blended learning, MOOCs)
- Improving the quality through engaging, active and intensive education
- Expanding the Master portfolio
- Improving study results in the Master programme
- More intensive (international) marketing for the Master programmes
- Introducing more English language programmes
- Founding the Erasmus Honours Academy and expanding the Honours programme
- Joint expansion of career & alumniservices and life long learning

### RESEARCH

- Research Excellence policy, emphasising multidisciplinary cooperation and development of young talent
- Better support for subsidy applications
- More performance and quality-driven financing
- Development of a clear talent and career policy for scientists
- Measures to improve the diversity of personnel
- Expansion of the Erasmus Centre for Valorization

### INTERNATIONALISATION

- Bilingual skills as the norm
- Extra focus on activities and funding from the EU
- Increasing the share of international students, especially from outside EU
- Improving facilities for incoming students and staff
- Stimulating international exchange among both students and lecturers

### SERVICES

- Streamlining the service organisation
- Founding the Research Support Office
- Continued development of the campus
- Launching management development processes & staff training programmes
- Developing state-of-the-art Management Information Systems
- Expanding CSR activities & sustainable development of the campus





ERASMUS UNIVERSITY ROTTERDAM



ERASMUS MEDICAL CENTER



INTERNATIONAL INSTITUTE OF  
SOCIAL STUDIES, THE HAGUE



ERASMUS UNIVERSITY COLLEGE

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