

Annual report 2014

Erasmus University
Rotterdam

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Rotterdam

Contents of the 2014 annual report

1. Message from the Supervisory Board	7
2. EUR at a glance	11
3. Education: improving our educational and international profile	19
4. Education: quality and graduation rates	25
5. Research	37
6. Valorisation	45
7. Staff	51
8. Facilities	67
9. Financial annual report	75
Appendix 1 • Governance and participation bodies	101
Appendix 2 • Laureates	105

1.

Message from the Supervisory Board

Message from the Supervisory Board

In 2014, the Supervisory Board had four meetings with the Executive Board. In addition, the entire Supervisory Boards of Erasmus University Rotterdam (EUR) and the Erasmus Medical Centre (Erasmus MC) held two meetings with the EUR Executive Board and the Executive Board of Erasmus MC. The Board's Audit Committee met three times. The external auditor, appointed by the Supervisory Board, reported his findings during an Audit Committee meeting. During the year under review, the members of the Supervisory Board regularly consulted one another as well as members of the Executive Board.

In addition, the President of the Supervisory Board had one discussion with a large delegation of the University Council.

The Supervisory Boards and Executive Boards of Leiden University, Delft University of Technology and EUR met once to have a joint discussion about their cooperative arrangement. The presidents of the supervisory boards of Dutch Universities had two joint meetings which were attended by the Minister of Education, Culture and Science.

Whenever necessary - and both during and outside meetings - one or more members of the Executive Board and/or one or more Deans of the faculties informed the Supervisory Board of any important changes within or outside Erasmus University Rotterdam. Finally, the Supervisory Board carried out a critical internal evaluation of its own performance during the year under review.

In 2014, Professor Suzan Stoter, Dean of the Erasmus School of Law (ESL), and Professor Steef van de Velde, Dean of the Rotterdam School of Management (RSM), were responsible for the faculties' presentations, in this way providing the Supervisory Board with insight into the developments within the faculties and the forces at play which are challenging the faculties' ability (internationally) to retain the good competitive positions they currently hold.

Subjects of consultation

The following subjects were discussed during the meetings:

- **The 2013 Annual Report & the 2013 Financial Statements**

In May 2014, the Audit Committee and the Supervisory Board discussed the annual report, the annual financial statements and the auditor's report on the basis of the annual financial statements; subsequently the Supervisory Board adopted EUR's 2013 Annual Report and Annual Financial Statements.

- **2015 Framework Policy Document and 2015 Budget**

In the spring, the Board discussed the 2015 Framework Policy Document, which forms the basis of EUR's 2015 Budget. In December, the Audit Committee and the Supervisory Board discussed the budget, and subsequently the Board adopted it.

- **Multi-year scenarios and funding plans**

The Executive Board and the Supervisory Board had in-depth discussions about the scenarios and multi-year plans set out in the Framework Policy Document. These scenarios form the basis of the 2015-2018 multi-year budget.

- **Collaboration between Leiden University, Delft University of Technology and EUR (LDE)**

The investigation into more intensive collaboration between the three universities within the province of South Holland, which started in 2011, and the structural consultative meetings, set up in 2012 within this context, between the presidents of the Supervisory and Executive Boards resulted in a Joint Scheme [Gemeenschappelijke Regeling] in 2014. The Joint Scheme has been adopted by the Supervisory Board, is applicable until 2018 and will serve as an umbrella for current and future activities within this cooperative arrangement.

- **Campus in Development II**

The progress of the development and renovation of the campus Woudestein, which started in 2010, was regularly discussed with the Executive Board in 2014. The construction of the second phase of the parking garage has faced delays due to problems with the groundwater table. Other phases of the project are more or less in line with the stipulated periods and budget.

- **BV 2013 and SSC 3.0**

Ensuing from the completion of BV2013 (the improvement and change trajectory of the Operational Management), the final report of SSC 3.0 (Shared Service Centres 3.0) resulted in the modernisation of support services such as ICT, Finance and HR.

- **Evaluation of the Supervisory Board and Executive Board**

The Supervisory Board conducted the annual evaluation interviews with the Executive Board. The outcome of the evaluations was then discussed with the Executive Board as a whole and with each of the members individually. The Supervisory Board also evaluated its own performance.

- **Administration and Management Regulations (BBR)**

During the year under review, the Board updated the Administration and Management Regulations.

- **Dutch Executives' Pay (Standards) Act [Wet Normering Topinkomens]**

The Supervisory Board complied fully with the Dutch Executives' Pay (Standards) Act governing the remuneration of members of the Executive Board. Furthermore, it applied the same criteria to the remuneration of the members of the Supervisory Board. The Board will continue to pay close attention to any amendments to this Act.

- **Independence**

The Supervisory Board believes it applied the principle of independence when fulfilling its duties.

- **Meetings with the presidents of the supervisory boards of Dutch universities**

The presidents of the supervisory boards of Dutch Universities had two joint meetings in the year under review; both were attended by the Minister of Education, Culture and Science.

Conclusions

In 2014, the Executive Board dynamically and continuously worked to ensure initiatives launched in previous years were carried out. These initiatives will enable EUR to retain and strengthen its good position. The Supervisory Board is satisfied with its interaction with the Executive Board and the way in which it is updated by the Executive Board about significant developments. This has allowed the Supervisory Board to exercise its supervisory duties satisfactorily and to advise the Executive Board on important decisions. The Supervisory Board has established that the Deans greatly value their cooperation with the Executive Board as this facilitates useful discussions, even on difficult subjects. The Deans of EUR's various faculties are very involved in the university's general policy and make a significant contribution to the relevant discussions. The Supervisory Board would also like to express its huge appreciation of all the efforts made by EUR's employees. It is only thanks to the constant involvement of both academic and support staff that EUR is able to realise its strategic objectives and ambitions.

Composition of the Supervisory Board

In 2014, the composition of the Supervisory Board of Erasmus University was:

Hans Smits, President

Dr Véronique Timmerhuis, Board member

Erik van den Emster, LL.M, Board member, also member of the Audit Committee and the Supervisory Board of Erasmus MC

Professor Corien Prins, Board member

Pascal Visee, RA, Board member, also president of the Audit Committee

The Supervisory Board of Erasmus University

Hans Smits, President



Erasmus University Rotterdam at a glance

Erasmus University Rotterdam at a glance

Vision and mission

Erasmus University Rotterdam (EUR) is a relatively specialised research university with a distinct social orientation in its education and research. Since its inception as the Netherlands School of Commerce [Nederlandsche Handels-Hoogeschool] in 1913, this social orientation has been one of EUR's fundamental features. The scholars and students at our institution work on global social challenges in the areas of prosperity, health, governance and culture. Social commitment, responsibility and curiosity are the university's core values.

Table 2.1 **Key figures of Erasmus University Rotterdam**

2014		2013
23,196	Students reference date 1 October	22,367
15,385	Bachelor enrolments * including students doing two or more degrees	14,095
9,435	Master enrolments * including students doing two or more degrees	9,345
7,394	diplomas	6,928
354	doctorate conferrals	341
2,823	employees (1,350 males and 1,473 females)	2,817 (1,372/1,445)
478	professors (259 at Woudestein, 205 at Erasmus MC and 14 at ISS)	472 (252/205/15)
M€ 540	annual turnover	€ 547 million

Erasmus University Rotterdam (EUR) has seven faculties and two institutions
In 2014, the following names and abbreviations were used:

ESE	Erasmus School of Economics
ESHCC	Erasmus School of History, Culture and Communication
ESL	Erasmus School of Law
FGG/Erasmus MC	Faculty of Medicine and Health Sciences, including the Institute of Health Policy and Management/Erasmus Medical Centre
FSW	Faculty of Social Sciences
FW	Faculty of Philosophy
RSM	Rotterdam School of Management, Erasmus University
iBMG	Institute of Health Policy and Management
ISS	International Institute of Social Studies (The Hague)

Erasmus University Rotterdam has an excellent, global reputation in the fields of economics, management and health sciences. In addition, we score highly in the areas of law, social science, history, culture and communication, and philosophy. Erasmus University has created an exceptional profile by combining a select number of disciplines with a melting pot of talented people of all ages and cultural backgrounds. The student population is very diverse and the programmes attract a high international intake. EUR's mission is to cultivate international, national and regional talent and to produce academic knowledge for mankind, business and society.

Main features of the 2014 policy

The university's new Strategy 2014 – 2018, **Impact & Relevance**, was adopted and rolled out. In the coming years, Erasmus University Rotterdam intends to strengthen its international impact and to ensure even greater relevance is given to education and research. EUR expects to achieve this by increasing its level of collaboration with both internal and external partners in all possible fields and, in so doing, maximise its potential. The most important themes in the new strategy are dealt with in the following sections:

- Graduation rates and the quality of education;
- Policy governing the quality and focus of research;
- Growth of master programmes;
- Internationalisation;
- Labour market policy;
- Alliances and collaboration between faculties;
- ICT and education;
- Valorisation
- Income differentiation and efficient Operational Management

To implement the Strategy 2014 – 2018, the programme set up included any incomplete BV 2013 projects. Within this framework, the strategic multi-year budget was also established. The following five programmes have already been started:

- Internationalisation of Education;
- Online Education and Digital Services;
- Top support: Making the difference;
- Impact & Relevance;
- Academic quality & graduation rates.

High points in 2014

- In July, it became known that thirteen researchers from Erasmus University belonged to the most influential group of scientists in the world according to Thomson Reuters; this made Erasmus University the highest scoring university in the Netherlands.
- The renovation of the campus Woudestein proceeded expeditiously. A start was made on the construction of the Multifunctional Education building (the Polak Building) and the eastward extension of the garage. In January, the Erasmus Food Plaza was officially opened. The grounds of the campus Woudestein won the 2014 Falco Award for the Best Outdoor Space.
- To round off the anniversary year, EUR hosted the EU University Games in Rotterdam in July.
- Other notable events in 2014: the opening of the academic year in September in the presence of His Majesty King Willem-Alexander and the President of the KNAW, Hans Clevers, as well as the lecture delivered in October by the renowned German philosopher Jurgen Habermas.
- On an institutional level, the university entered into a brand alliance in December with the municipality of Rotterdam, the Port of Rotterdam Authority and Rotterdam Partners; this alliance has adopted the new, shared slogan 'Make it happen'. Earlier in 2014, the collaboration with Fudan University in China was extended and new collaborative agreements were entered into with Tsinghua University and Wuhan University.

Research policy

The university's new strategy - **Impact & Relevance** - has caused the approach to the 'Research Excellence Initiative' to be reviewed. The focus of this subsidy instrument has been transferred from monodisciplinary to multidisciplinary excellence. EUR also expects to generate greater impact as, in 2014, it applied for and was granted the HR Logo Excellence in Research by the European Union. Other important achievements in 2014 included making the Research Support Office (RSO) part of the University Library and starting work on the introduction of a new 'Research Information System' (Converis). 2014 was also the first complete year during which researchers could apply via the 'Support programme National and International Projects' for subsidies to support their scholarship applications. Finally, in 2014, all the faculties started implementing the recommendations from the report 'Fostering Professionalism and Integrity in Research', the objective being to safeguard academic integrity within the institution.

Education Policy

An important strategic objective for the period 2014-2018 is to extend the university's level of internationalisation across the board. Consequently, investments were made in the institution-wide Programme 'Internationalisation of Education' in 2014. EUR also has huge ambitions for online education in the current planning period, i.e. up to the end of 2018. Online education is one of the most important themes in EUR's strategy. For a period of four years, the Executive Board has made ample budget available for new online learning initiatives; the first eight online learning pilots were selected at the end of 2014. In the year under review, the bachelor in Clinical Technology (a joint degree with Delft University of Technology) started and the Master Pedagogy and Education had its first intake of students.

As far as the quality of education and graduation rates are concerned, the 2013 approach to strengthen quality assurance was continued; in 2014, prior agreements in this respect were continued and substantiated. 'Nominal = Normal' (N=N) was finally rolled out in all the faculties.

In the year under review, a four-year research programme started; the aim of the programme is to further substantiate and validate the previously documented relationship between the N=N education profile and the increase in academic success, evidenced by the pass rates in year one of the bachelor programme.

Status of the performance agreements

In 2012, an outline agreement was concluded between the collective universities, united in the VSNU (association of universities in the Netherlands), and the Ministry of Education, Culture and Science. Performance agreements were made to ensure the improvement and profiling of education, research and knowledge valorisation. In the profile document compiled by EUR 'At home in the world', the university committed itself to a number of specific aims regarding education, the professionalism of the teaching staff and overheads.

The following table provides an overview of the current situation with regard to the performance agreements, set against the 2011 baseline assessment and the 2015 aims:

Table 2.2 **Overview of the status of the performance agreements in 2014**

	baseline % 2010-2011	aim % 2015	achievement % 2014
Excellence in education	1.0	8.0	8.3
academic success: dropout rate	20.0	19.0	18.5
academic success: switch	10.0	9.0	8.3
academic success: bachelor's pass rate	69.0	75.0	80.6
teaching quality (BKO qualification)	15.0	70.0	71.2
educational intensity (programme <12 contact hours)	50.0	0	27.2
indirect costs/generic overheads	21.04	19.9	20.4

As is clearly shown, EUR is on target to achieve its performance agreements in 2015. EUR is already above the required standard in five of the seven agreements. Only in respect of Educational intensity and generic overheads did EUR fail to achieve the target values by the end of 2014. The measures taken within the context of improving academic success (known as Nominal = Normal) have definitely paid off; this is illustrated by the high pass rates and the low dropout rates. In order to improve teaching quality, the 2015 aim is that 70% of EUR's lecturers (assistant professor-associate professor-professor) will possess a basic teaching qualification (BKO). In September 2014, 71.2 % of the selected lecturers already possessed a BKO or had been granted an exemption. In 2012, this was only 15% and it was apparent that the BKO course was mainly being followed by recently appointed lecturers with no teaching experience.

Strategy 2014-2018 - Impact & Relevance

Strategy

After the adoption of **Impact & Relevance** 2014-2018, the publication of the strategy marked the transition from the planning phase of the strategic process to the implementation phase. The two most important ways in which realisation of the strategy will be achieved consist of covenants and strategic programmes. These methods of implementation fit in well with EUR's governance culture, which is characterised by:

- Directing at arm's length;
- Being committed, attached and active in a limited number of key areas;
- Being interactive, and having a broad sense of ownership.

Covenants

EUR's strategy focuses primarily on improving performances in education and research. First and foremost, **Impact & Relevance** will, therefore, be realised within the faculties and, in particular, in the programmes and research programmes carried out within these faculties. The previous strategic plan introduced the so-called 'covenant', which consisted of a range of activities and performance agreements between faculties and the institution's executive. In 2014, a decision was taken to continue this form of result-oriented collaboration in the period 2014-2018. Consequently, in May 2014, the covenants were signed by the Executive Board and the Deans, marking the first phase of the implementation of the 2014-2018 strategy.

Strategic programmes

In the second half of 2014, the following five thematic programmes were set up, which will be carried out in the period 2014-2018:

- Internationalisation of Education;
- Online Education and Digital Services;
- Top Support; Making the difference;
- Impact & Relevance;
- Academic quality & graduation rates.

Within each of these programmes, a project portfolio has been developed for the specific strategic objectives. The total costs of implementing the programmes are estimated at approx. € 26 million. In the period 2014-2018, € 17.1 million is available annually for the implementation of the total strategic policy. As a large part of these resources was assigned in the previous strategic period, for example within the context of the Research Excellence Initiative (REI) and new programmes, an additional amount of € 8.6 million will be made available in the coming years for the implementation of the new strategic programmes.

Partnership with the municipality of Rotterdam

Being an international trade hub, the city and greater region of Rotterdam forms a natural partner with which Erasmus University can cooperate in the areas of education, research and the transfer of knowledge on social issues. Being situated in the centre of the city, Erasmus University College is a powerful symbol of this. Since 2010, there has been an effective partnership agreement between the municipality and EUR. The core of this agreement is collaboration in knowledge workshops. Through the partnership, scholars, policy makers and social organisations disseminate existing and new knowledge on social issues. In this context, initiatives such as Smart-port 2.0 (issues related to the Port of Rotterdam), Rotterdam's Talent (education) and Liveable Neighbourhoods [Leefbare Wijken], an initiative to stimulate social cohesion, have been launched in the last few years. At the end of 2014, 'e-Urban', a new knowledge workshop, was set up to deal with big-data dilemmas within the metropolitan context. There is also three-way collaboration between the city, the port and EUR to portray a strong international marketing image of the region and the university, with collective profiling under the slogan "Make it happen". In December, this cooperative arrangement was launched in Rotterdam's new Central Station.

Regional partnership Leiden-Delft-Erasmus

Background

Leiden University, Delft University of Technology and Erasmus University Rotterdam collaborate through a regional partnership, in the form of a strategic alliance. This alliance offers great opportunities to add value to education, research and valorisation, not only for the benefit of the institutions themselves but also for the economic and internationally operating region in which they are embedded. The objective of the alliance is to realise and maximise these opportunities.

To give shape to the objectives of the alliance, eight multidisciplinary centres were established in 2013, alongside the already well-established Medical Delta. These virtual cooperative arrangements employ research and educational activities to focus on both contemporary and future international challenges. Regionally, the centres actively and substantively contribute by circulating knowledge on subjects such as sustainability, the economy, security, urbanisation and accessibility.

Achievements in 2014

The centres not only specified their plans in greater detail; they also implemented and executed them, and submitted many project proposals to both national and European programmes. Medical-Delta and the Centre for Sustainability played an important role in the establishment of European Knowledge Innovation Communities (KIC) in the fields of Health (InnoLife) and Raw Materials. Eleven Medical-Delta professors were given dual appointments at Leiden University, Delft University of Technology and Erasmus University Rotterdam. These professors focus on improving health care by means of new technology.

During the sixth Innovation Summit, organised in the European Parliament, scholars and executives from the three institutions explained the social importance and essential role of the three universities and their medical centres in the areas of Innovation in Health and Big Data. In the educational field, considerable work has been undertaken to ensure the minor programmes of the three universities are mutually accessible; and new joint minor programmes have been designed. With 100 students, the joint bachelor programme Clinical Technology started successfully on 1 September 2014.

Regionally, the alliance was, inter alia, involved in the compilation of the document 'Course 2020' [Koers 2020] published by the Economic Programme Council for the South Wing [Economische Programmaraad Zuidvleugel], and it also linked up with the regional development agency InnovationQuarter and the metropolitan region The Hague-Rotterdam.

As part of the strategic discussions within the universities' umbrella organisation, the VSNU, the three universities organised a regional conference in April; both internal and external stakeholders attended the conference, the theme of which was "Circulating knowledge in an internationally operating region".

3.

**Education:
Improving our
educational and
international profile**

Education: Improving our educational and international profile

Education profile of Erasmus University Rotterdam

The education provided by Erasmus University focuses on satisfying both the regional demand for academic education and the growing international demand. In addition to initial education, EUR offers a range of programmes for professionals who wish to continue developing (transfer programmes, post-initial programmes). These applied programmes are motivational, require the student to work independently and are, where possible, small scale. An important strategic objective for the period 2014-2018 is to extend the university's level of internationalisation across the board. Consequently, in 2014, significant sums were invested in the institution-wide Programme 'Internationalisation of Education'. Through this programme, EUR is fulfilling its ambition of educating its students to be 'citizens of the world'; students who can start their careers successfully from a multicultural and global perspective. With an eye on that objective, work has been undertaken to increase international student mobility and to stimulate educational collaboration. Moreover, a project has been initiated to realise more 'international classrooms', consisting of a mix of cultures and nationalities with considerable attention being paid to the proven added value of cooperation between culturally diverse groups.

In 2014, the bachelor in Clinical Technology (a joint degree with Delft University of Technology) started and the Master Pedagogy and Education had its first intake of students. In addition, a new joint education programme was developed and two international 'streams' were added to the existing bachelor programmes. The Eu-HEM Programme (European Master in Health Economics and Management), a joint Master Programme offered by the Institute of Health Policy & Management, in cooperation with the universities Oslo and Bologna and the Innsbruck Management Institute, applied for accreditation at the end of 2014. The new international 'streams' are the international bachelor in Arts & Culture Studies (IBACS) and the international bachelor in Psychology, which were both launched successfully, attracting both Dutch and international students.

Excellence in education

In 2014, the accent of EUR's excellence policy lay on continued professionalisation, quality control and enshrinement. The Erasmus Honours Academy (EHA), established in the spring of 2014, functions as a platform for quality assurance, the exchange of best practices and community creation. All the honours programmes offered by Erasmus University participate in this platform. Together with the honours coordinators and the research-training-consultancy RISBO, the Dean of the EHA, Dr Awee Prins, designed the EUR-Honours monitor for the benefit of quality assurance assessment. Within the framework of this monitor, there is now a sound and transparent system of scouting and selection, as well as a common evaluation instrument for all the programmes. Other performance indicators are also linked to this, such as the demand orientation of the programmes, the career perspective of the honours graduates and the strengthening of the EUR honours community. For the benefit of the latter, the EHA will have its own area on the campus Woudestein in 2015.

At the end of 2014, EUR was assessed by the Sirius Programme within the context of the national audit of excellence in education. The audit committee expressed its respect and appreciation for the manner in which EUR had itself, on the basis of its own priorities, given shape to excellence in education. However, as a 'critical friend', the committee also encouraged the university to further strengthen its excellence policy in a number of areas (added value of the programmes, the pre-university-university chain, and personnel policy/honours didactics). The table below demonstrates that, in the academic year 2014/2015, EUR complied with its performance agreements with the Ministry (8% honours students).

Table 3.1 **Numbers of honours students 2014/2015**

Faculty	Number of students re-enrolling cohort 2010/2011	Honours places bachelor programmes 2014/2015	Percentage *
ESE	637	33	5.2 %
RSM	751	0	0 %
ESL	384	40	10.4 %
FGG/Erasmus MC	381	20	5.2 %
iBMG	105	5	4.8 %
FSW	422	20	4.7 %
ESHCC	263	32	12.2 %
FW	20	0	** 0 %
EUC	-	21	-
EUR wide (EHP)	-	75	-
Total	2963	246	8.3 %

* The percentage 'Excellence in education' is defined as the number of honours places realised in a given academic year (numerator), compared to the number of re-enrolled students of the cohort 2010/2011 (denominator). This reference group is fixed; only the number of places realised changes annually.

** In 2014/2015, three (= 15%) Philosophy students do participate in the interdisciplinary Erasmus Honours Programme

In the academic year 2015/16, RSM will start an honours programme (40 places), as a result of which EUR will easily comply with the performance agreements (9.7%).

Internationalisation of education

While the emphasis in the strategic period 2008-2013 was on the recruitment of international students and the development of international bachelor programmes, the ambitions in today's university strategy have been more broadly formulated.

The strategic programme, the 'Internationalisation of Education', adopted by the Executive Board in October 2014 consists of the following themes:

- Internationalisation of the Bachelor Curricula (including stimulating exchange);
- Internationalisation of the Master programmes (further diversification of the offer of master programmes);
- Facilities Services & Hospitality;
- Project Development & Acquisition;
- Academic Partnerships & Strategic Networks.

International funds/subsidies

In 2014, four international education project proposals were honoured by the new EU-Erasmus+ programme, with the EUR as the coordinator.

- Erasmus+ Sport: Not-for-Profit European Sport Events: Erasmus Sport/European University Games 2014 EC contribution: € 500,000.
- Erasmus+ Capacity Building: NAOS: Professional capacity in dealing with diversity. EC contribution: € 430,000.
- Erasmus+ Jean Monnet Chair of Excellence: European Integration and Health Law. EC contribution: € 44,550.
- Erasmus+ Capacity Building in the Field of Youth: AntiVirus. EC contribution: € 126,000.
- In total EUR received € 1,100,550 of Erasmus+ subsidies.

Negotiations have been started with LPDP, the Indonesia Endowment Fund for Education, as a result of which EUR will become a more popular destination for Indonesian students. Comparable negotiations have also been entered into with SallieMae, which will enable American students to arrange an attractive loan to study at EUR, and with the China Scholarship Council (CSC) to attract master and PhD students.

'Make it in The Netherlands'

Erasmus University Rotterdam actively participated in the Make it in the Netherlands programme (MiiTN), which was launched at the end of 2013 by the Ministry of Education, Culture and Science; the aim of the programme was the retention of international talent for the Dutch labour market. Together with a number of partners, including other knowledge institutions and the municipalities of Rotterdam, The Hague and Delft, EUR was selected to conduct an MiiTN pilot. In the pilot, the accent was placed on 'career orientation', therefore on activities which made the step from university to the labour market easier for recently graduated international students.

Student satisfaction

National Student Survey

On all the themes in the National Student Survey 2014 (NSE2014), EUR achieved a higher score than in 2013. In twelve of the seventeen themes, the result was higher than 3.6 (on a five point scale). This picture is repeated on both a programme and faculty level. For the themes academic timetable, group size and academic environment, EUR scored above 3.9. Extra attention should be paid to the themes internships and programmes, career preparation and quality assurance, as these scored below 3.5.

International Student Barometer

The 2013 International Student Barometer demonstrated that international students were very satisfied with what the university is offering. The average score per cluster (Arrival, Learning, Living and Support) was about 3.0 - equal to 7.5 on a ten point scale. The average for 'overall satisfaction' was even higher at 3.1. The themes where EUR increased its score most were Campus Environment, Good place to be, Campus buildings and Visa Advice in the cluster 'Living' and with the section 'Bank Accounts'.

WO Monitor

About three quarters of EUR's graduates would choose to study at Erasmus University if they were starting again. Information from the 2014 WO Monitor demonstrated that 78% of the respondents would choose the same study programme and the same institution. On average, it took EUR graduates 2.7 months to find a job. This is comparable with the result of the 2013 WO Monitor when, on average, students took 2.4 months. EUR respondents said their average salary in the first year of employment amounted to € 3,116 gross per month. (median: € 2,850). This is lower than 2013, but the difference is not significant.

Alumni

By maintaining good contacts with its graduates, Erasmus University Rotterdam (EUR) hopes to make a substantial contribution to the realisation of EUR's objectives (acquiring donations, promoting EUR's reputation, attracting talented students, maintaining contacts with the business community and knowledge valorisation).

The faculties/institutes are taking the lead in strengthening ties with the students who will later become alumni; forming a relationship at an early stage rather than later is more effective. In this context, the faculties and institutes are supported by the Alumni & Corporate Relations team, part of the Department of Marketing & Communications (SMC); the support focuses on knowledge sharing and information provision. For example, SMC provides an information channel to alumni via the Erasmus Alumni Magazine (EA Magazine), the alumni web and social media.

Table 3.2

ALUMNI database	total	logged on to EAD*
31-12-2011	83,558	13,978
31-12-2012	88,734	14,616
31-12-2013	93,603	14,961
31-12-2014	100,853	15,520

* EAD = Erasmus alumni database, managed by the Department of Marketing & Communications

In 2014, the Alumni Barometer was introduced as a measurement tool. Twice a year, the central alumni office provides a report for the faculties in order to provide insight into the alumni policy. Faculties may also make use of the alumni barometer themselves.

Just as in previous years, a great deal of communication with alumni was done through social media in 2014. EUR has, moreover, taken over the management of the Erasmus University Rotterdam Group. Within one year, the number of members grew from 24,000 to in excess of 30,000. Alumni now receive invitations through Twitter and Facebook for faculty alumni meetings, such as the 'Summit', RSM's 'Energy Forum' and ESE's annual alumni day.

Nonetheless, there is still communication through more traditional channels. The EA Magazine is issued every May and September, with a circulation of 35,000, and in November, the first digital edition of EA appeared.

EUR is also active in the field of fund raising. Since the autumn of 2014, there has been a website www.eur.nl/doneren [donate] aimed at gaining support for all matters falling outside education and research; for example, maintaining the EUR art collection, making the campus sustainable and environmentally friendly, or providing special educative programmes.

4.

**Education:
quality and
graduation rates**

Education: quality and graduation rates

Main features of the policy

The main themes of 2014 were the 'Nominal=Normal' concept (N=N) and the implementation of the educational ambitions of EUR's strategy 2014-2018.

The 'Nominal is Normal' education concept of Erasmus University Rotterdam involves a combination of proven educational interventions which contribute to the graduation rates of the university's miscellaneous composed population, such as:

- Intensive and motivating programmes;
- Small-scale and problem-oriented education;
- Serial timetabling;
- Fewer retakes in combination with a compensatory system of tests
- Binding Study Advice (BSA) of 60 ECTS in the first year.

At the start of the 2014 academic year, the N=N education concept was introduced as the standard in all Erasmus University's first years of the bachelor programmes. In 2014, the last two programmes, Medicine and Philosophy, finally introduced the standard.

The following table shows the B1 results for the cohorts 2013/2014. Just as in previous years, it became clear that the number of bachelor students that successfully completed the B1 programme (60 ECT) in one year was significantly higher than in the period prior to the introduction of N=N.

Table 4.1 **Binding Study Advice (BSA)**

60 ECTS after 1 year									
	2009		2010		2011		2012		
	n	%	n	%	n	%	N	%	
Erasmus MC									
Medicine	--*	--*	--*	--*	--*	--*	--*	--*	--*
Nanobiology							--*	--*	
ESE									
Econometrics and Operational Research	43	38.4	47	32.6	47	30.1	89	51.7	
Economics and Business Economics	211	34.8	199	35.6	268	53	297	58.5	
Fiscal Economics	22	34.4	18	26.1	30	44.1	31	60.8	
Int. BA Econometrics and Operational Research							24	61.5	
Int. BA Economics and Business Economics	53	46.9	71	48.3	70	51.1	140	72.2	
ESHCC									
Arts and Culture studies	40	46	31	37.8	33	56.9	50	82	
History	21	20.6	39	29.3	45	47.4	34	59.6	
Int. BA of Communication and Media	60	45.8	83	65.9	83	63.4	113	79	
ESL									
Criminology	35	31	59	54.1	51	47.7	92	78	
Fiscal Law	11	11.5	40	36.7	51	45.5	74	62.7	
Jurisprudence	85	22.7	156	37.8	171	43.4	265	63.1	
FSW**									
Public Administration	42	23.1	58	31.4	82	62.1	71	67	
Pedagogy					60	65.2	59	69.4	
Psychology	140	51.9	149	51.2	196	71.5	186	72.7	
Sociology	15	16	16	11.8	37	55.2	40	71.4	
EUC									
Liberal Arts and Science									
FW									
Philosophy	--*	--*	--*	--*	--*	--*	--*	--*	--*
iBMG									
Health Science Policy and Management	26	16	44	29.3	50	35.2	68	50.7	
RSM									
Business	143	17	161	21.2	212	28.6	329	45.2	
International Business Administration	158	42.9	148	44.7	184	46.2	280	63.5	

Erasmus University Medical Center (Erasmus MC), Erasmus School of Economics (ESE), Erasmus School of History, Culture and Communication (ESHCC), Erasmus School of Law (ESL), Faculty of Social Sciences (FSW), Erasmus University College (EUC), Faculty of Philosophy (FW), the Institute of Health Care Policy & Management (iBMG) and Rotterdam School of Management, Erasmus University (RSM)

60 ECTS after 2 year								60 ECTS after 1 year		VPOS + PO	
2009		2010		2011		2012		2013		2013	
n	%	n	%	n	%	n	%	n	%	n	%
--*	--*	--*	--*	--*	--*	--*	--*	203	49,3	117	28,4
						--*	--*	15	16,7	34	37,8
68	60.7	85	59	93	59.6	96	55.8	106	52.2	5	2.5
354	58.3	326	58.3	366	72.3	312	61.4	332	58.3	6	1.1
34	53.1	33	47.8	42	61.8	31	60.8	54	53.5	4	4
						24	61.5	39	67.2	0	0
83	73.5	105	71.4	104	75.9	141	72.7	134	56.8	4	1.7
59	67.8	57	69.5	42	72.4	50	82	29	70.7	3	7.3
51	50	80	60.2	58	61.1	34	59.6	51	58.6	6	6.9
100	76.3	109	86.5	104	79.4	120	83.9	133	77.3	14	8.1
64	56.6	76	69.7	73	68.2	94	79.7	95	72.5	1	0.8
38	39.6	60	55	70	62.5	77	65.3	91	68.9	4	3
202	53.9	236	57.1	244	61.9	274	65.2	320	67.2	2	0.4
93	51.1	107	57.8	86	65.2	73	68.9	79	71.8	1	0.9
				60	65.2	59	69.4	79	67.5	4	3.4
174	64.3	200	68.8	201	73.4	191	74.6	221	66	17	5.1
38	40.4	66	48.5	37	55.2	41	73.2	55	71.4	4	5.2
								69	81.2	0	0
--*	--*	--*	--*	--*	--*	--*	--*	11	50	4	18.2
81	50	86	57.3	76	53.5	76	56.7	94	54.3	12	6.9
374	44.4	350	46.2	432	58.3	408	56	428	50.8	86	10.2
254	69	249	75.2	288	72.4	316	71.7	311	72	49	11.3

Research programme, Students' success

In 2014, the successful N=N pilots were followed by a four-year research programme; the aim of the programme is to further substantiate and validate data from the pilots showing the relationship between the N=N education profile and the increase in the first year bachelor pass rates. The research questions being posed include the quality of the compensatory tests, graduation rates in relation to small-scale and motivational programmes, and the implications of the 60 ECTS BSA in respect of the time spent studying and levels of stress experienced by students. Where possible, collaboration with other universities is being sought so that the various education concepts can be compared. The Executive Board is supporting the research programme by granting resources for a research database which can be used for both doctoral research as well as short-term empirical research in this field. In 2014, the 'kick off seminar' was held and the first PhD students started.

Digital learning

In the area of online education, EUR has huge ambitions for the current strategic period, i.e. up to the end of 2018. Online education is one of the most important themes in EUR's strategy. This theme is incorporated within the programme Online Education and Digital Services (Digital = Normal), and EUR has also linked up with Coursera, a prominent network for 'Massive Open & Online Learning' (MOOCs).

In addition, for the duration of four years, a budget has been made available for new online learning initiatives. In 2014, EUR issued the first internal EUR tender to initiate bottom-up (collaboration) projects in the field of online education. In total, the faculties submitted fifteen project proposals in this respect. These were assessed by a review committee. Eight of the fifteen projects, which started in November 2014, were granted subsidies totalling € 267,000; these projects are:

- Video portal Erasmus University (coordinated by: FGG/Erasmus MC);
- Virtual Patients in medical education (coordinated by: FGG/Erasmus MC);
- ECL TAB Stream service for legal literature (coordinated by: ESL);
- ESL Legal Battle App (coordinated by: ESL);
- X:method: an online platform with learning modules in methods and techniques of research (coordinated by: FSW);
- Collaboratively blended learning (coordinated by: RSM)
- From Book to MOOC: Econometrics (coordinated by: ESE)
- MOOC Serious Gaming (coordinated by: ESHCC)

The majority of the projects focus on the further improvement of graduation rates and the quality of the initial programmes. The most important objective of two of the MOOCs being developed is to draw attention to the relevant programmes (ESE: the international bachelor and master programmes in Econometrics, and ESHCC: the international bachelor programme in Communication and Media). This should eventually result in a higher number of students enrolling in these programmes. With the exception of the two MOOCs, the projects will be subject to a mid-term review in February 2015. The first six projects are expected to be completed by 1 July 2015. It is anticipated that the MOOCs will be delivered at the end of 2015.

Students in numbers

On 1 October 2014, 23,196 students - 11,768 males and 11,428 females - were enrolled at Erasmus University Rotterdam. The tables below depict how many (male and female) students were enrolled in each phase and how students and diplomas were distributed across the different faculties and years. The numbers in the tables may differ from the actual number of enrolments as some students enrol for more than one programme. Consequently, the number of enrolments for bachelor and master programmes is higher than the number of students. Moreover, a large number of students (125) enrolled at FGG/Erasmus MC do not come under the bachelor-master degree category but under the old style university degree system (doctoraal).

Table 4.2 **Enrolment per phase, distribution by gender**

2014	female	male	total
Bachelor	7,950	7,435	15,385
Master	4,826	4,609	9,435
total	12,776	12,044	24,820

Table 4.3 **Enrolment per phase, last five academic years**

	2014	2013	2012	2011	2010
Bachelor	15,385	14,905	13,971	14,015	14,914
Master	9,435	9,345	8,506	8,117	8,168
total	24,820	24,250	22,477	22,132	23,082

Table 4.4 **Enrolments**

	2014	2013	2012	2011
Erasmus School of Economics (ESE)	5,663	5,720	5,252	5,065
Rotterdam School of Management, Erasmus University (RSM)	5,896	6,210	6,052	5,953
Erasmus School of Law (ESL)	4,431	4,169	3,975	4,244
Faculty of Social Sciences (FSW)	2,862	2,813	2,584	2,672
Erasmus School of History, Culture and Communication (ESHCC)	1,342	1,254	1,156	1,164
Faculty of Philosophy (FW)	425	359	319	355
Faculty of Medicine and Health Sciences/Erasmus MC (FGG/Erasmus MC)	3,196	3,077	2,993	2,930
Institute of Health Policy & Management (iBMG)	959	991	973	869
Erasmus University College (EUC)	170	85		
Total	24,944	24,678	23,304	23,252

Figures include double counting and students doing old style 'doctoraal' in Medicine, reference date 1 October 2014

Table 4.5 **Diplomas academic year 2014/2015**

	Bachelor	Master	doctoraal	doctor
ESE	604	864		
RSM	726	1760		
ESL	454	651		
FSW	382	463		
ESHCC	200	192		
FW	31	18		
FGG/Eramus MC	337	53	54	340
iBMG	73	192		

As in previous years, the majority of master diplomas – approximately 40 per cent - were awarded to RSM students. Many of them were awarded to students who completed their bachelors elsewhere in the Netherlands or abroad.

Table 4.6 **Diplomas per academic year**

	2013/2014	2012/2013	2011/2012	2010/2011	2009/2010
Bachelor	2,807	2,937	3,002	2,700	2,304
Master	4,193	3,466	3,921	3,510	3,118
doctoraal	54	177	395	348	307
doctor	340	348	336	317	282
total	7,394	6,926	7,654	6,875	6,011

Graduation rates

Anticipated result: Initially the bachelor pass rate rose to 75% (cohort 2011) and, subsequently, to 80% (cohort 2013).

To calculate the pass rate account is taken of students who started a full-time bachelor programme between 2002 and 2011, who were first-year Higher Education students in the cohort year and who followed the same study in the second year as they had done in the first year by re-enrolling for the same programme as in the cohort year. Of this group, account was taken of the share of students who graduated from the same programme within four years, or graduated from a different bachelor or master programme within four years, or have not (as yet) graduated. This means, for example, that the pass rate of the 2010 cohort was measured on 1 September 2014 (see figure - Source: VSNU, 1 cijfer HO). Below is an overview of the cohorts 2005 to 2010.

Figure 4.1 2005 cohort - 2010 cohort - number

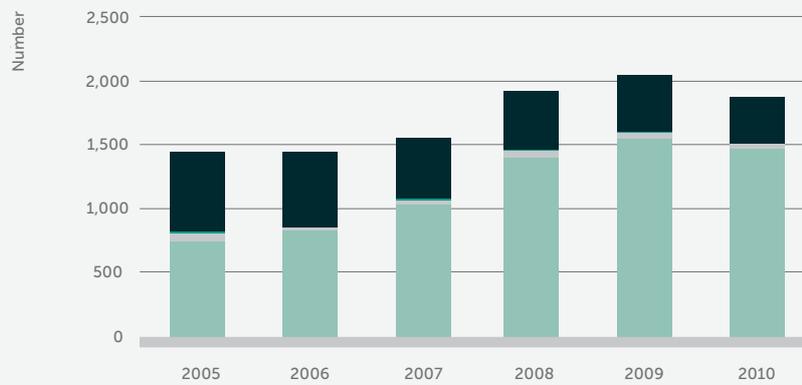
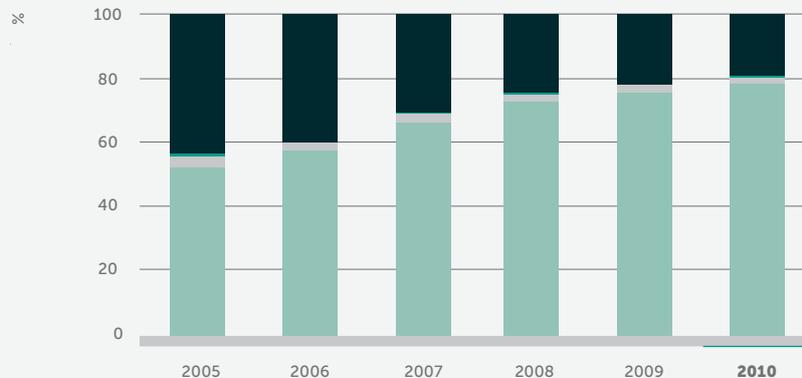


Figure 4.2 2005 cohort - 2010 cohort - %



Within the defined selection, the cohort of students who re-enrolled in 2010 fell slightly in comparison to 2009: from 2,041 to 1,860. The percentage of students who graduated within four years has risen from 78% to 80.59%; which means that once again the number of students gaining a diploma within four years rose. Consequently, the pass rate is already above the target rate of 75% laid down in the performance agreement.

Re-enrolment

The percentage of first-year higher education (HO) students from 2013 that enrolled for the same programme in 2014 was 72.1% (see following table). The dropout rate fell slightly compared to the previous year: 18.48% of the first-year higher education students failed to re-enrol for one of EUR's programmes, compared to 19.22% in the previous year. The percentage of students who transferred to another EUR programme rose slightly to 8.3%. (Source: VSNU, 1 cijfer HO)

Figure 4.3 Re-enrolment - number

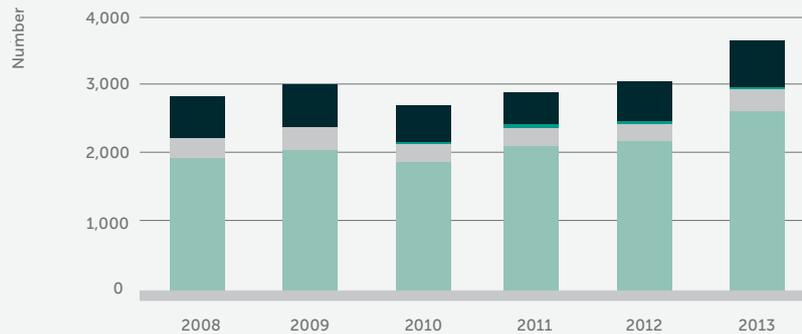
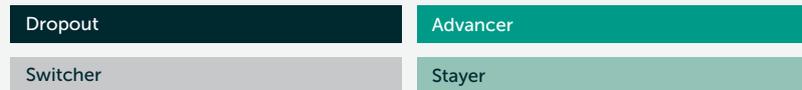
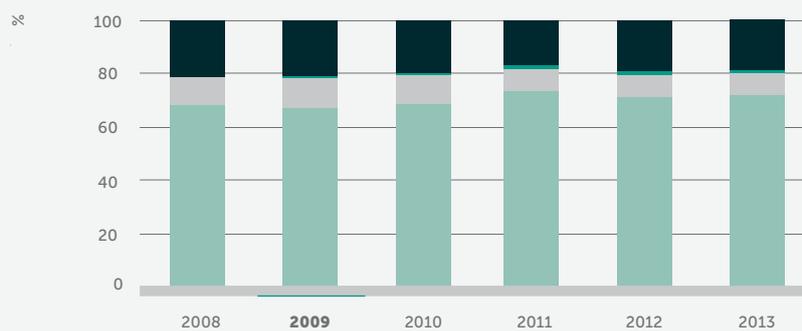


Figure 4.4 Re-enrolment - %



Note: 'Advancers' [Stijgers] are transfer students who after one year on a bachelor programme enrol on a master programme.

External assessments and accreditation

NVAO (the Accreditation Organisation of the Netherlands and Flanders) assessed a number of the programmes positively.

Positive assessments of ESE programmes: Master Accounting, Auditing and Control and Master Tinbergen Institute Master of Philosophy in Economics (research). Positive with reservations: Master City Developer (not initial).

Positive assessments of RSM programmes: ERIM Master of Philosophy in Business Research (research). Positive assessments of FGG/Erasmus MC programmes: Master Health Sciences (research), Master Infection and Immunity (research), Master Molecular Medicine (research) and Master Neuroscience (research). Submitted: Master Clinical Research (research).

Positive assessments of ESHCC programmes: International Bachelor Programme in Communication and Media, Bachelor History and Master History. Positive with reservations: Master Media Studies.

Administrative agreements were made with iBmG in respect of the Master programme in Health Care Management

Quality Assurance of programmes

In 2013, the Executive Board and the Deans took measures to strengthen the internal quality assurance. In 2014, these agreements were continued and elaborated. In the first quarter of 2014, performance agreements were made between the Executive Board and the faculties and laid down in covenants. Amongst other agreements, specific agreements were made in respect of pass rates, excellent students and the internationalisation of education. In 2014, all the faculties compiled an Annual Report of Educational Quality in preparation for the bilateral meeting with the Executive Board. In these reports, the faculties evaluated the agreements laid down in the covenants and compiled progress reports on the safeguarding of internal quality assurance and the improvement activities in response to interim and external programme evaluations; the subjects education quality and continuation of improvement trajectories were subsequently discussed in the bilateral meetings. Both the annual reports and the bilateral meetings demonstrate that the active dialogue between the faculties and the Executive Board has further strengthened the culture of internal quality.

Quality of teaching staff

In respect of the quality of the teaching staff, EUR conducts a broad policy focused on the continuous and professional development of its teaching staff. One of the basic elements of this is the Basic University Teaching Qualification (BKO).

Anticipated result: 70% of teaching staff to hold a BKO by 2015. This means the lecturers will either have obtained their BKO or will, after an assessment, be deemed to be performing on BKO level.

Basic University Teaching Qualification (BKO)

The BKO is an integral part of the career policy for EUR's academic staff. This means that, in time, all the teaching staff must possess a BKO, with the exception of academic staff with marginal educational duties, student assistants and tutors.

Teaching staff can gain this qualification by taking part in the Basic Teaching Qualification programme run by the research-training-consultancy Risbo¹. The purpose of this programme is the further development of didactic competencies to provide effective education. During the course, teaching staff develop and improve their competencies in various fields, such as designing and presenting programmes, providing individual support to students, and testing and evaluating.

Education evaluations are important for the qualitative assessment of a lecturer's performance. These assessments are integrated into the annual Staff Performance & Development cycle (P&D) interviews.

The strict quality standards also apply to exempt teaching staff (two thirds of all BKOs). Any member of the teaching staff who is failing to meet the standard will be required to follow the BKO programme.

1 RISBO Contractresearch BV is not part of EUR's public structure

BKO percentages 2014

Due to our policy, the number of BKO's within EUR has risen substantially in the last few years. A slight increase was also perceptible in 2014 and the 70% standard had been achieved already by September.

Table 4.7 **Basic University Teaching Qualification (BKO)**

	December 2012	December 2013	September 2014
Total number of professors- assistant professors- associate professors*	696	689	680
BKO not yet completed	95	86	85
BKO elsewhere	24	26	48
BKO EUR	56	59	110
BKO exemption	274	295	340
Total BKO's	449	466	583
% completed BKO	50.7	55.2	71.2

*excluding Erasmus MC

Senior Teaching Qualification

A few years ago, RISBO set up pilots which offer a follow-up to the BKO, the Senior Teaching Qualification (SKO). EUR's most important objectives in respect of this SKO are for the provision of inspirational teaching, the systematic improvement and revitalisation of study programmes and the undertaking of research into/evaluations of ongoing educational changes within the participants' own fields (at course level). The first SKO pilot was successfully completed and positively evaluated in the first half of 2014; to round off the course, the participants gave presentations about the innovations/improvements they had introduced into their own teaching methodology. In June 2014, a second SKO course was started, with a few of the participants also coming from Delft University of Technology and Leiden University. The second SKO programme will be completed before the summer of 2015.

Leadership in Education Course

Quality in education also requires strong education-related leadership. In 2014, EUR started its third Leadership in Education Course. This time the course was offered in collaboration with Leiden University and Delft University of Technology. This is an intensive course for those in leadership positions in education (programme directors, master and bachelor coordinators); there were six participants from EUR, four from Delft University of Technology and four from Leiden University. The course deals with both educational and management themes. The educational themes include how students learn, assessment and testing policies, graduation rates and the quality of programmes, innovation in education, education models, and online education, while the leadership themes include change trajectories as well as project and process management. The course consists of eight two-day modules and a short foreign excursion. Part of the course looks at developing and implementing educational innovation in the participants' own programmes.

After the third course has been completed in 2015, 31 of EUR's employees will have followed this Leadership in Education Course. The network of alumni often remains active by, inter alia, discussing and researching the quality of education.

5.



Profiling Research

Profiling Research

Main features of the policy

The year 2014 was the first year in which the university's new strategy **Impact & Relevance** was effective; a fact which caused the approach to the 'Research Excellence Initiative' to be reviewed. The focus of this subsidy instrument has been transferred from monodisciplinary to multidisciplinary excellence. EUR also expects to generate greater impact as, in 2014, it applied for and was granted the HR Logo Excellence in Research by the European Union. This logo emphasises that EUR has undertaken to promote the optimal mobility of researchers in the coming years. Other important achievements in 2014 included making the Research Support Office (RSO) part of the University Library and starting work on the introduction of a new 'Research Information System' (Converis). In the first year of the RSO, the focus was primarily on 'grant support' and 'research data management'. 2014 was also the first complete year during which researchers could apply via the 'Support programme National and International Projects' for subsidies to support their scholarship applications.

Flagship policy

Anticipated result of the profile document: Excellence is at the heart of our research policy for the coming period. The aim of the excellence policy is to position EUR research more effectively through long-term investments.

The flagship policy was launched in 2012 through the Research Excellence Initiative (REI). In this REI, the government funding EUR has received since 2008 for alpha/gamma research has been supplemented by resources from our own strategic research budget, to a tune of more than € 6.5 million. The aim of the REI is the selective support and encouragement of the best and most promising research groups on the campus Woudestein. In the first two rounds (2012 and 2013), eleven groups were selected on the basis of their proposals.

Inspired by the university's new strategy, the structure of the Research Excellence Initiative was renewed in 2014. However, in this instance, the emphasis was placed on multidisciplinary excellence rather than monodisciplinary excellence. Researchers were invited to submit proposals from at least two disciplines, where, for the first time, collaboration with a group from Erasmus MC was possible, provided it related to alpha/gamma research. This facilitates a better link between, on the one hand, the top research groups and the European policy within the context of 'Grand Challenges' and, on the other, the Dutch Top Sector policy. Furthermore, the 2014 proposals were assessed by 'peer reviewers' and an external jury, which benefited the quality of the assessments enormously. Contrary to the policy in previous years, it was possible - in this round - to match the subsidy from the Executive Board entirely 'in kind'. Consequently, the following seven projects were awarded subsidies of between € 0.4 million and € 1 million:

- Universal health coverage: what works? - The Frontiers of Global Health Research into Equitable Access to Health Care. Eddy van Doorslaer, Roland Bal (iBMG); Johan Mackenbach (Erasmus MC); Arjun Bedi, Wil Hout (ISS).
- How can self organization enhance governance capacity? - Vital connections between government and citizens for dealing with grand societal challenges. Arwin van Buuren (FSW); Jurian Edelenbos (IHS); Eric Claassen (Erasmus Centre for Valorisation).
- Shifting from welfare to social investment states - Privatization of Work-Related Risk Control. Michael Faure, Peter Mascini (ESL); Romke van der Veen (FSW).
- Integrating Functional and Normative Approaches to Rule of Law and Human Rights. Karin Arts (ISS); Robert von Friedeburg (ESHCC); Sanne Taekema (ESL).
- War! Popular culture and European heritage of major armed conflicts. Maria Grever, Stijn Reijnders (ESHCC); Franciska de Jong (Erasmus Studio).
- Doctors and criminal lawyers dealing with death and dying - Multidisciplinary and Empirical Perspectives on Medical Decision Making at the End of Life. Paul Mevis (ESL); Agnes van der Heide (Erasmus MC).
- Bridging the gap between science and practice: vulnerable youth in major cities. Godfried Engbersen, Sabine Severiens (FSW); Dike van de Mheen (Erasmus MC).

EU Strategy and the formation of consortia

Anticipated result of the profile document: **By participating in the work programmes around Grand Societal Challenges, EUR sees opportunities to attract more EU funds.**

2014 was the first year of the Horizon 2020 Programme. Among others, IBMG, RSM, ISS, ESE and Erasmus MC all successfully secured grants in 2014. In addition to the ERC Grants detailed in appendix 2, funding was secured for Marie Curie fellowships and research projects carried out by large consortia. Considerable attention was paid to the support provided to researchers when submitting their applications in the first Horizon 2020 calls. The issues related to the elaboration of the calls in terms of innovation and collaboration with the business community. EUR organised various sessions to stimulate the researchers' enthusiasm for the programme. By 31 December 2014, almost 150 researchers had submitted an application for one of the programmes in Horizon 2020. Big data acquired greater shape in the initiative between the Woudestein faculties and the project E-URBAN, and a subsidy was made available for this by the municipality of Rotterdam and Erasmus University. E-URBAN has been developed in such a way that it aligns well with the flow of funds from Brussels.

Regarding the collaboration with universities in 'low performing Member States', a scan was carried out of the Member States and contacts made with universities. These experiences were taken into account during the policy discussions with the European Commission for refining the collaboration programme 'Widening Participation'. Contacts with the Directorate-General of International Development and Cooperation (Devco) were further intensified, and EUR participated in preparatory workshops for Devco's new programme. This participation makes it possible for individual researchers to make use of their knowledge and enhance the part they play in projects.

In the autumn, a large conference in Brussels entitled 'Innovation Summit' positioned the LDE centres in the European Parliament. Through parliamentary debates, employees of the universities of Leiden, Delft and Rotterdam participated in 'Innovation for Knowledge'.

As of 2014, an additional € 300,000 is to be reserved annually to support and stimulate the creation of international research consortia and the submission of subsidy applications. 2014 saw the first round of the EUR incentive fund 'National and International Projects Support Programme'. The purpose of this programme is to support faculty programmes in setting up and strengthening national and international networks, and to enable researchers to write successful applications. In this regard, there are three distinct goals:

- the promotion of networking by helping to arrange meetings and outward mobility;
- the support of external consultants to strengthen applications;
- the substitution of teaching hours to make time available for researchers to work on applications.

Doctorate conferrals

In the year under review, there was a further increase in the number of doctorate conferrals. Thirteen more degree certificates were awarded than in 2013. EUR awarded 354 degree certificates, 179 to males and 175 to females. The greatest contribution to this success came from FGG/Erasmus MC, which conferred 227 doctorates. ESE had the highest relative increase, from 25 to 30 doctorates.

Table 5.1 Doctorate conferrals

	2014	M	F	2013	M	F	2012	M	F	2011	M	F
FGG/ Erasmus MC	227	107	120	233	94	139	221	76	145	206	84	122
iBMG	12	4	8	13	7	6	10	0	10	5	1	4
ESE	30	21	9	25	19	6	18	9	9	31	26	5
RSM	23	14	9	19	11	8	15	10	5	19	16	3
ESL	21	13	8	17	10	7	24	15	9	27	17	10
FSW	21	11	10	17	5	12	27	16	11	13	6	7
ESHCC	10	4	6	7	5	2	10	6	2	1	0	1
FW	2	1	1	3	2	1	3	2	1	4	3	1
ISS	8	4	4	7	3	4	11	4	7	8	5	3
Total	354	179	175	341	156	185	339	138	201	314	159	155

Research schools and Graduate Schools

Anticipated result of the profile document:

The establishment of an EUR-wide network of Graduate Schools enabling the quality and impact of research to be raised and international talent to be excellently integrated.

Erasmus Research Institute of Management (ERIM)

The doctoral programme of Erasmus Research Institute of Management is doing extremely well. The vast majority of students and PhDs in the programme are from outside the Netherlands and even outside Europe. The dropout rate of PhD students is also lower (16%) than the national average (25%); the average time it takes to gain a PhD is slightly more than four years. Students and PhDs receive individual supervision and have ample access to research-supporting facilities. Worthy of note is the large number of publications by PhD students and recent graduates in top journals. 70% of graduates end up in research, which is an exceptionally high percentage. The ERIM Master of Philosophy in Business Research, which forms part of the doctoral programme, reapplied to the VNAO for accreditation in August 2014. The results are expected at the start of 2015; the preliminary assessment is positive: The committee deemed the quality of the research master programme ERIM Master of Philosophy in Business Research (research) well above average. ERIM has a rigorous evaluation and monitoring system which guarantees the education and progress of the students. This is one of the reasons why the programme's 2013 evaluation described it as 'one of the most attractive places in Western Europe for young university graduates to begin their careers'.

Erasmus Graduate School of Law (EGSL)

The report contained an evaluation of the first open recruitment round for EGSL PhD students in 2013. After making some slight changes, EGSL organised its second open recruitment round in 2014; 35 applications were received and five extremely good candidates selected for doctorate places. The third batch of twenty PhD students (externally financed and external PhD students) started their EGSL programme in September. The accessibility and visibility of EGSL has been enhanced by the appointment of a School Coordinator. Furthermore, more stringent progress monitoring of PhD students has been introduced. Within a number of specific courses, time is allocated during induction sessions for senior PhD students to share their knowledge with new PhD students. To raise the visibility of external PhD students in the faculty, EGSL has designed a suitably revised and customised course (recruitment, registration, supervision and courses on offer). EGSL has also raised its international profile by joining the Association of Transnational Law Schools (ATLAS). Twelve PhD students who started in September 2013 received the EGSL Certificate, after successfully completing their probationary year. After the 'Review Day' in May, when the PhD students presented their research, the programme certificates were actually awarded during the celebrations to launch the third EGSL year in September 2014.

Erasmus Graduate School of Social Sciences and Humanities (EGS3H)

In the year under review, Erasmus Graduate School of Social Sciences and Humanities (EGS3H) developed plans for the domains Multidisciplinary Excellence, Solid Services, International Recruitment and Societal Collaboration.

A few highpoints were the Dean's Masterclass for multidisciplinary excellence and the presentation of prizes for the best academic paper, article or PhD manuscript written by a EGS3H PhD student. In addition, the range of education being offered was enhanced; now PhD students can construct individually customised courses. On the one hand, this consists of courses which strengthen thinking across different disciplines and cooperation but, on the other, courses which contribute to the development of academic and professional skills. In addition, a confidential adviser and a methodology consultant have been appointed to assist PhD students facing specific methodological challenges in their research. Within the context of profiling and strengthening international recruitment, the website has been made more professional. The presentation to the outside world has been revamped by making use of scholars' personal pages to create a new series 'Meet our PhD candidates' and by employing show cases to depict the excellence of the ten research groups involved. In addition, a digital point of contact has been designed where candidates can upload their CVs and diplomas.

Overview of research schools

Table 5.2 Research Schools coordinated by EUR

Name of the Research School	Acronym	Type of cooperative arrangement
Cardiovascular Research School Erasmus University Rotterdam	COEUR	Faculty
Erasmus Postgraduate School Molecular Medicine	MOLMED	Faculty
Erasmus Research Institute of Management	ERIM	Interfaculty
Netherlands Institute for Health Sciences	NIHES	Interfaculty
Tinbergen Institute	TI	Interuniversity
Philosophy Research School	OZSW	Interuniversity

Table 5.3 **Research Schools in which EUR participates**

Name of the Research School	Acronym
Huizinga Institute - Interuniversity Research School for Cultural History	Huizinga
Amsterdam Institute for Social Science Research	AISSR
Experimental Psychological Research School	EPOS
N.W. Posthumus Institute	Posthumus
Research School for Transport, Infrastructure and Logistics	TRAIL
The Netherlands Research School for Public Administration	NIG
Research School for Neuroscience Amsterdam Rotterdam	ONWAR
Kurt Lewin Institute	KLI
Research School for Human Rights	Human Rights
Research School for Resource Studies for Development	CERES
The Medical Genetics Centre South-West Netherlands	MGC
Netherlands School of Communications Research	NeSCoR
Interuniversity Centre for Educational Science	ICO
Netherlands Interuniversity School for Islamic Studies	NISIS

Integrity

In 2014, the confidential advisers for academic integrity – Professor P.J.F. Groenen for Woudestein and Professor P.J. Koudstaal for Erasmus MC – dealt with a total of eleven cases. In two cases, this led to the installation of a Committee for Academic Integrity (CWI). These CWIs will round off their work in 2015. In one case, the report led to the appointment of an independent adviser (working in accordance with the guidelines of a CWI); the case involved a conflict about authorship and will also be wound up in 2015. In 2014, four Committees submitted their final reports; two of these concerned follow-up investigations.

Furthermore, at the end of 2013, Erasmus University embraced the report 'Fostering Professionalism and Integrity in Research' published by the Taskforce Scientific Integrity, the recommendations of which were largely implemented in the course of 2014. These include initiating the development of a reliable system for research data management, making integrity declarations, playing the dilemma-game, setting up research seminars and improving the PhD trajectory. At the end of 2014, the Taskforce began evaluating the measures taken; a report of the evaluation will be published in 2015.

Research rankings

International rankings are an increasingly important gauge to determine a university's position in comparison to its sister institutions. In recent years, Erasmus University's position has risen steadily and it is consistently ranked around the 70th place in a number of important rankings. Significant rankings for EUR are the Times Higher Education, Centre for Science and Technology Studies (CWTS – Leiden ranking) and the QS Ranking.

Table 5.4 **Research ranking 2013/2014**

	EUR position within NL	EUR position globally	Type ranking
Leiden Ranking/CWTS Report	5 [2013: 6]	85 (of 500) [2013: 96]	Number of times that an EUR scholar is cited (Mean Normalized Citation Score)
Times Higher Education (THE) World University Rankings	3 [2013 : 3]	72 (of 400) [2013: 73]	Based on a large volume of data, including publications and alumni incomes
QS Top Universities	5 [2013: 4]	90 (of 700) [2013: 92]	Based on publications, number of students, etc.
Academic Ranking of World Universities (ARWU)/Shanghai Report	8 [2013: 8]	151-200 (of 500) [2013: 151-200]	Based on publications, Nobel prize winners etc.
National Taiwan University Ranking Report	4 [2013: 4]	70 (of 500) [2013: 70]	Based on publications

Quality assurance of research

In the second half of 2014, the faculties started preparing the New Standard Evaluation Protocol (SEP). Guidelines for the implementation of the new SEP were drawn up for the faculties at the end of 2014.

External evaluations

In 2014, evaluations were carried out of the programmes Social Problems in Contemporary Modernity (FSW) and site visits made of the programmes Lost Connections, Linking Capacities: on the Effectiveness of Governance and Public Services (FSW) and Coeur, Cardiovascular Research School (FGG/Erasmus MC). In the final report of Social Problems in Contemporary Modernity, published in 2014, the programme was assessed 'very good'.

Internal evaluations

In 2014, ISS underwent an internal evaluation which assessed the research programme as 'world leading'.

6.

Valorisation

Valorisation

Anticipated result of the profile document:

EUR wants to strengthen its position in the world and improve its reputation. Valorisation will be firmly embedded in the organisation and additional external funding will be secured by capitalising on the university's distinctive profile.

One of EUR's central aims is to make (the quality of) research more visible. In order to draw attention to its research results, EUR pursues a dual impact strategy: scholars are encouraged both to attain academic excellence and to generate social benefits. Consequently, in 2014, not only did EUR make the aforementioned investments in excellent research (long-term strategy), but it also started to set up valorisation chains in which excellent research is marketed or socially exploited through knowledge transfer. EUR's innovation and valorisation policy is linked to academic quality (long-term investment). As innovation and valorisation are particularly visible in areas of excellence, where science is strongest and the profile of research maximised, EUR has consciously opted for a valorisation dynamic that begins with academic excellence and uses the 'excel-innovate-valorise' formula. This is also a better way to prepare for the European Grand Challenges, in which valorisation plays an important role.

Erasmus Centre for Valorisation

The Erasmus Centre for Valorisation (ECV) is an add-on to the university's current valorisation system. Within EUR, the ECV's objective is to employ a structured and focused approach to set up more valorisation chains which make a social impact.

A festive opening of the ECV was held on 17 April 2014 and, in the year under review, it contributed positively to improving the organisation and stimulation of the use of knowledge within EUR. Not only does academic knowledge have an impact on the state of science or knowledge, it also impacts on wealth, prosperity and culture. The principle for this contribution is the creation of value chains, containing five steps: excellent research, education, knowledge workshops, economic valorisation and social valorisation. The ultimate aim is to achieve complete valorisation chains, built on excellent research. In addition, they must be sustainable, lead to partnerships with relevant social or commercial parties and add value for the research group.

To give form to these value chains, the ECV is aiming for a limited number of excellent research groups. By participating in conferences and joining sector associations, among other things, the ECV is translating its experience and models into the Dutch valorisation landscape. In addition, in 2014, ECV took the initiative of organising the first conference in the Netherlands specifically focusing on valorisation in the alpha and gamma sciences.

To ensure international translation and enshrinement, ECV invests in academic publications in international, peer-reviewed journals. Furthermore, in 2014, ECV contributed to EUR's valorisation-ecosystem by participating in the Rotterdam Valorisation Programme, setting up a Proof of Concept Fund which makes funds available for Proof of Concept projects affiliated to EUR, and by helping to establish a validated set of valorisation indicators for Erasmus University Rotterdam.

Innovation policy and top sectors

Anticipated result of the profile document:

Our alignment with Top sector policy is from the perspective of academic excellence, while our input focuses on a number of areas, particularly the alpha and gamma sciences and the medical fields.

EUR has consciously chosen to focus on a limited number of top sectors, given its narrow, socially-oriented profile. Erasmus MC is active in the top sector Life Sciences & Health (LSH), while the Woudestein faculties mainly focus on the logistics and creative industry. In 2014, Woudestein faculties received the following top sector subsidies:

- Life Science & Health: Halt & Reverse; Erasmus MC (with UMC Groningen).
- Top sector Creative Industry (Programme KIEM): Behind the scenes in Dutch fashion; Bridging the gap between independent fashion designers, craftsmen and fashion intermediaries; ESHCC (with Kenniscentrum Creating 010).
- Top sector Creative Industry (Programme KIEM): The Fogland anti-smoking game; ESHCC.
- Logistics: Designing sustainable last mile delivery in on-line retailing; RSM (with ESE).
- Logistics: Sustainable logistics in fresh food; RSM (with RUG).
- Logistics: Integrated Synchromodal Transport System Analysis; RSM (with TNO).
- Social Infrastructure Agenda (Top subsidy): Sustaining employability; FSW.
- Social Infrastructure Agenda (Smart Governance): Governance for Smartening Public Private Partnerships; FSW (with University of Twente).
- Energy (URSES): Transition Patterns to Smart Energy Systems; Drift (with VU & Delft University of Technology).
- Social Infrastructure Agenda (Smart Governance): Hybrid local governance in multiple social domains; ESL.

Apart from these subsidies, other activities took place within the context of the top sectors. For instance, a number of renowned EUR scholars worked in top teams and top knowledge innovation clusters (TKIS) (such as LSH, logistics and creative industry). In addition to our collaboration within the top sectors, we have other cooperative arrangements aimed at developing innovation, entrepreneurship and public-private cooperation in the region. For example, RSM is a partner of Inscope, the research centre for social innovation, and Smartport, which is a collaboration between five EUR faculties, the municipality of Rotterdam, the port of Rotterdam and a number of companies affiliated to Deltalinqs (port/industry sector). The consortium Medical Delta, a regional partnership between Erasmus MC, LUMC and Delft University of Technology, also enhanced its reputation in 2014.

Erasmus Centre for Entrepreneurship

Erasmus University was established 100 years ago by entrepreneurs and thus started a strong tradition of entrepreneurial education. In 2014, EUR remains a leader in the field of entrepreneurial education. As the largest expertise centre in the field of entrepreneurship in Europe, the Erasmus Centre for Entrepreneurship (ECE), with a community of more than 500 entrepreneurs, not only has a physical location where, since its opening on 1 March 2014, more than 50 start-ups have been established, but it also runs entrepreneurship programmes for start-ups, SMEs and large corporations. Indicative of EUR's strong reputation as an entrepreneurial university is the fact that the FD Gazellen Awards 2014 for the fastest growing companies in all three categories (small, medium, large businesses) went to EUR alumni.

Table 6.1 **Entrepreneurship facts**

1	With 25 researchers from ESE and RSM, the Erasmus Centre for Entrepreneurship (ECE) became the largest research centre on entrepreneurship in Europe in 2014 and the most productive in the world, according to The Author Affiliation Index (AAI).
2	Professor Justin Jansen, chair Corporate Entrepreneurship, is one of the top 200 most influential scholars (2014 Thomson Reuters Report Most Influential Scientific Minds).
3	Erasmus University was the first university in the Netherlands with a 'sports stars scheme' for promising entrepreneurial students (StEEP programme); the first four students on this scheme graduated in 2014.
4	In 2014, MSc Strategic Entrepreneurship (RSM) was ranked the best master's in entrepreneurship in the world (www.best-masters.com).
5	On 1 March 2014, Prime Minister Mark Rutte opened the ECE Campus (in Rotterdam Science Tower) as EUR's physical hotspot for entrepreneurship.
6	Through the ECE Campus, fifty start-ups were established in the Rotterdam Science Tower in 2014.
7	Dutch Centres for Entrepreneurship were established by EUR together with the University of Amsterdam, VU University Amsterdam, Utrecht University and the University of Groningen to stimulate better collaboration between universities in the field of entrepreneurship.

Two examples of successful programmes are StEEP and Get Started. The excellence course StEEP (Student Entrepreneurs Excellence Programme) forms one of EUR's best practices, where a strong reputation in research, customisation and alignment with the labour market merge. StEEP is the first 'sports stars scheme' for entrepreneurs in the Netherlands and enables promising entrepreneurial students to start a business alongside their academic studies. Due to the scheme's success (4 of the 9 participants successfully graduated in 2014), a scheme based on StEEP is now being set up by the University of Groningen. The Get Started programme offered by the Erasmus Centre for Entrepreneurship is a good example of a programme where students of all ages are taught how to start up a company and, therefore, acquire entrepreneurial skills essential to a good labour market performance.

7.

Staff

Staff

People are vital to a knowledge institution such as EUR. Both the academic staff and the people who support them in their primary processes are the cornerstone of our performance as a university. Consequently, ensuring modern employment practices is of crucial importance and a significant part of our strategy.

The Strategy for 2014-2018, **Impact & Relevance**, stipulated that the renewed HR policy was, to a large extent, to be focused on talent management. In an increasingly competitive labour market, EUR must, by 2018, be in a position to find not only talented academics but also the talented support and managerial staff that the university needs, and having found the right people it must be able to retain and develop them. Moreover, in this context, explicit attention must be paid to diversity.

To fulfil our strategic ambitions, EUR's 2014 HR policy included the following priorities:

- Integral Talent Management (ITM)
- Internationalisation;
- Diversity
- Career mobility and sustainable employability

In addition, in 2014, HR provided intensive support and guidance during a number of reorganisations within EUR, including the transition from the current Shared Service Centres to the University Support Centre. Explicit and scrupulous attention was paid to the assistance given to employees and the approach to change in respect of the new structure and new ways of working.

As well as the aforementioned priorities, other important HR themes dealt with in 2014 included acquiring the HR Excellence in Research logo, Boundless workspaces [Grenzeloos Werken], the employees' satisfaction survey, an evaluation of the P&D cycle, and the traineeship 'Rotterdam Talent 4 Erasmus'. The aforementioned priorities and themes will be explained in more detail in the following paragraphs, after which the subjects absenteeism due to illness and ancillary activities will be dealt with and, finally, data is presented about the workforce in 2014.

Integral Talent Management

Under the banner BV2013, the project Integral Talent Management was relaunched in 2014. Given the principle that excellent research and education is dependent on talent, a sound organisation and adequate support, three goals were formulated:

1. To develop and make optimum use of (HR) instruments and policy focusing on talent management;
2. To create and retain talent through stimulating leadership and providing an environment where talent can flourish;
3. To establish Talent Management Interventions directly in the faculties and SSCs, by means of pilots.

In 2014, the project group worked hard on the delivery of a number of specific products, including the vision document Talent Management with corresponding KPIs, a tool for strategic personnel planning and talent reviews, a learning curve for managers, job descriptions and educational plans, as well as policies for managing performance and conducting exit interviews.

The achievement of the aforementioned objectives will involve a (continuous) process over several years. By means of pilots and instruments, a step has been taken to create a culture focused specifically on talent development. To implement the results of the ITM Project and the corresponding changes permanently, a special role for Talent Management Lead was created within HR in 2014. Structurally establishing this new TM Lead role guarantees that continuous attention will be paid to talent management, new interventions will be regularly initiated and the policy, instruments and interventions will be managed, maintained, evaluated and, where necessary, revised.

Internationalisation

Of the 2,381 salaried employees (excl. student assistants), 19% had a nationality other than Dutch (N= 452) on the reference date 31 December 2014. In total, 64 different nationalities work at EUR.

Activities in the area of internationalism are mainly undertaken within the remit of the continuation and further development of the products and initiatives of the BV2013 project Internationalisation. These include bilingualism and the increased professionalisation of the service provided to international staff and through this the information provision and the strengthening of our international network.

Bilingualism

Following the policy decision to conduct bilingual Operational Management, all the support and management staff had a language assessment to determine their current level. Moreover, the required language level for all employees was determined on the basis of a language matrix, where the educational level required for the position played a role as well as the working environment and type of work. If a discrepancy is found between the assessed and required language levels, the employees concerned will have to follow language courses to achieve the required level. Immediately after the language assessments in 2014, a number of employees started these courses.

The professionalisation of HR Services

Further professionalisation of the service provided to international employees has been achieved through our membership of the knowledge network SOFIE (Social, Fiscal, International Service Centre) for answers to questions about tax and national insurance in an international context; this network makes it possible to answer our international employees' questions quickly and expertly. Furthermore, in 2014 a start was made on a project to digitalise application procedures for residence permits; this will both save time and improve the quality of the service.

Strengthening the international network

Time and energy has been devoted to strengthening our network; this is evidenced in the Netherlands by our participation (with other universities) in the VSNU project positioning Dutch universities in the international labour market. The further development of our unique app (used by employees to get customised advice about the formal procedures to be followed when they first arrive in the Netherlands) into a national app is one of the activities being pursued. A network has also been built up in Rotterdam which, amongst other things, resulted in the first Expat Fair in Rotterdam; EUR was one of the most important sponsors of this event. In a European context, EUR has become a member of the Euraxess network, and the university now acts as a local contact point for researchers wishing to settle in Rotterdam.

Diversity

A diversity of talent is invaluable in providing excellent education and research. The greater the diversity in perspectives, cultures, insights, knowledge and experiences, the more innovative and creative EUR's education and research will be. EUR, therefore, aims to have a diverse workforce in the broadest sense of the word and to create a culture in which these diversely talented people feel at home and can excel. In order to acknowledge, recognise, appreciate and correctly deploy a wide range of talented people, EUR has developed an extensive diversity policy. The focus of this policy is to increase the number of female scholars. This specific category requires attention due to the lack of women in the higher echelons of academia.

Performance agreements and monitoring

In 2014, covenants were concluded with every faculty/institute containing target figures in respect of diversity. The steering group oversees these target figures. In 2014, HR developed its own monitor, both EUR-wide and per faculty, which will provide insight into the numbers and consequently the progress being made in the area of gender diversity.

Erasmus Network of Female Professors (ENVH)

In 2014, network lunches were held for female professors and associate professors. The purpose of the lunches was to increase the network of female scholars as well as to provide an opportunity to share knowledge and career experiences. In addition, all EUR's employees were invited to a substantive meeting on the subject of Talent Management & Diversity.

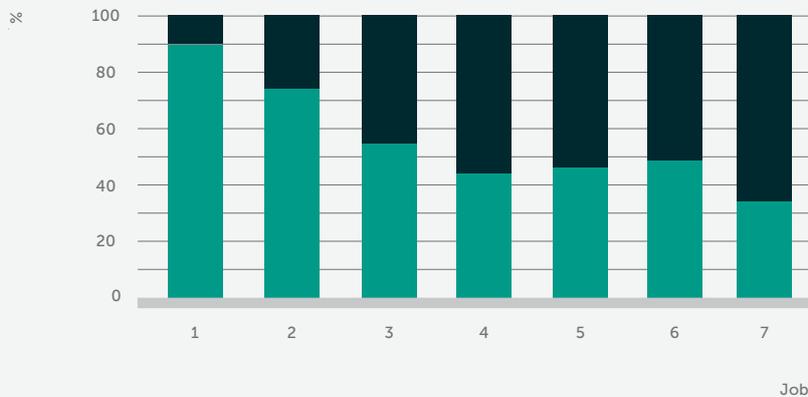
Exemption from teaching duties after pregnancy

A further measure to retain more female academics is the exemption from teaching duties after pregnancy. The combination of teaching and childcare during maternity leave and upon return to work can result in a backlog of research (output). To enable these female scholars to catch up, € 15,000 per person is made available. This allowance can fund replacement teaching staff, making time available for research. With this measure the EUR intends to improve its ability to retain talented female academics and encourage their progression in the long term. Eight women made use of this scheme in 2014. They particularly appreciated our recognition of the impact of pregnancy. In addition to the initiatives and measures outlined above, EUR also runs a Career Development Programme for senior female associate professors.

Charting gender diversity

Compared to 2013, the composition of the workforce in respect of the male/female ratio changed slightly in 2014; 47.8% of the workforce was male (this was 48.7 % in 2013), and 52.2% female (51.3% in 2013). There was a slight increase in the percentage of female ordinary professors (+0.4%), associate professors (+1.1%) and assistant professors (+1.7%). The largest difference was visible in the male/female ratio of ordinary professors. In this workforce category 10.0% are female. In the categories other academic personnel, PhDs, student assistants and support and management staff, women are in the majority.

Figure 7.1 Male/female ratio per job



Female	Male
1 professors	5 PhD students
2 associate professors	6 student assistants
3 assistant professors	7 support & management staff
4 other academic staff	

Ratio of male/female employees in each salaried position excluding Erasmus MC (reference date: 31 December 2013)

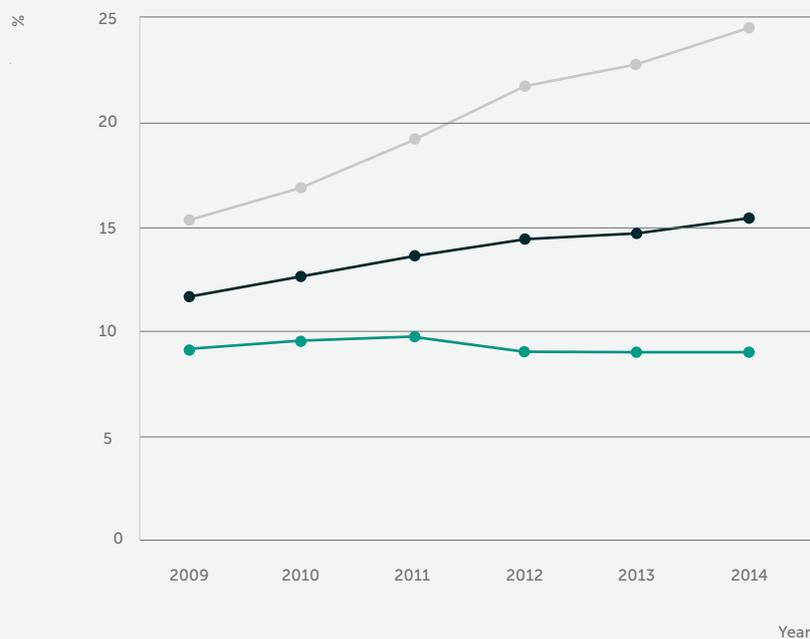
If account is taken of all the professors (salaried and unsalaried, endowed and ordinary professors, EUR and Erasmus MC), there was an increase of six professors. The total percentage of female professors rose by 0.7% to 15.5% due to an increase in the number of female endowed professors whose percentage rose from 22.8% in 2013 to 24.6% in 2014. The percentage of female ordinary professors remained more or less the same (table 1 and graph 2).

Table 7.1 Number of professors

faculty	professors			endowed professors			total		
	male	female	total	male	female	total	male	female	total
ESE	45	0	45	10	2	12	55	2	57
RSM	30	2	32	7	0	7	37	2	39
FGG/ Erasmus MC	85	7	92	86	27	113	171	34	205
iBMG	8	2	10	5	3	8	13	5	18
ESL	35	5	40	14	8	22	49	13	62
FSW	26	3	29	11	4	15	37	7	44
ESHCC	9	4	13	12	2	14	21	6	27
FW	4	0	4	5	3	8	9	3	12
ISS	12	2	14	0	0	0	12	2	14
Subtotal									
EUR	169	18	187	64	22	86	233	40	273
FGG/ Erasmus MC	85	7	92	86	27	113	171	34	205
Total	254	25	279	150	49	199	404	74	478
EUR	90.4%	9.6%		74.4%	25.6%		85.3%	14.7%	
FGG/ Erasmus MC	92.4%	7.6%		76.1%	23.9%		83.4%	16.6%	
% Total	91.0%	9.0%		75.4%	24.6%		84.5%	15.5%	

Number of professors (in persons) according to gender, per faculty, salaried and unsalaried (reference date 31 December 2014)

Figure 7.2 Percentage of female professors



Professors Total Endowed professors

Percentage of female professors, salaried and unsalaried and EUR & Erasmus MC. (reference date: 31 December 2014)

HR Excellence in Research Logo

In 2014, EUR was awarded the HR Excellence in Research Logo, an initiative of the European Commission. EUR believes it is important to offer its researchers an optimal research environment, and being awarded this logo is evidence of our continued efforts and attention to this point. The logo is awarded on the basis of the submission of an action plan containing both policy and practice-related improvements which focus specifically on researchers. Identified problem areas arose from practical research as well as an analysis of legislation and regulations. The logo is a useful addition to our labour market profile and advantageous when applying for European subsidies.

Boundless Workspaces

As previously mentioned, EUR deems it important to employ modern employment practices. Within EUR the term 'Boundless Workspaces' is the collective term for initiatives which aim to stimulate working 'Anytime, Anyplace and Anyhow'. A project group consisting of employees from the SSCs ICT, EFB and HR&F compiled a framework document in the form of a reference work. The purpose of this framework document is to offer opportunities/solutions (within the prevailing parameters) for different ways of working whenever this is required within the organisation (or departments). While compiling this framework document, a number of subjects or facilities were identified which will require revising, renewing or a totally new policy (e.g. telephony, working at home and working hours) if other ways of working are to be achieved.

Employee satisfaction survey

In 2014, the level of employee satisfaction was measured again. 45% of the employees participated in the survey. In all aspects of the employee survey, EUR had a satisfactory score. The overall level of employee satisfaction was 7. However, compared to the 2011 results, the scores had fallen slightly. Noticeably, employees awarded lower scores to their experiences in respect of opportunities to work efficiently, increased work pressure and the feeling of being appreciated and involved with EUR. To ensure these results improve in future, various activities and projects are being conducted at team, departmental and organisational level.

Evaluation of the Performance and Development cycle

In 2010/2011, the EUR-wide Performance and Development cycle (P&D cycle) was introduced. The P&D cycle replaced performance reviews. The reason for the change was that EUR wanted to employ a better instrument to ensure optimal use was being made of the talent available and to give direction to the development of its employees. In the year under review, EUR evaluated the current P&D methodology in respect of efficiency and effectiveness. The result of the survey showed there was a fundamental difference in how support and management staff (OBP), on the one hand, and academic staff (WP), on the other, apply and experience the P&D cycle. On the basis of the results of the evaluation, a start has been made to improve the P&D cycle. The focus will be on its application and range of instruments. Further details will follow in 2015.

Traineeship Rotterdam Talent 4 Erasmus

Since 1 November 2014, fifteen alumni have been following a training programme newly set up by EUR. The traineeship was set up on the instructions of the Executive Board and is the responsibility of Erasmus Research and Business Support (ERBS). Its objective is to prepare participants to cope with life after university quickly and successfully. In addition to professionalisation, the focus of the course is on career development in either the business world or the public sector. As a socially involved university, EUR hopes this course will help it play an active role in the issue of unemployment (of young people). In addition, the programme is linked to the continued evolution of EUR's Operational Management. For a two-year period, the trainees work on two assignments for the benefit of this organisational evolution.

Absenteeism due to illness

The sick leave percentage remained more or less the same (2.77% in 2013 to 2.76% in 2014). However, an increase in the level of sick leave was visible among the academic staff (+0.29%), while this percentage fell among the support and management staff (-0.37%). The average duration of sick leave rose slightly from 14.17 days in 2013 to 14.77 days in 2014. The sickness notification frequency per person fell slightly from 0.99 in 2013 to 0.57 in 2014. As in previous years, academic staff were absent for longer than the support and management staff. The percentage of non-sick staff rose from 64.68% in 2013 to 67.54% in 2014.

Table 7.2 Absenteeism due to illness in 2014

Sick leave percentage	
Personnel category	
Academic staff	1.86
Support and management staff	3.87
Academic staff plus support and management staff	2.76

Average sick leave duration in days

Personnel category	
Academic staff	18.44
Support and management staff	13.35
Academic staff plus support and management staff	14.77

Sickness notification frequency (average number of sickness notifications per person)

Personnel category	
Academic staff	0.35
Support and management staff	0.75
Academic staff plus support and management staff	0.57

Percentage of non-sick personnel

Personnel category	
Academic staff	74.06
Support and management staff	62.07
Academic staff plus support and management staff	67.54

Ancillary activities

Academic integrity is one of EUR's priorities. However, linking science and practice, valorisation, is also an important theme to which EUR pays considerable attention, and the ancillary activities which employees undertake parallel to their work at EUR are part of this. Undertaking ancillary activities is valuable to the development of EUR employees and, therefore, to the university itself. But it is of paramount importance that this work is in no way contrary to the interests and integrity of EUR. Consequently considerable attention was paid to this subject in 2014. Ancillary activities are a fixed item on the administrative agenda and included in the Staff P&D form. More stringent rules governing ancillary work have been laid down in the Ancillary Activities Regulation and all EUR academic personnel are required to report their ancillary activities in the register of ancillary activities. In addition, we are currently working to improve the permission and registration process as well as the online publication of ancillary activities.

Redundancy pay

The preservation of existing jobs is the cornerstone of our social policy. Therefore, the allocation of unemployment benefit/redundancy pay and the management of costs form part of the CLA for Dutch universities, and extensive efforts must be made to reinstate a staff member before he or she can be dismissed.

Making employees redundant requires a decision by the Executive Board. Whenever there is intent to reorganise, Erasmus University must follow the university's agreed reorganisation code, which includes consultations with the participation councils. Non-compulsory dismissals with unemployment benefit/redundancy pay (i.e. legal termination with respect to temporary contracts) include the obligation to check if other work is available. This obligation is less stringent than the obligations regarding compulsory redundancy.

Performance agreement with the government

EUR reached agreement with the Ministry of Education, Culture and Science to achieve a generic overhead rate of 19.9% at the end of 2015. The measurement is calculated as a percentage of total FTEs. The percentage was 21.4% compared to a national average of 19.90% on 31 December 2010 (baseline assessment).

However, the measurement cannot only be made on the basis of the institution's HR administration, where job descriptions are compiled in accordance with the HAY classification. On the basis of HR registration, a subdivision can be made between Support and Management Staff and Academic Staff, but no 1:1 match can be made with the Berenschot

classification of generic overheads, R&D overheads and, primarily, the performance agreement. This requires an additional interpretation.

From 2010 up to 2014 inclusive, EUR measured the generic overheads annually by estimating the number of FTEs at the end of the year using the Berenschot classification. This involved a certain degree of subjectivity. However, after evaluating the figures over the past few years, it was concluded that the overhead trend is reasonably consistent. The measurements demonstrated that on EUR level (not, therefore, on the level of the underlying unit) a standard classification can be made of the specific job descriptions on the basis of the figures for 2010, 2011 and 2012.

Consequently, in 2013, EUR decided that, in addition to the original way of measuring, it would introduce the standard classification as an alternative form of measurement. In order to be consistent, EUR is considering using the standard classification per job category when determining overheads in future. The advantage of this methodology is that, at all times, an overhead percentage can be calculated objectively on the basis of the HR administration. This will enable more frequent and consistent measurements to be made.

The table below shows the generic overhead percentage for the years 2010-2014 based on both the original methodology (annual figures) and the alternative methodology (standard classification). The table demonstrates that generic overheads have fallen.

Table 7.3 Generic overheads

	annual figure	three-year average
End of 2010	21.4 %	21.4 %
End of 2011	21.1 %	21.3 %
End of 2012	21.0 %	20.8 %
End of 2013	21.1 %	20.6 %
End of 2014	19.9 %	20.4 %

Until now, EUR has classified all Marketing & Communication activities as a generic overhead. However, this does not conform to the policies of other universities. For the moment EUR will - for reasons of consistency - maintain this classification, but alignment with common practice in the sector is deemed desirable.

EUR has undertaken to achieve the performance agreement and the overhead standards. Originally, this was deemed an ambitious but feasible objective within the context prevailing at the time the agreements were made. Since then various retrenchments have been imposed resulting in reduced staffing levels in the primary process. Consequently, the ratio support staff – academic staff has changed. Despite the reduction in the number of support staff, the overhead share has risen, making it more difficult for the performance agreement to be achieved.

Moreover, attempting to achieve the overhead standard in the short term is neither socially nor economically responsible. EUR should adequately support its personnel to move from job to job. In addition, the compulsory redundancy of personnel in the university world is a costly affair, as universities bear the cost of their own redundancy schemes. In certain circumstances, it is therefore necessary and sensible to retain employees' services longer and/or allow them to serve out their contracts. As far as overhead standard calculations are concerned, retaining staff is disadvantageous as the measurement departs from the number of FTEs employed at the end of the year.

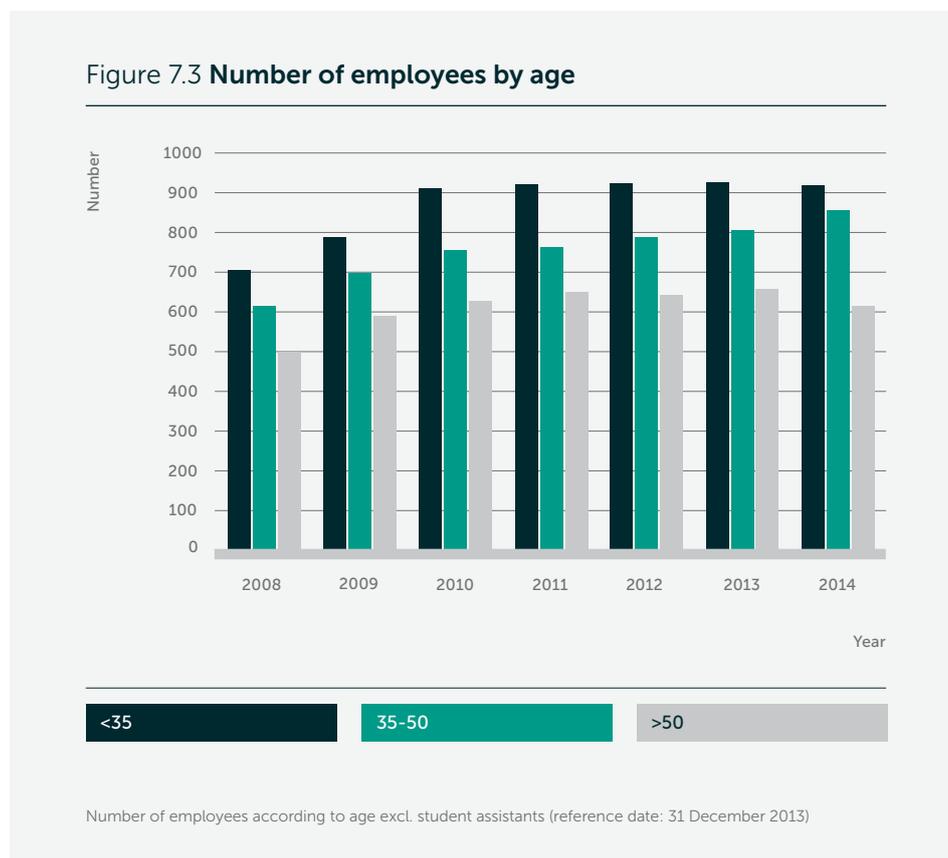
To provide insight into which employees are to be made redundant but are - for social-economic reasons - still employed, EUR places these employees in a separate administrative organisational unit. It has, furthermore, been discussed with the Review Committee that, in future, the FTEs in this unit will not be included in the calculation of the overhead standard in the performance agreement.

Workforce 2014

The following table presents the total workforce in 2014 according to age, number of employees and FTEs.

Age

EUR's workforce consists of a large number of staff (916 employees) under the age of 35 (excluding student assistants). In 2014, the number of employees between 35 and 50 years of age (+49 persons) increased while the number older than 50 (-41 persons) fell (see graph 3). The percentage of employees younger than 35 is 38.5%, between 35 and 50 it is 35.8%, while the percentage of employees over 50 years of age is 25.7%.



Workforce in numbers of employees and FTEs

On the reference date 31 December 2014, a total of 2,823 people were employed by EUR (table 3). Compared to 31 December 2013, this was an increase of six employees. The total number of jobs expressed in full-time equivalents was 2,087.3 (table 4). These figures exclude employees employed by Erasmus University Rotterdam Holding BV (EUR Holding) and Erasmus MC. EUR Holding, consisting of seventeen operating companies and 278 salaried employees (reference date: 31 December 2014), and both RSM BV and Erasmus Sport BV form part of the organisational framework of Erasmus University Rotterdam; however, they all have their own structure and principles.

Table 7.4 Total number of people employed by EUR

(ref. date: 31 December 2014)

		Professors	Associate professor	Assistant professor
Staff dept.	male	0	0	0
SSCs	female	0	0	0
SSO	total	0	0	0
UL	male	0	0	0
	female	0	0	0
	total	0	0	0
ESE	male	36	26	50
	female	0	3	28
	total	36	29	78
RSM	male	30	42	46
	female	2	10	22
	total	32	52	68
FGG/Erasmus MC	male	0	0	0
	female	0	0	0
	total	0	0	0
iBMG	male	8	9	13
	female	2	6	21
	total	10	15	34
ESL	male	32	19	18
	female	5	14	15
	total	37	33	33
FSW	male	25	30	17
	female	3	13	21
	total	28	43	38
ESHCC	male	8	6	13
	female	3	0	18
	total	11	6	31
FW	male	4	7	5
	female	0	1	1
	total	4	8	6
ISS	male	10	7	11
	female	2	2	14
	total	12	9	25
EUC*	male	0	2	0
	female	0	2	2
	total	0	4	2
Total #	male	153	148	173
	female	17	51	142
	total	170	199	315
Total %	male	90.0%	74.4%	54.9%
	female	10.0%	25.6%	45.1%

* All the EUC employees had a temporary contract on 31 December 2014 with the General Management Directorate, as of March 2015, these employees will be employed by FSW.

Professors of FGG/Erasmus MC are appointed by the EUR's Executive Board, but are employed by Erasmus MC

Other Academic staff	PhD Students	Student assistants	Support and management staff	Total
0	0	14	196	210
0	0	8	244	252
0	0	22	440	462
0	0	0	37	37
0	0	3	47	50
0	0	3	84	87
0	43	116	15	286
0	31	67	55	184
0	74	183	70	470
24	51	39	33	265
22	41	56	95	248
46	92	95	128	513
0	0	0	0	0
0	0	0	0	0
0	0	0	0	0
14	7	1	7	59
13	26	14	24	106
27	33	15	31	165
44	21	23	18	175
73	27	34	59	227
117	48	57	77	402
33	27	6	13	151
71	42	18	41	209
104	69	24	54	360
31	10	5	0	73
19	16	11	31	98
50	26	16	31	171
6	3	7	2	34
1	2	5	4	14
7	5	12	6	48
5	0	2	9	44
2	2	3	29	54
7	2	5	38	98
7	0	2	5	16
6	0	7	14	31
13	0	9	19	47
164	162	215	335	1,350
207	187	226	643	1,473
371	349	441	978	2,823
44.2%	46.4%	48.8%	34.3%	47.8%
55.8%	53.6%	51.2%	65.7%	52.2%

Table 7.5 Total number of full-time positions (FTEs) at EUR

(ref. date: 31 December 2014)

		Professors	Associate professor	Assistant professor
Staff dept.	male	0.00	0.00	0.00
SSCs	female	0.00	0.00	0.00
SSO	total	0.00	0.00	0.00
UL	male	0.00	0.00	0.00
	female	0.00	0.00	0.00
	total	0.00	0.00	0.00
ESE	male	26.60	19.80	47.29
	female	0.00	2.40	25.80
	total	26.60	22.20	73.09
RSM	male	24.70	38.13	43.50
	female	2.00	9.60	21.60
	total	26.70	47.73	65.10
FGG/Erasmus MC	male	0.00	0.00	0.00
	female	0.00	0.00	0.00
	total	0.00	0.00	0.00
iBMG	male	6.27	7.15	12.40
	female	1.20	5.20	19.00
	total	7.47	12.35	31.40
ESL	male	17.30	14.09	13.60
	female	3.20	11.30	12.90
	total	20.50	25.39	26.50
FSW	male	19.30	25.97	13.80
	female	2.00	10.00	16.85
	total	21.30	35.97	30.65
ESHCC	male	5.90	5.90	12.14
	female	1.99	0.00	17.25
	total	7.89	5.90	29.39
FW	male	2.80	6.10	4.84
	female	0.00	1.00	1.00
	total	2.80	7.10	5.84
ISS	male	8.88	7.00	10.64
	female	2.00	2.00	14.00
	total	10.88	9.00	24.64
EUC*	male	0.00	2.00	0.00
	female	0.00	2.00	2.00
	total	0.00	4.00	2.00
Total #	male	111.75	126.14	158.21
	female	12.39	43.50	130.40
	total	124.14	169.64	288.61
Total %	male	90.0%	74.4%	54.8%
	female	10.0%	25.6%	45.2%

* All the EUC employees had a temporary contract on 31 December 2014 with the General Management Directorate, as of March 2015, these employees will be employed by FSW.

Professors of FGG/Erasmus MC are appointed by the EUR's Executive Board, but are employed by Erasmus MC

Other Academic staff	PhD Students	Student assistants	Support and management staff	Total
0.00	0.00	4.20	182.77	186.97
0.00	0.00	2.10	197.44	199.54
0.00	0.00	6.30	380.21	386.51
0.00	0.00	0.00	33.26	33.26
0.00	0.00	0.85	34.50	35.35
0.00	0.00	0.00	67.76	68.61
0.00	42.80	24.30	13.05	173.84
0.00	29.90	15.50	41.21	114.81
0.00	72.70	39.80	54.26	288.65
20.00	50.60	8.80	31.10	216.83
19.25	40.80	11.00	76.76	181.01
39.25	91.40	19.80	107.86	397.84
0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00
11.57	7.00	0.40	7.00	51.79
10.60	25.60	3.60	19.97	85.17
22.17	32.60	4.00	26.97	136.96
31.44	20.30	7.80	15.55	120.08
45.63	26.40	10.90	45.98	156.31
77.07	46.70	18.70	61.53	276.39
23.58	26.40	1.75	12.40	123.20
41.67	40.60	3.75	33.68	148.55
65.25	67.00	5.50	46.08	271.75
12.85	8.30	1.30	0.00	46.39
9.00	13.58	2.30	25.47	69.59
21.85	21.88	3.60	25.47	115.98
4.00	2.80	1.15	2.00	23.69
1.00	1.40	1.30	3.40	9.10
5.00	4.20	2.45	5.40	32.79
4.30	0.00	0.35	7.77	38.94
1.05	2.00	0.60	20.00	41.65
5.35	2.00	0.95	27.77	80.59
4.68	0.00	0.40	3.20	10.28
4.80	0.00	1.80	10.35	20.95
9.48	0.00	2.20	13.55	31.23
112.42	158.20	50.45	308.10	1,025.27
133.00	180.28	53.70	508.76	1,062.03
245.42	338.48	103.30	816.86	2,087.30
45.8%	46.7%	48.8%	37.7%	49.1%
54.2%	53.3%	52.0%	62.3%	50.9%

8



Facilities

Facilities

The University Library

Service provision

Academic information is the basis of knowledge. The University Library (UL) helps researchers and students find, create, manage and share information. Students see the UL as a meeting place, and the house rules have been amended to encourage this. Eighty new study places have been added and, since 1 January 2015, it has been open on Friday evenings until midnight, which means it is now open a hundred hours a week.

At the time of writing, the preparations for the UL renovation are well under way. After the provisional draft design was presented in the summer the final design was delivered at the end of the year. The renovated UL should be ready for use at the start of 2017.

Collection

The digitisation trend continued in the development of the collection. Licences are negotiated in a national context, and EUR is actively cooperating to facilitate open access to academic information. In 2014, 2.5 million publications were downloaded from our own repository.

In preparation for the renovation, the paper collection was, on the one hand, rationalised while, on the other, the UL is expanding its facilities for the use of research data and a new area is being equipped where people can work with financial datasets.

Research support services

In the summer of 2014, the Research Support Office (RSO) was set up in the UL. The RSO will support faculties in applying for subsidies and manage data. After a successful tender process, a start was made on the introduction of a new research information system, which will be in use by the first half of this year.

Culture and Science

Studium Generale Erasmus

The primary function of Studium Generale Erasmus is to contribute to the broad academic, social and cultural development of EUR students. In so doing, it makes a link between academic and social issues from an independent and objective point of view and between EUR's programmes and the offer of programmes available in the city. To this end, SG Erasmus organises public programmes for EUR students and other interested parties and offers activities for and by EUR students which stimulate the (active) development of talent and the (passive) development of culture.

In order to achieve a good balance between substantive quality and the widest possible reach, SG Erasmus selects the most appropriate form of activity: lecture, debate, cultural course, event, performance, coaching & guidance, etc.

Developments in 2014

2014 saw the introduction of the 'The week of the faculty', during which faculties organised a number of programmes jointly. Under the umbrella of this programme, SG Erasmus organised a Philosophy week with, inter alia, Professor Dick Swaab and Professor Willem Schinkel, and a Medical week which, inter alia, showed a film of an autopsy. This was a successful formula which will be repeated in 2015.

Erasmus Studio, the monthly talk show about science and current affairs, with interviews, mini-lectures and live music, held in the Rotterdam Schouwburg, is attracting an increasing audience (average attendance a hundred). Erasmus Studio can now also be viewed through Open Rotterdam and, as it is recorded, missed episodes can be watched later (approx. 2,700 views per edition).

Erasmus Pavilion is a permanent location for the majority of events held on the campus Woudestein. Each month, theatre, music and cinema performances are held there, during which both students and professionals can be seen on the stage. In addition, the Pavilion hosts both lectures and debates. In the campus grounds, open air cinema and various music performances provide entertainment. Both locations have proved to be an asset for SG

Erasmus and have increased the number of visitors attending campus events. SG Erasmus contributed to the setting up of an extra-curricular programme for the first intake of EUC students. Since the start of the academic year 2014-2015, the student association EUC has taken over the programmes, and the majority of programmes are now accessible to international students.

Partnership

SG Erasmus worked with many organisations in 2014. These partnerships produced high-quality and well-attended programmes and activities. Within EUR, partnerships were formed between faculty and student associations, as well as university faculties and departments. Outside EUR, SG Erasmus linked up with organisations such as the Arminius (Denkcafé), the Rotterdamse Schouwburg (Erasmus Studio), the SKVR (courses) and the Rotterdam Podium institutions. SG Erasmus also supported cultural student associations (such as Rotterdamsch Schoon, the RSO and StuKafest).

Visitor figures

In 2014, SG Erasmus (jointly) organised 118 programmes, attracting 10,760 visitors, 70% of them students. In addition, 120 students took one of the eight courses on offer, and 720 people attended 24 of the performances offered by Rotterdam Podium institutions. Also worthy of note was the large number of online visitors to Erasmus Studio's episodes page (25,000 views).

Art Affairs

The Department of Art Affairs is responsible for Erasmus University's art policy and the management of its collection of about 1,700 works of art. In the summer of 2014, the department was devastated by the death of its two employees in a traffic accident during a business trip. An interim curator is continuing their work.

Preparations

Preparations to compensate for the removal of Petri's large outdoor art work in 2010 continued in 2014. It is anticipated that this new art work will be sited on campus in 2015. Moreover, in the year under review, preparations for a new art work on the five back walls of the Polak building were completed. This work will be exhibited in 2015, when the new building is opened for use. In 2014, Art Affairs also prepared to take on the management and maintenance of the artworks in the UL, which will be temporarily closed in 2015 due to its large-scale renovation.

A private collector has donated 33 graphic works to EUR. These works, including a large number of Luceberts, are a wonderful supplement to the current collection and will be exhibited in the Erasmus Gallery in 2015.

Exhibitions

Exhibitions of EUR's private collections can be seen in the Erasmus Gallery. Wherever possible, the premise is to link exhibitions with the programme content of other EUR organisations and, therefore, present academia and art in unison. The following exhibitions were arranged in 2014:

- In the Milky Gloom of 5 a.m. – Rinus Van de Velde
To celebrate the acquisition of the artwork at the entrance to the Erasmus Gallery. The opening was in collaboration with the EFR Business Week.
- Organising Control & Order – Adams & Van Rhoon
In collaboration with RSM due to the research project COMPOSITION.
- PLANEET RUSLAND (Planet Russia) – Jeroen Bodewits
- One of two employees who died in the accident was himself an artist and Art Affairs organised an exhibition of his work.
- Indonesia Today and Yesterday – Charlotte Schleiffert
- To celebrate the acquisition of the artwork in de Van der Goot building (ground floor).

Heritage and commemorative medals

The university's heritage is housed in the Stichting Universitair Historisch Kabinet (SUHK) and also includes the collection of economy-related medals in the Netherlands (NEPK). In 2014 the collection grew by 65 pieces - 21 being gifts and two loans - to almost two thousand pieces. SUHK received a bronze bust of Professor Johan Witteveen as a gift.

Campus Woudestein

In 2014, the second phase of the campus renovation, Campus in Development II, was continued. The extension of the Institutenlaan under the Sanders Building provided an open link to the Tinbergen Plaza. In January, the new catering locations, Erasmus Food Plaza and mini-supermarket Spar, with the underpass from the Sanders Building, were opened. With six restaurants and the mini-supermarket Spar, the campus food court offers international catering. In the year under review the first customer satisfaction survey was carried out. Both the restaurants and the mini-supermarket scored highly. The International Student Barometer showed that, in the field of catering, EUR scored better than any other Dutch universities. Due to the campus renovations, the university will also acquire more offices and, in January, use was first made of open workspaces. The Faculty of Social Sciences moved into the Mandeville Building – floors T15 – T17.

Units of SSC ICT, SSC HR&F and the University Library took up residence in H3 of the Tinbergen Building and, in the autumn, the Erasmus School of History, Culture & Communication became the occupants of floors M5 – M8 of the Van der Goot Building. The renovation of two floors of the Bayle Building started in October and the construction of the Polak Building started in May, with the highest point being reached halfway through December.

The new multifunctional building in the Erasmus Plaza will offer students a large number of study areas, and the modern teaching/education areas will cater for both today's and tomorrow's educational requirements.

Due to high water levels, the construction of the second phase of the parking garage came to a standstill after the piling in February. However, in September the work recommenced and extra piles were inserted. The garage is expected to be put into use at the beginning of 2016.

Procurement and European tendering within EUR

EUR is working hard to professionalise its procurement and contract management. In that context, several European invitations to tender were successfully completed in 2014, and framework agreements concluded for:

- Servers and storage;
- Workspace equipment;
- Cleaning;
- Translation services;
- Office furniture;
- RIS;
- Online marketing;
- Agency staff;
- Performance-related maintenance and management.

In addition to the completed European tendering processes, essential procurement advice was sought for private procurement processes. A number of projects were also delivered in 2014, such as the establishment of a contracts register, the cleaning up of the spend analysis tool, and the enquiry into the European tendering status of the BVs in EUR Holding.

Corporate Social Responsibility

Erasmus University Rotterdam is becoming more sustainable and, in all kinds of areas, a great deal of attention is paid to corporate social responsibility (CSR). We are doing this both by making our Operational Management more sustainable and by making our staff and students more aware of, and enthusiastic about, their role in society.

Education & Research

In 2014, a start was made on the Erasmus Honours Programme Grand Challenges: a new addition to the honours portfolio with as its central themes Sustainability, Responsibility & Leadership. All 75 students following the Erasmus Honours Programme went on an 'Existential Sustainability' excursion. In May, Erasmus University hosted the symposium Education of the Heart, the purpose being to exchange educational innovations linking heads, hearts and hands and to offer this subject a stage. The guests included a large number of inspiring educational innovators and scholars, such as the Tibetan Dalai Lama, who shared his view of the importance of education with an audience of more than 600.

In September, Erasmus University, together with sixty Dutch companies and social organisations, signed the 'Charter on the role of business, civil society and cross-sector partnerships in the Post-2015 Development Agenda.' This charter emphasises the importance EUR attaches to developing objectives which contribute to a sustainable society through joint and cross-sectoral partnerships.

In addition, the academic staff established the Erasmus Impact Network, its aim being to exchange sustainability knowledge and expertise as well as share an interest in research. This 'for-and-by' network meets every two months.

Awareness and communication

In 2014, the campus Woudestein paid considerable attention to important sustainability themes, in addition to numerous faculty and student initiatives. Through creative campaigns, attention was paid to energy-saving (e.g. Warm sweater day and Earth Hour), refuse (Green Petes encouraged people to clear up rubbish), and nutrition (through the introduction of a Meat Free Monday, in collaboration with all the caterers, and by holding a symposium about the role and responsibility of the catering industry in the achievement of a more sustainable society). EUR also hosted the Dutch premiere of the documentary Cowspiracy.

In September, Erasmus4Rotterdam, an initiative set up for the university's one hundredth anniversary with the aim to stimulate and enable as many students and employees as possible to give something back to the city by undertaking community services, proudly presented a cheque for 65,476 hours of voluntary work to the Mayor, Mr. Aboutaleb. The platform Erasmus4Rotterdam intends to carry on after the end of the anniversary year, and hopes to increase the number of hours of community services it gives to the Rotterdam community each year. In addition, since 2014, EUR has had an official partnership with the Laluz City Program Rotterdam. This programme aims to make use of professional knowledge and expertise to help voluntary organisations in Rotterdam operate optimally. EUR offers employees the chance to develop professionally and personally in different working environments. In 2014, twelve employees, in cooperation with other professionals working in Rotterdam, worked intensively for five voluntary organisations for four months (a number of hours per week).

In 2014, a budget was made available for the establishment of an Erasmus Sustainability Hub. Sited at a central location on the campus Woudestein, this hub is to link all the sustainability initiatives of the Erasmus community facilitating co-creation and scaling up sustainability.

Operational Management

Within the context of EUR's sustainability ambition, laid down in, inter alia, the multi-year agreement MJA 3, also in 2014 a number of sustainability measures were applied at renovation and construction projects on campus, the aim being to arrive at a sustainable multi-year maintenance plan. Moreover, ample opportunity was given to the introduction of energy savings measures.

EUR's electricity usage in 2014 was entirely covered by the procurement of Dutch wind energy. In addition, we generated a small amount ourselves by putting solar panels on the Theil Building and the Erasmus Pavilion.

Together with the Rotterdam municipality, we concluded a covenant 'Covered Roofs' to achieve more green sedum on the campus roofs.

For the third time, EUR took part in SustainaBul; this is an initiative of the Students for Tomorrow Organisation which classifies Dutch universities and colleges according to sustainability. EUR finished in seventh place.

Career mobility and sustainable employability

As an employer, EUR deems it important for its employees to work well and be motivated and healthy. Whether this relates to an employee being in the correct position, or in situations of threatened unemployment, paying attention to work is vital. Not only from the perspective of good employment practices, but also from legislative or CLA obligations, EUR wants to focus on its employees' sustainable employability and mobility. To this end, a project has been set up in which the themes career mobility and sustainable employability are embedded. In 2014, the focus was mainly on supporting movement from job to job. The term 'from job to job' (van-werk-naar-werk) refers to the efforts which both employers and employees must make to avoid (the threat) of unemployment. These efforts can involve help with looking for vacancies, submitting applications, networking, following training courses and a personal discussion about career opportunities. To coordinate and supervise this process, EUR has created the position Case Manager Work.

9.

**Financial
annual report**

Financial annual report

General

The financial and economic policy of Erasmus University Rotterdam is focused on safeguarding the continuity of the business processes in a financial sense. A balanced distribution of resources, structurally sound budgets and healthy liquidity and solvency are important conditions. Deficits may only be according to plan and of a temporary nature. This policy has resulted in Erasmus University Rotterdam being in a sound operational and financial position at the end of 2014.

Cutbacks on the part of the Dutch government in combination with a declining project portfolio and the rising costs of housing and miscellaneous infrastructure imposed a strain on the university's operations in 2013. It was calculated that without appropriate measures being taken, Erasmus University Rotterdam would end up with a structural deficit of € 13 million. In part to make the funding of new strategic initiatives possible, budgetary reductions and adjustments were announced at the start of 2014. A range of restructuring processes and improvement measures were translated into concrete plans and implemented in the year under review.

The policy pursued contributed to the realisation of a positive net result of € 3.6 million, while a deficit of € 8.8 million had been budgeted for. This improvement compared to the budget was mainly due to a higher Government Grant and income from tuition fees, but also due to less being spent on projects and legal measures.

Compared to 2013, there has been a slight improvement in the results of € 1.0 million, mainly due to an increase in government funding (government grant and tuition fees) in combination with cost controls. Erasmus MC's R&D result also improved significantly when compared to 2013.

Table 9.1 **Statement of income and expenditure**

M€	Result 2014	2014 Budget	Result 2013
Government Grants	251.4	245.3	247.5
Tuition and course fees	85.3	83.8	81.8
Miscellaneous income	203.2	216.1	217.9
TOTAL INCOME	539.9	545.2	547.2
Staff costs	363.8	362.7	361.2
Depreciation	29.7	24.4	23.6
Housing costs	29.7	38.9	29.9
Miscellaneous expenditure	109.2	121.6	129.3
TOTAL EXPENDITURE	532.4	547.6	544.0
Balance of income and expenditure	7.5	-2.4	3.2
Balance of financial income and expenditure	0.2	1.1	0.3
RESULT	7.7	-1.3	3.5
Erasmus MC share	4.1	7.5	0.9
NET RESULT	3.6	-8.8	2.6

Table 9.2 **Balance sheet**

M€	Result 2014	2014 Budget	Result 2013
Intangible fixed assets	8.0	6.2	6.2
Tangible fixed assets	214.6	239.9	201.8
Financial fixed assets	4.1	4.3	4.8
Total fixed assets	226.7	250.4	212.8
Stocks	0.1	0.1	0.1
Receivables	31.6	14.8	32.8
Securities	0.0	32.3	0.1
Cash and bank	101.2	77.4	113.0
Total current assets	132.9	124.5	146.0
TOTAL ASSETS	359.6	374.9	358.8
Equity	235.4	222.8	231.8
Provisions	23.4	25.6	19.2
Long-term liabilities	0.3	0.6	0.6
Current liabilities	100.5	125.9	107.2
TOTAL LIABILITIES	359.6	374.9	358.8

The turnover in 2014 was lower than both the 2013 turnover and the 2014 budget. EUR's aim is to achieve a more balanced income mix less dependent on government funding. However, this trend is not, as yet, visible in the 2014 financial statements. In fact government funding appears to be prevailing and even growing. The increase in the Central Government Grant is mainly due to the allocation of extra resources for higher national student numbers and for the 2013 inflation compensation in the NOA agreement. The research grants and contracts income also declined significantly, particularly at Erasmus MC. There was a slight improvement in the NWO turnover (excluding ZonMW) but the EU turnover at 4,2% of the total income remained well below the target of 7%.

Figure 9.1 **Income 2011-2014**

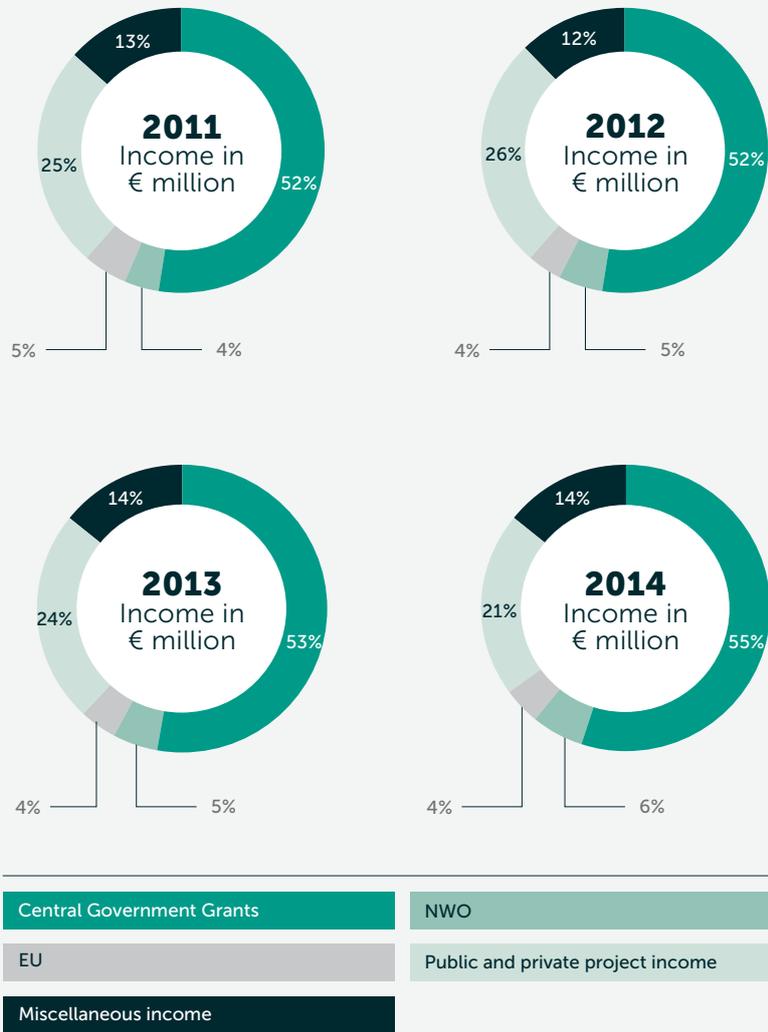
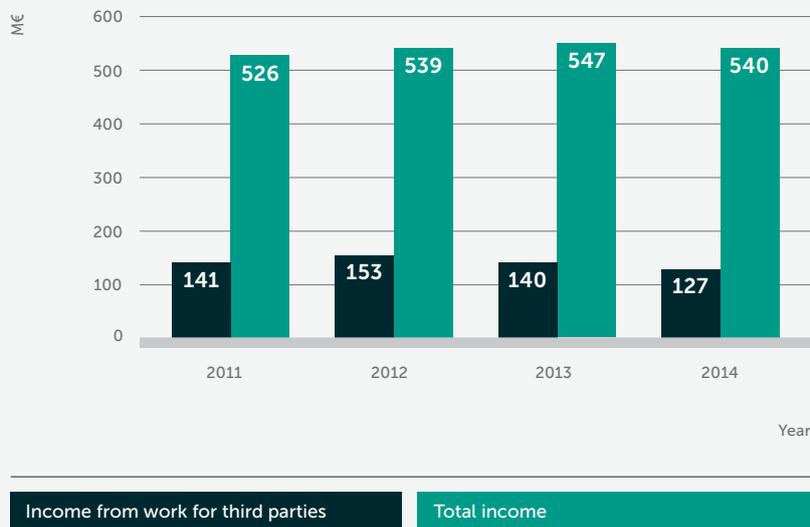


Figure 9.2 **Income from work for third parties versus total income**



On the expenditure side, salaries and social security costs - the highest expenditure item - were virtually the same as (or even slightly lower than) the previous year. Despite a considerable fall in the number of FTEs (160 or approximately 3%), the staff costs barely declined. On the one hand, this was due to an increase in social security charges. On the other, Erasmus MC's own-risk bearer status moderates the fall in the costs as, for a maximum period of a year after the redundancies, the wage and salary costs still have to be paid. The increase in miscellaneous staff costs was primarily related to higher one-off provisions for staff provisions and holidays. As a result of the large-scale investments in real estate and IT facilities, depreciation charges increased. Linked to the decline in income, miscellaneous expenditure also fell.

Figure 9.3 Expenditure

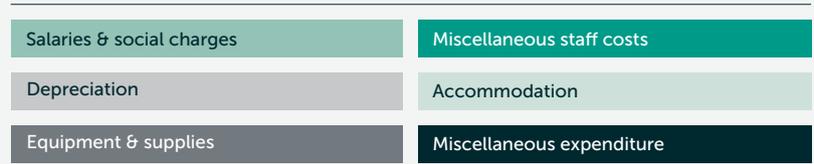
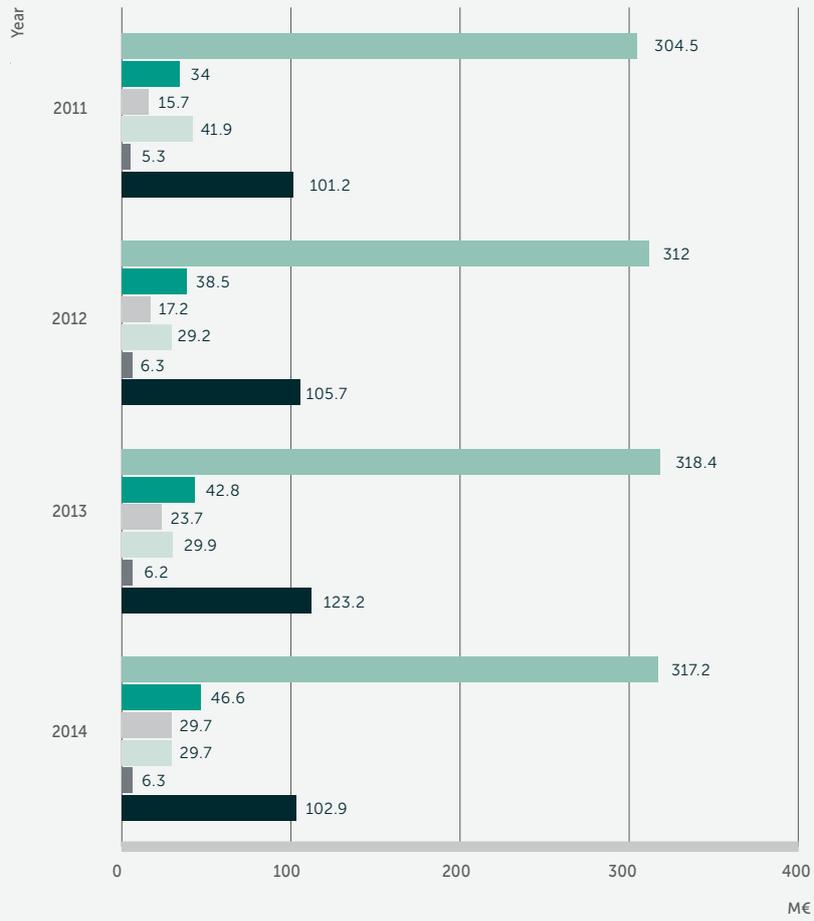
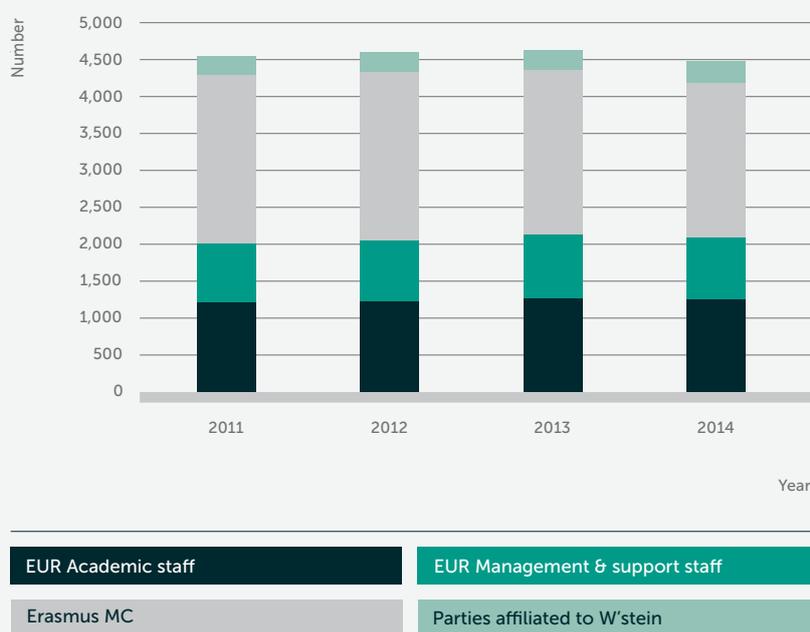


Figure 9.4 Average FTEs



The largest part of the capital is tied up in the buildings and grounds. In the year under review, the value of these assets increased by no less than € 13 million, in particular due to the investments in the multifunctional education building (the Polak Building) and phase two of the parking garage. In addition, 2014 saw the delivery and operational use of the IT systems SAP and Osiris, which caused the intangible fixed assets to rise. At the end of 2014, the cash & bank amount of EUR and its affiliated parties totalled € 101.2 million. These means are held safely in current and savings accounts with Dutch banks which have at least an A rating. EUR does not make any use of derivatives.

EUR compared to the sector average

Compared with the national average, Erasmus University Rotterdam has a strong financial position. Several of EUR's ratios are better than the sector average. Both the liquidity (demonstrated by the current ratio) and the solvency positions are above the Ministry of Education's signalling limits (of 130% resp. 60%). EUR expects these ratios will fall in the coming years as external funds will be required for the campus investments.

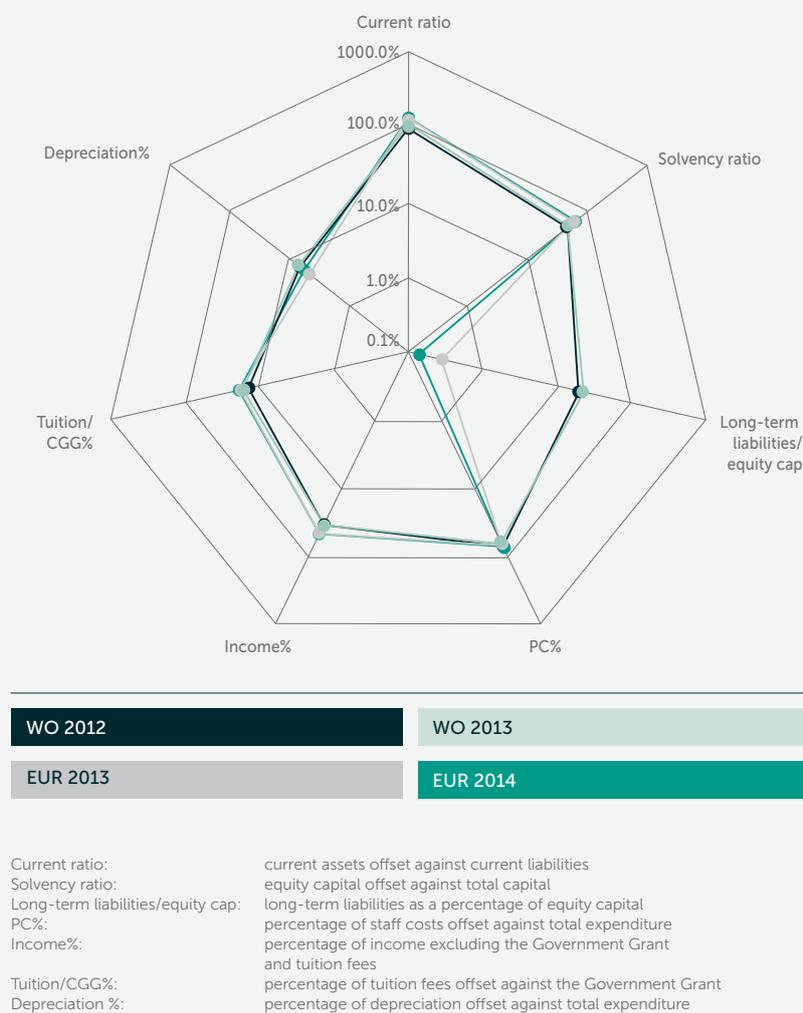
Table 9.3 Ratios

	WO 2012	WO 2013	EUR 2013	EUR 2014
Current ratio	99,6%	97,9%	136,3%	132,2%
Solvency ratio	47,7%	48,4%	64,6%	65,4%
Long-term liabilities/ equity cap.	21,4%	19,4%	0,3%	0,1%
PC%	64,9%	65,8%	66,4%	68,3%
Income%	35,5%	34,3%	47,0%	45,0%
Tuition/GG%	14,7%	15,0%	17,1%	18,1%
Depreciation%	6,4%	6,3%	4,3%	5,6%

Source: Dutch Education Inspection (DUO) fact book: Financial figures report Universities

EUR's relative position is as follows:

Figure 9.5 Position EUR



Notes to the consolidated statement of income and expenditure

Of EUR's positive result of € 3.6 million (2013: € 2.5 million), € 1.8 million (2013: € 0.6 million negative) was realised by the university and € 1.8 million (2013: € 3.2 million) by its affiliated parties¹. The result of the third-party share (R&D Erasmus MC) amounted to € 4.1 million (2013: € 0.9 million).

Compared to 2013, the following should be noted:

- The increase in the Government Grant (€ 3.9 million) is a balance of the allocation for the inflation compensation in 2013, on the basis of the NOA agreement, an increase by virtue of the growth of the student numbers and a € 4.3 million decrease due to the loss of the special allocation in 2013 from the 2014 National Budget Agreement.
- The income from tuition, course and examination fees rose by € 3.5 million. Of this, € 3.0 million was attributable to tuition fees; these increased due to the growth in the number of students and an increase in the tuition fees charged.

¹ RSM BV (€ 0.07 million negative), EUR Holding BV (€ 1.8 million), Erasmus Sport Foundation (€ 0.05 million) and Erasmus Foundation for Strategic Philanthropy (€ 0.03 million).

- The income from work for third parties (projects) fell by € 12.9 million. This fall was mainly apparent within Erasmus MC, in particular in the categories companies and government including BSIK (Investments in Knowledge Infrastructure (Subsidies) Decree).
- The staff costs rose by € 2.6 million, mainly due to an increase in miscellaneous staff costs. The fall in wage and salary costs was largely cancelled out by an increase in social security charges. The increase in miscellaneous staff costs was primarily related to higher provisions for staff provisions and holidays.
- The depreciation charges rose by € 6.1 million due to investments in the campus Woudestein and the one-off high depreciation of equipment purchased for projects by Erasmus MC. Of this increase, € 2.2 million is attributable to EUR and € 3.9 million to Erasmus MC R&D.
- Linked to the decline in income from work from third parties, miscellaneous expenditure fell (€ 10.6 million).

Compared to the budget, the following should also be noted:

- In the budgeted Central Government Grant, no account was taken of the extra resources of € 4.8 million from the growth in student numbers and the extra inflation correction of € 0.5 million.
- In the budget, part of the depreciation was classified under accommodation. Moreover, no account was taken of depreciation on project assets.
- The accommodation costs are lower than budgeted for due to lower maintenance and energy costs.

Notes to the consolidated balance sheet

Compared to 2013, the following should be noted:

- The balance sheet total rose by € 1.6 million. The relative composition of the balance sheet is almost identical to that of previous years.

Figure 9.6 Assets 2014

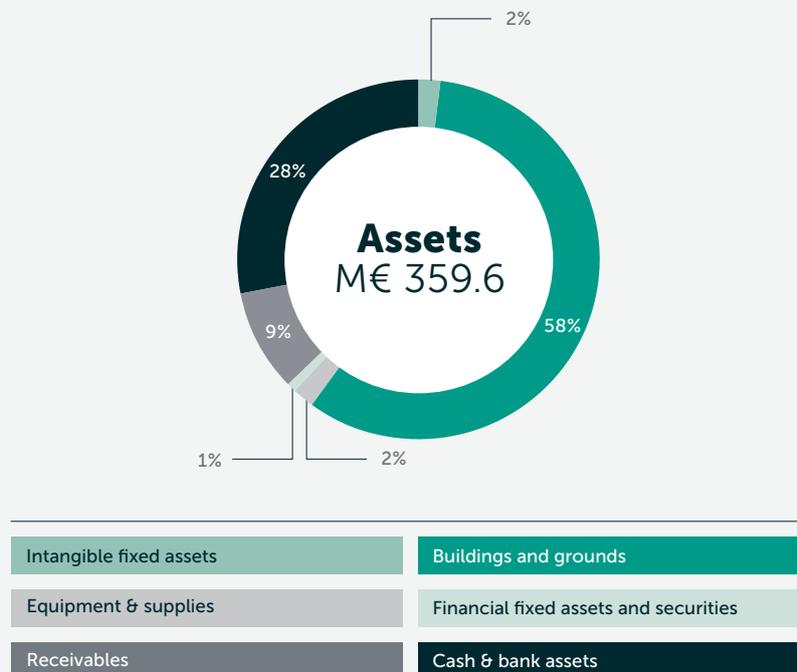
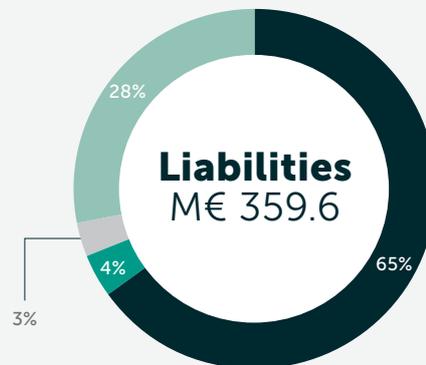


Figure 9.7 **Liabilities 2014**



Equity capital

Staff provisions

Miscellaneous provisions

Short-term liabilities

- The intangible fixed assets rose by € 1.8 million. In 2014, € 2.7 million was invested in the IT systems SAP and Osiris. Regular depreciation amounted to € 0.9 million.
- In 2014, € 26.4 million was invested in tangible fixed assets and regular depreciation was € 13.4 million. This resulted in an increase of € 12.5 million.
- The fall in the financial fixed assets was mainly due to repaying a € 0.6 million debt to Ministry of Education in relation to the bama compensation.
- The receivables fell by 1.2 million. The main cause of this fall was an increase in the provision for bad debts by including a one-off large item (approx. € 0.4 million).
- The liquid assets declined by € 11.8 million, primarily as a result of the (building work) development of the campus Woudestein.

Compared to the budget, the following stand out:

- Lower tangible fixed assets, due to lower than expected investment volume as several projects were put on hold.
- Lower accommodation costs and miscellaneous expenses cause the short-term liabilities to decline.
- Better operational cash flow and lower investment expenditure cause the liquidity surplus to be higher than budgeted for.

Cash management, interest rate management and funding requirements:

The aim of cash management is to ensure prompt availability of liquid assets under acceptable conditions. Excess cash and cash equivalents assets are furthermore set aside in order to optimise the return within the stipulated risk parameters. Given the liquidities available, the treasury activities have been limited to setting aside excess assets as optimally as possible in the year under review. In a risk-free way, these assets are held in current and savings accounts with Dutch banks which have at least an A rating. EUR does not make any use of derivatives.

The investments are still financed entirely from EUR's own resources. At the end of 2014, the cash and bank amount of EUR and its affiliated parties totalled € 101.2 million (2013: € 113.0 million). Of this amount, € 52.9 million (2013: € 63.7 million) is from the university and € 48.3 million (2012: € 49.3 million) from its affiliated parties.

Overview of board member expense claims in 2014

In response to the letter from the State Secretary for Education of 25 November 2011 concerning transparent expense reports and the rules governing expense reports, the expense claims submitted by the Executive Board in 2014 are included below. These claims are in accordance with the internal expense claim guidelines.

Table 9.4 **Expents claims executive board**

	President of the Executive Board	Rector Magnificus	Member of the Executive Board
Representation expenses *	not applicable	not applicable	not applicable
Domestic travel and accommodation expenses **	€ 48,024 ***	€ 18,351	€ 11,038
International travel and accommodation expenses	€ 6,793	€ 891	€ 0
Miscellaneous expenses	€ 1,853	€ 771	€ 0

* Directors receive a fixed gross allowance from which all representation expenses are paid: The President of the Executive Board and Executive Board members each receive a gross amount of € 9,420 the Rector Magnificus receives € 7,997.04 gross.

** In accordance with the agreement between the Executive Board members and the Supervisory Board

*** The President of the Executive Board has an official car.

Outlook

In a period of economic decline, EUR has invested considerable sums in its future, and it has succeeded in retaining - and in certain areas even strengthening - its prominent position. Now, it is simply a matter of continuing to build on this position. The new plan 'Impact and Relevance' sets out EUR's new ambitions, the key themes of which are internationalisation, social relevance and impact. EUR's ambitions require large investments which, given the relatively shrunken financial frameworks, would not be feasible without policy changes being made. Measures have, therefore, been taken to safeguard EUR's financial soundness. In 2015, almost all the faculties will, to a greater or lesser degree, be subject to a reorganisation, as will the support organisation. In addition to the restructuring, the university has set itself a growth target. Projects which contribute to the strengthening of EUR's position will be supported from the annual strategic reserve of € 17.1 million.

The 2015-2017 multi-year budget demonstrates that the course adopted will lead to a sound financial position. The € 8.7 million deficit projected for 2015 - partially due to high one-off provisions for restructuring - will be converted into a surplus of € 1.5 million in 2017. And the most recent outlook presents an even more positive picture. In 2015, the operating result is expected to be balanced and possibly even marginally positive, particularly due to the staff consequences of the restructuring being less drastic than had previously been assumed. The results of the affiliated parties are also expected to be more positive; given the planned measures, an annual amount of € 17.1 million will be freed up for strategic investments. Together with the resources that will in due course become available from the student loan system, it will be possible to make substantial investments in education and research.

Table 9.5 **Key figures**

	Realised 2013	Budget 2014	Realised 2014	Budget 2015	Budget 2016	Budget 2017
Government Grants	247.5	245.3	251.4	253.9	252.7	253.0
Tuition fees	42.4	44.9	45.4	48.0	48.9	50.2
Result	2.6	-8.8	3.6	-8.7	-1.3	1.5
Equity	231.8	222.8	235.4	226.7	225.4	226.9
Cash & bank	113.0	93.1	101.2	70.7	71.6	72.2
Balance sheet total	358.8	374.9	359.6	369.7	390.4	380.5

	Realised 2013	Budget 2014	Realised 2014	Budget 2015	Budget 2016	Budget 2017
Average number of staff	4,635	4,507	4,475	4,419	4,314	4,271
Academic staff	2,582	2,503	2,498	2,421	2,355	2,332
Support and management staff	1,743	1,738	1,680	1,707	1,667	1,646
Other*	310	266	297	291	292	293
Average number of students	22,064	22,346	22,451	22,260	22,432	22,665

	Realised 2013	Budget 2014	Realised 2014	Budget 2015	Budget 2016	Budget 2017
Current ratio	136.3%	98.9%	132.2%	94.7%	95.5%	96.5%
Solvency ratio	64.6%	59.4%	65.4%	61.3%	57.7%	59.6%
PC%	66.4%	66.2%	68.3%	66.3%	65.7%	65.2%
Income%	47.0%	46.8%	45.0%	45.3%	45.4%	45.4%
Tuition fees%	17.1%	18.3%	18.1%	18.9%	19.4%	19.8%
Depreciation%	4.3%	4.5%	5.6%	5.0%	5.5%	6.1%

* staff affiliated companies

Statement of income and expenditure

Table 9.6 **Statement of income and expenditure**

M€	Realised 2013	Budget 2014	Realised 2014	Budget 2015	Budget 2016	Budget 2017
Government Grant	237.8	236.3	242.3	244.4	243.2	243.5
Other Government Grant and subsidies	9.7	9.0	9.1	9.5	9.5	9.5
Tuition fees	42.4	44.9	45.4	48.0	48.9	50.2
Income from work for third parties	140.1	128.3	127.2	122.6	121.0	113.7
Miscellaneous income	117.1	126.8	115.9	127.5	129.6	138.3
TOTAL INCOME	547.2	545.2	539.9	551.9	552.2	555.3
Staff costs	339.2	341.1	340.8	348.8	337.9	333.7
Hired staff	22.0	21.6	23.0	16.7	16.9	16.9
Depreciation	23.6	24.4	29.7	27.7	29.7	33.0
Accommodation costs	29.9	38.9	29.7	31.8	30.8	30.8
Miscellaneous expenditure	129.3	121.6	109.2	126.1	124.7	123.2
TOTAL EXPENDITURE	544.0	547.6	532.4	551.0	540.1	537.7
Balance of income and expenditure	3.2	-2.4	7.5	0.8	12.1	17.6
Financial income and expenditure	0.3	1.1	0.2	-0.1	-0.7	-0.8
TOTAL RESULT	3.5	-1.3	7.7	0.7	11.4	16.9
Share Erasmus MC	0.9	7.5	4.1	9.4	12.7	15.4
NET RESULT	2.6	-8.8	3.6	-8.7	-1.3	1.5

The direct funding showed an increase compared to 2014. The budgeted increase in the Government Grant was mainly due to the anticipated increase in funding thanks to the growth in new programmes, including Erasmus University College and two joint degrees in the context of the LDE partnership. Without this growth, the Government Grant would have fallen due to the Ministry of Education imposing even more reduction measures (new programmes, overheads). The increased budget for tuition fees reflects the continuous rise in student numbers at EUR and the higher tuition fees. In the multi-year budget, there is a visible decline in the external income vis-à-vis the 2014 budget. This is related to the units making prudent estimates of the market potential given the disappointments in 2013. The lower turnover is also reflected in a reduction in the number of staff and corresponding staff costs. After an initial rise due to legal-related provisions, these will fall back to the level accounted for in the 2013 annual statements. As a matter of precaution, an uncovered rise in wage costs by 2% has been taken into account compared to the wage level on 1 January 2014 to allow for possible changes to the Collective Labour Agreement and social charges.

The restructuring/reorganisation will cause the number of both academic and support staff to fall. Structurally, this should cause the staff costs to decline. In the interim years, these may be higher as provisions have been made for the estimated costs of the restructuring. In 2015, a provision of € 11.0 million has budgeted for both ongoing and yet-to-be-started reorganisations and restructurings. Furthermore, a budget has been drawn up for additional restructuring in subsequent years; an amount of € 4.7 million has been budgeted for 2016, with a provisional annual amount of € 3.0 million for the following years. These amounts are in addition to the standard redundancy obligation of approx. € 2.0 million.

The campus development is progressing steadily. In addition to the exterior of the campus, the interior is also being decorated and renovated. The building and renovation activities have led to increased accommodation and depreciation costs, while, at the same time, the investments also pose a financial burden.

Balance sheet

Table 9.7 **Balance sheet**

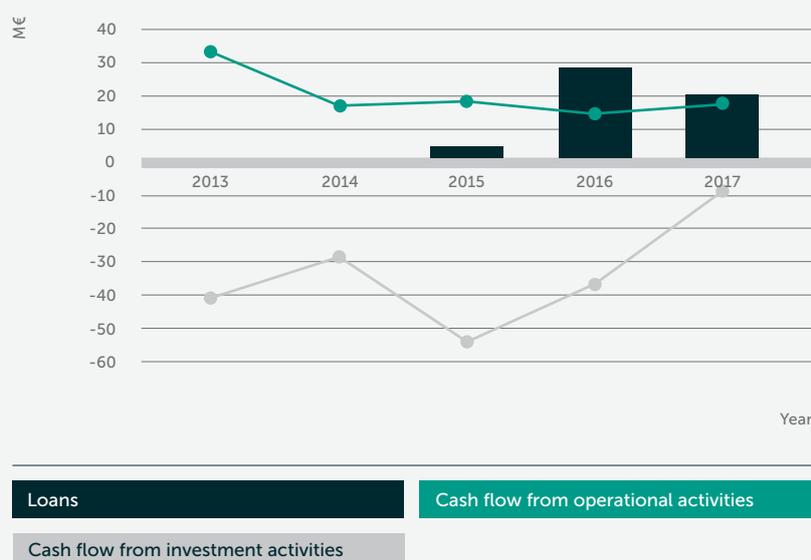
M€	Realised 2013	Budget 2014	Realised 2014	Budget 2015	Budget 2016	Budget 2017
Intangible fixed assets	6.2	6.2	8.0	8.0	8.0	8.0
Tangible fixed assets	201.8	239.9	214.6	254.8	275.4	265.0
Financial fixed assets	4.8	4.3	4.1	3.6	3.1	2.6
Total fixed assets	212.8	250.4	226.7	266.4	286.5	275.7
Current assets	146.0	124.5	132.9	103.3	103.9	104.8
TOTAL ASSETS	358.8	374.9	359.6	369.7	390.4	380.5
Equity	231.8	222.8	235.4	226.7	225.4	226.9
General reserve	94.1	84.5	90.7	88.0	86.4	89.4
Allocated reserve - public	103.7	103.7	111.1	103.7	103.7	103.7
Allocated reserve - private	32.3	33.2	32.1	33.6	33.9	32.3
Allocated fund - private	0.6	0.6	0.4	0.6	0.6	0.6
Other statutory reserves	1.1	0.8	1.1	0.8	0.8	0.8
Provisions	19.2	25.6	23.4	28.8	28.1	24.5
Long-term liabilities	0.6	0.6	0.3	5.2	28.2	20.5
Current liabilities	107.2	125.9	100.5	109.0	108.8	108.6
TOTAL LIABILITIES	358.8	374.9	359.6	369.7	390.4	380.5

The balance sheet does not include Erasmus MC's capital, but it does include that of the parties affiliated to EUR. Through the tangible fixed assets, the balance sheet reflects the campus Woudestein investment programme and, through the staff provisions, the proposed restructuring. The miscellaneous provisions are related to the removal of asbestos and demolition of some buildings.

At the end of 2010, a decision was taken to develop the campus Woudestein into a campus with international allure. The total investment budget is approximately € 300 million up to the end of 2022. A major part of the investment concerns the fundamental renovation of old premises and, to a large extent, EUR is financing this investment from its own resources. However, these are insufficient and supplementary funding will be required. The actual scope will depend on the development of the operational cash flow and the pace of the investments. On the basis of current assumptions and insights, the expectation is that a loan facility of approx. € 30 million will be needed. In combination with the budgeted deficit for the years 2015 and 2016, the solvency ratio and the liquidity ratio are projected to fall to 59.6% (2014: 65.4%) and 96.5% (2014: 132.2%), respectively, in 2017.

In addition to Woudestein, there is also an ambitious investment plan for Hoboken. Last year's developments in the field of R&D included delivery of a new education centre for Erasmus MC, and a level 3 biocontainment facility (BSL) for infection and molecular-biological research is expected to be delivered soon. In the coming years, the renovation of the faculty building is high on the agenda.

Figure 9.8 Cash flows



Basic principles of the multi-year budget

The multi-year budget has been drawn up on the basis of the following principles:

- The Government Grant is calculated on the basis of the expected development of the Macro Budgetary Framework and the (expected) share of EUR in the various compartments. In this respect account is taken of the growth in EUR's funding share due to new programmes.
- In the multi-year budget, no account has been taken of the extra resources from the student loan system in the Government Grant. Moreover, no account has been taken of a Government Grant from the nationally established matching fund for research.
- In the Government Grant, it is assumed that EUR will achieve its performance targets and, therefore, retain its associated grant of slightly more than € 9 million.
- The tuition fees are based on the expected trend of limited growth in EUR's total student population.
- The (negative) effects of new policy measures, such as BSA in the second academic year etc., were abstracted from when estimating the long-term trend of the student population. Moreover, in the calculation of tuition fee income, no account was taken of the possibility of charging higher tuition fees for selective courses and programmes, other than at EUC.
- The budget is prepared on the basis of stable wages and prices. Account was only taken of a 2% increase in the contract wages in 2015, in anticipation of a new CAO. No account was taken of any wage compensation through the Government Grant. Wage compensation could lead to a positive budgetary revision by approx. € 3 million.
- On the basis of global estimates, account was taken of higher one-off expenses for the various reorganisations and restructurings. In 2015, a provision of € 11 million has been made for both ongoing and yet-to-be-started reorganisations and restructurings. For the years 2016 and 2017, this provision is € 4.7 million and € 3 million. These amounts are supplementary to the provisions for standard legal-related measures. To a large degree, the amounts are based on rough assumptions about the effects of the planned restructuring activities given the preliminary stage of some of the reorganisations. The actual expenses could both in total and in timing deviate from the accounting periods.

- In the budget, an annual amount of € 17.1 million has been reserved for strategic initiatives.
- No account was taken of the introduction of corporation tax in January 2016. While Erasmus University is expected to be exempt, it is anticipated that the affiliated parties will be subject to this tax.

Risk paragraph

Risk management, governance and control are terms inextricably linked to one another. They are focused on achieving goals, preventing losses and utilising opportunities. EUR views risk management as the process of identifying risks and making conscious choices about whether or not to do something about the risks. Effective risk management, therefore, entails there being a considered balance between the impact of the risks identified and the management measures to be applied.

Erasmus University Rotterdam does not have a specific risk manager and day-to-day risk management is assigned to the line organisation. Deans and directors bear initial responsibility for managing risks in normal operational management. In addition, the staff department plays an important role in identifying risks and implementing risk-reducing measures. The university is aware that no risk management and control system can fully guarantee there will be no errors or losses or that its objectives will be realised in full. In this context, the system should, therefore, be tested and assessed regularly.

EUR subscribes to the VSNU Governance Code, the Scientific Practice Code, the Code of Conduct for the use of personal details in scientific research, and the code governing transparency in animal testing.

In the year under review, the roles of the Executive Board and the Supervisory Board in internal governance complied with the statutory frameworks included in the Higher Education and Research Act. Furthermore, EUR believes its management structure and mechanisms are adequate and offer sufficient guarantees that the risks facing the university will be identified and managed.

Control Framework

Erasmus University Rotterdam's control philosophy is characterised by a decentralised governance culture and the integral management of decentralised managers. Integral management means that, within the established frameworks, an organisational unit is entirely responsible for and empowered to act in respect of its areas of activity, objectives, work processes, staff and resources. In addition, the organisational unit is also responsible for the interfaces with other organisational units.

Monitoring the total – integral – result and establishing the frameworks within which freedom can be exercised are the main responsibilities of the Executive Board. To this end, the executive board has a range of control instruments available. As well as the strategic frame of reference, the internal control consists of regulations and procedures focused on obtaining reasonable guarantees, whereby the organisation's most important risks are identified and the objectives in the Strategic Plan achieved in compliance with prevailing legislation and regulations.

The most significant components (not exhaustive) of internal control are:

- Erasmus University's Strategic Plan in which our long-term strategic aims and objectives have been formulated, and translated into underlying covenants with the management units;
- the Administration and Management Regulations [Bestuurs- en Beheersreglement] stipulating the powers of the managers appointed by the Executive Board;
- the regulation on alleged malpractice within EUR, the so-called "Whistleblower regulation";
- the regulation on ancillary activities, which lays down rules for disclosing any potential conflicts of interest confronting researchers and other staff;
- the Integrity Code in which three concepts are central: professionalism, teamwork and fair play;
- a budget cycle consisting of a reference framework, budget plans and an institution budget. The Executive Board approves the budget plans of faculties and other organisational units, and, in turn, these plans form the basis for the institution budget to be approved by the Supervisory Board;
- multi-year cash flow forecasts, based on result forecasts and a multi-year investment agenda; these forecasts are revised a number of times a year in line with the most recent

financial insights;

- a bottom-up system of bimonthly reporting to the Executive Board on financial and non-financial matters, with a copy to the Supervisory Board; the reports not only look at what has been achieved but also provide a year-end forecast;
- a system of periodic, bilateral consultation meetings between the Executive Board and the organisational units, as well as periodic governance meetings between the Executive Board and the Deans together;
- structured spend analyses and the employment of a procurement and tender calendar for the benefit of legitimate procurement;
- Finance/Legal/Administrative/Tax (FLAT) tests for large and/or long-term projects/contracts that surpass certain limits (in excess of € 250,000 or longer than four years);
- A Treasury Statute that complies with the Investment and Pledge Regulations [Regeling Beleggen en Belenen]; excess liquid assets are placed in Dutch Banks which have at least an A rating. As far as possible, care is also taken to ensure EUR's liquid assets are spread over several financial institutions;
- the annual tiered Letter of Representation, in which managers and deputy managers declare that they guarantee the completeness and accuracy of the information relating to relevant financial management issues within their mandate;
- the Audit Committee which, as a subcommittee of the Supervisory Board, convenes at least twice a year and pays extra attention to the university's day-to-day financial and economic matters in the broadest sense, and then reports accordingly to the Supervisory Board.

Significant risks and control measures

The world of higher education is changing rapidly. The global battle to attract the most talented students and the best researchers is becoming more intense. Students, government and other stakeholders are placing increasing demands on the quality of education and research offered by the universities. The calls from government and society for universities to account for their activities and knowledge valorisation are getting louder and louder. Moreover, frequent discussions about integrity and confidence in science give rise to calls for transparency and public access to information. The number of people benefiting from higher education and the demand for highly-qualified staff is growing, particularly in the emerging economies, and the entire world is turning to knowledge institutions for solutions to a number of significant social, economic and environmental problems. And this is all taking place against a background of pressurised university budgets, and the increasing reluctance of governments to release the resources required for education and research.

To survive in this context, it is essential to have a good reputation not only for education and research but also for financial soundness. A good reputation attracts both talent and quality, and quality helps to maintain and strengthen the financial position. The strategic risk policy focuses strongly on taking measures to profile EUR as a leading education and research institution. To achieve these objectives, it is essential for the various risks to be addressed and managed actively.

Below is an explanation of the most significant strategic risks identified and the associated control measures.

- **Changes in Government Funding**

The Government Grant is an essential income source for Erasmus University Rotterdam. Over the last few years, government funding has been heavily influenced by the economic crisis and government policy. Despite rising student numbers and higher expenses, the government funding has declined since 2011. Moreover, part of the funding has been placed in a performance box, giving the resources a conditional character.

It is anticipated that the Student Loan System Act [Wet Studievoorschot] will release resources for investments in Academic Education and Research. However, the level of resources that will become available to universities is not clear at present, nor are the conditions to be attached to their spending. Similarly, the impact the student loan system will have on student numbers and academic achievement is uncertain. Through active participation in debates about the substance of the quality agreements and an EUR strategy focused on excellence, EUR intends to strengthen its position in the sector and optimise its Government Grant.

- **Development of student numbers and academic achievement**

The development of student numbers and academic achievement are both extremely important for EUR. On the one hand, the number of students is an indication of how attractive the university is. On the other, a large part of the income is dependent on the students and their academic achievement. Currently, the impact the student loan system will have on student numbers is uncertain, while demographic trends are such that the number of national students is expected to decline after 2020. By offering international programmes, excellence classes and motivational education, EUR hopes to retain its current student population and improve its academic achievements.

- **Accreditation and a culture of quality**

Educational accreditation focuses on establishing whether an institution and a programme comply with the requisite academic qualifications and criteria. Consequently, maintaining and improving the quality of education is of the essence. In recent years, EUR's education policy, i.e. the Nominal=Normal concept, has placed the emphasis firmly on graduation rates, partly due to this being part of the performance agreement with the Ministry of Education. However, quality involves more than just examination pass rates. In the coming years, a number of focused programmes will give further direction to quality improvements in the education.

In this context, particular attention will be paid to supporting and enshrining educational quality within an adequate quality culture. In this light and that of the run-up to reaccreditation in 2017, a number of improvement activities have been started, including a policy conference during which, on the basis of evolving insight, contemporary policy themes are linked to educational vision. The result is a revised educational vision and description of the best practices and blank spaces. This vision should be used to prepare for new performance agreements with the Ministry of Education (2016) and for the investments in educational quality ensuing from the introduction of the student loan system (as of 2018).

- **Technological innovations**

On an operational level, we can see that the influence of and dependence on information technology is continuing to grow. Not only do secondary processes rely more and more on automation, but the primary process of education and research is doing so as well. Online Education, MOOCs, Open Access, etc. will have a major influence on our business model. Various projects are being undertaken in the new EUR strategy to explore the place of digitalisation in education.

The increasing dependence on information technology places important requirements on the continuity and integrity of data and information systems. The reimplementation of SAP in January 2014 brought about an improvement in the IT management process. By having a better backup and recovery process, an operational continuity and contingency plan, and a change management process, the continuity risks of the Operational Management in respect of IT have been reduced. Currently, work is being undertaken to embed the new rules from the European Privacy Directive in the internal policy, rules, procedures and systems.

- **Scientific Integrity**

Trust in science depends on the extent to which scientific principles are observed when conducting research. Scientific integrity is essential. Erasmus University Rotterdam has taken a series of measures in order to guarantee a principled research culture. These measures include making a Graduate Course on academic integrity and ethics compulsory for (beginning) researchers. Furthermore, measures have been taken which focus on data storage and data management. The core values of professionalism, fair play and teamwork apply to the entire EUR community.

- **Legitimacy**

Professional, sustainable and legitimate procurement is one of EUR's top priorities. To this end, the procurement policy was made more stringent in 2014. EUR's aim is to procure legitimately 100% of the time, where the focus of legitimacy is aimed at complying with the statutorily required (European) guidelines. EUR does not have a central procurement function; instead it has opted for a coordinated procurement model, where the lead buyership and contract management are undertaken by the Operational Management director who has the subject matter in his or her primary service provision package or is its largest user. In addition, a Tender Board oversees the choice of strategy for procurement

and risk management. Recently, within the context of efficient procurement, EUR has raised the threshold amounts for procurement assignments under the threshold value for European tenders and brought them into line with the amounts in accordance with the Proportionality Guide, which forms part of the implementation of the Public Procurement Act 2012.

Paying more stringent attention to legitimate procurement has raised the legitimacy from 50% in 2010 to 93% in 2014.

- **Development of the projects portfolio**

In 2011, the Cabinet started encouraging public-private partnerships within a number of economically powerful sectors in the Netherlands. NWO, KNAW and the applied research institutes have been instructed to contribute € 600 million from their budgets to top sectors, which has left less money available for free competition. Horizon 2020 also overlaps considerably with the themes of the top sectors.

This poses a risk to Erasmus University Rotterdam as it has fewer disciplines associated with top sectors. An important element of the new EUR strategy focuses on reducing its dependence on government funding by increasing the income from external projects. To enhance the chances of external research funding, EUR is encouraging the formation of strategic alliances with external partners and national and international networks.

At the same time, internal measures are being taken to provide better research support through the establishment of a Research Support Office, and work is being undertaken to raise the level of project management. Since 2014, financial project management has been supported by SAP. Furthermore, in 2014, a far more detailed and digitalised accounting and control manual for projects was introduced, and the rules and procedures laid down in this have been made operational.

- **Real estate costs**

The fixed costs of the institution are increasing steadily. This applies particularly to accommodation costs. EUR predicts that Woudestein's total accommodation costs will rise to € 36 million by 2022, i.e. an increase of more than 50% in approximately 10 years. The agreement is that the accommodation costs should not exceed 13% of the income, and this limit is meticulously monitored. The multi-year investment programme is updated periodically. Each investment decision is financially scrutinised on the basis of structural costs. The multi-year investment programme is to be implemented in phases and various go/no-go moments have been incorporated in the plan. Each phase has its own project budget which requires advance Board approval. A separate steering party, chaired by the third member of the Executive Board, monitors the operational and financial progress.

In addition to the real estate costs, the development in the real estate value is important for EUR's capital and solvency. To a significant degree, the value of the university's real estate corresponds to the degree to which it is used in the education and research process. Consequently, at least once a year, an assessment is carried out to see whether there are any indications that significant changes should be made on the basis of the trend in the numbers of students and staff. No structural decline is predicted in this respect. Supplementary to this, the carrying amount (book value) is compared to the valuation under the Valuation of Immovable Property Act [WOZ] and the insurance value. The latter values are both higher than the current carrying amount.

Special elements: clarity memorandum

- Erasmus University Rotterdam has granted 552 students financial support from the Profiling Fund (for specific financial support to students), amounting to a total of € 1,059,000. Of these students, 428 received financial support for management/committee activities, eleven for social activities, 55 due to personal circumstances and 58 within the framework of excellence. The 552 students consist of 493 EER students and 59 non-EER students.
- No programmes were outsourced to non-funded institutions.
- As regards the initial education, no custom programmes were concluded with companies or other organisations.
- No public resources were used for the purpose of private activities beyond the primary task, other than support for student sports activities and a few other student facilities.

Report of the Regulatory Body

The Audit Committee, a subcommittee Supervisory Board, met three times in the year under review. For information about the subjects dealt with during the meetings, reference should be made to the Message from the Supervisory Board. In addition, the Audit Committee dealt with the following subjects:

- **Management Letter**

In December 2014, the Audit Committee and the Supervisory Board discussed the Management Letter from the external auditor appointed by the Supervisory Board, who was also present to explain it.

- **Proposed sale leaseback transaction with Erasmus MC**

During a separate meeting in 2014, the Executive Board discussed a proposed sale-leaseback transaction with Erasmus MC separately with the Audit Committee. The discussion also involved the revised multi-year projections of liquidity and solvency. The Audit Committee endorsed the proposal and agreed to serious consideration being given to the opportunities offered by the proposed transaction.

- **Financial progress reports**

Periodically, the Audit Committee and the Supervisory Board receive written information giving the full picture of the financial progress in the accounting period, and of the financial progress of the large-scale investment programmes. These are discussed in the regular meetings with the Executive Board.

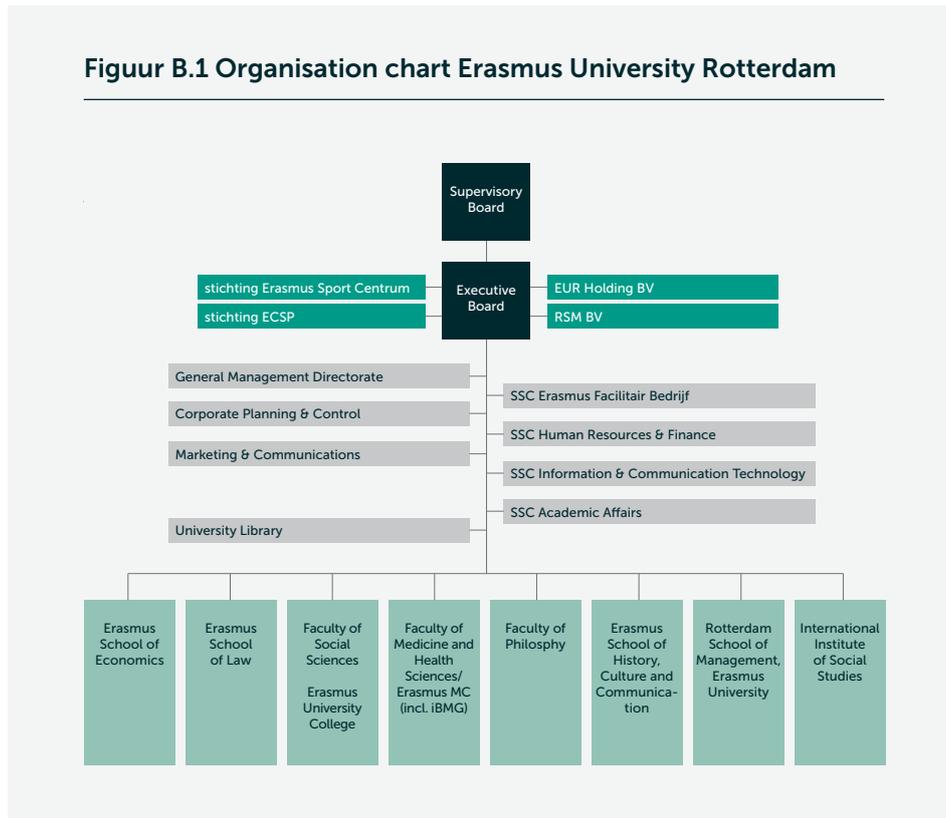
Appendix

Appendix 1

Governance and Participation bodies

Erasmus University Rotterdam, based in Rotterdam, has been a legal entity governed by public law and established by law since 1 February 1973.

Figuur B.1 Organisation chart Erasmus University Rotterdam



Supervisory Board

The Supervisory Board is the statutory body of Erasmus University Rotterdam, overseeing the governance and management of the university. Tasks assigned to the Supervisory Board include assessing and approving the institutional plan, the annual report, the budget and management and administrative regulations. The Minister for Education, Culture and Science (OCW) appoints the members. The Supervisory Board is accountable to the Minister of OCW.

Members of the Supervisory Board

- H.N.J. Smits (President), former President of the Port of Rotterdam Authority (1 January 2014 – 31 December 2017)
- F.W.H. van den Emster, criminal judge in Rotterdam
1 August 2007 - 1 August 2015
- Professor J.E.J. Prins, Professor of Law and Computerisation and Dean of the Faculty of Law at the University of Tilburg.
(1 June 2012 – 31 May 2016)
- Dr V.C.M. Timmerhuis, General Secretary/Director of the Social and Economic Council (SER). (1 August 2007 – 31 May 2015)
- P.H.J.M. Viseé RA, previously a staff executive at Unilever
(1 March 2014 – 31 December 2017)

Executive Board

The Executive Board is the highest governing body of Erasmus University Rotterdam. The three members are appointed by the Supervisory Board, after hearing the University Council. The Executive Board reports to the Supervisory Board.

Members of the Executive Board

P.F.M. van der Meer Mohr, President

The president's gavel is wielded by Pauline van der Meer Mohr. She is responsible for general administrative matters such as the relationship with the Supervisory Board and the University Council. Van der Meer Mohr is engaged in strategic policy, international matters and external contacts, such as with the Rotterdam region, businesses and other knowledge institutions. Her appointment on 1 January 2010 was renewed in December 2013 for a second term of four years.

Rector Magnificus Professor H.A.P. Pols

The sphere of interest of the Rector Magnificus incorporates education and research, including academic staff (policy), students and academic education. Professor Huibert Pols, former Dean of the Faculty of Medicine and Health Sciences/Erasmus MC, was appointed on 8 November 2013 for a period of four years.

B.J.H. Straatman

Bart Straatman has been a member of the Executive Board since 1 February 2010. His duties are in finance, economic policy, land & buildings and information provision. At the end of 2013, he was reappointed for a second four-year term.

Improved Governance (Higher Education) Act

EUR applies and observes the VSNU's 'Code of good governance for universities 2007'. In addition, the Improved Governance (Higher Education) Act, which came into force on 1 October 2010, introduced several changes to the Higher Education and Research Act. The Executive Board has implemented the Improved Governance (Higher Education) Act in its entirety throughout EUR.

Governors

Professor Ph.H.B.F. Franses, Dean of ESE
Professor S.L. van de Velde, Dean of RSM
Professor J. Verweij, Dean of FGG/Erasmus MC
Professor W.S.R. Stoter, Dean of ESL
Professor H.T. van der Molen, Dean of FSW
Professor J.J. Vromen, Dean of FW
Professor D. Douwes, Dean of ESHCC
Professor W. B.F. Brouwer, vice-dean iBMG
Professor L. de Haan, Rector of ISS

University Council

The University Council is EUR's participation body at university level. The council consists of twelve students and twelve employees. The president is R. Karens.

Staff representatives 2014

Dr B. Bode, M. Blok, Dr L.J. Blok (since September 2014), Dr A.W. van Buuren (since September 2014), M.M. van Campen, LL.M (since September 2014), A.P. den Exter, LL.M, Professor R.C.F. von Friedeburg, Dr G.E. Helfert (since September 2014), J.W. Hengstmengel Msc (since September 2014), W.M. van Sonderen-Huisman (since 1 September 2014), and J.C.M. van Wel (since September 2014).

Student representatives until 1 September 2014

L. van den Berg, M. Daftari-besheli, M. van Hoof, C. Kandiah, M. van Leeuwen, S. Nicolai, M. Samson, R. van Straalen, S. Vogelaar, M. Voormolen, F. Wolswijk, and L. Zwanenburg.

Student representatives after 1 September 2014

J.S. Aelen, H. van 't Foort, D.H. van Hal, T. Heijkoop, L.M. Lawant, M.C.S. van Leeuwen, R.F.A. Pieterman, J.W. Radermacher, C.J.T. Sinnige, T. Visser, K.M. Volders, and M.M. Voormolen.

In the year under review, the Executive Board attended nine meetings of the University Council (UC). Prior to each meeting, the UC Chairperson met the president of the Executive Board and if necessary the portfolio holder of an important item on the agenda. Furthermore, there were three informal lunches with the members and the Executive Board contributed to the training programme for new UC members. The Presidium UC was represented at all academic ceremonies.

The other participation bodies in addition to the University Council are the faculty councils and service committees. The support services have representatives in the six service committees and the overarching Common Participation Committee. For local employee consultations, the Executive Board makes further agreements with the representatives of the trade unions, unified at EUR in the EUROPA.

Complaints policy

Erasmus University has provided the regulations and procedures prescribed by law for handling complaints and objections. This policy not only applies to formal objections and appeals on the basis of the General Administrative Law Act, but also to a range of other types of complaints. If there are any grounds to change its rules, such as amendments to legislation and regulations, the university naturally implements these changes. EUR has a special website listing all regulations, guidelines and rules for staff and students.

Students submitted 255 appeals in 2014 (compared to 223 in 2013). These were mainly appeals against the decisions of Examining Boards regarding education, examinations and exams. The number of objections filed by students and staff totalled 41 in the year under review, which was half as many as 2013. They mainly concerned decisions made by or on behalf of the Executive Board.

Appendix 2

Laureates

Honorary doctorates

In honour of the hundred and first Dies Natalis on 7 November 2014, Professor Nancy Fraser was awarded an honorary doctorate. She is a Professor of Politics and Philosophy at the New School for Social Research in New York and affiliated as a professor to the Collège d'études mondiales in Paris. Professor Fraser was awarded her honorary doctorate from Erasmus University Rotterdam for her authoritative contribution to the field of Philosophy and Social Science and the impact of her work in the field of History. Professor Jos de Mul acted as honorary supervisor on behalf of Faculty of Philosophy and Professor Maria Grever on behalf of Erasmus School of History, Culture and Communication.

EUR education and research prizes

This year the **education prize** went to Professor Ruben Houweling, Erasmus School of Law. He has developed digital learning material for students, and his innovations are nationally reflected in comparable trajectories. His ideas are extremely valuable to the graduation rates plan, the digital learning environment and educational skills.

The 2014 **research prize** was awarded to Dr Jacco van Sterkenburg, an assistant professor at the Erasmus School of History Culture and Communication. He has already received various prizes for his research into intercultural communication, media and sport. An extremely promising academic career would appear to be in store.

Professor G.W.J. Bruins prize

In 2014, the Professor G.W.J. Bruins Prize - for the best research master student combining exceptional academic achievement with promising research - was awarded to Linda Joesse, doctor and research master student in the Infection & Immunity Department of Erasmus MC. She received a cheque for € 4,500 during the opening of the academic year in the presence of His Majesty King Willem Alexander. She is going to use this money to undertake research into liver disease at the University of Birmingham.

This award is named after Professor G.W.J. Bruins, who in 1913 was the first Professor and first Rector of the Nederlandsche Handels-Hoogeschool.

Professor H.W. Lambers prize

In 2014, the Professor H.W. Lambers prize was also presented during the opening of the academic year when a cheque for € 3,000 and a special medal were presented to Cleo Scholte. She graduated with both a bachelor and a master degree in Economics and Law, obtaining high marks in both programmes.

Professor H.W. Lambers was Professor of Economics and Rector Magnificus at the Netherlands School of Economics at various times between 1950 and 1970. The prize was set up with a donation by the ARK Fund.

KNAW Members

Traditionally, the KNAW [the Royal Netherlands Academy of Arts and Sciences] is an association for excellent Dutch scholars. Members are chosen on the basis of their high-quality academic performance. Membership is for life. Since May 2011, the KNAW has chosen a maximum of sixteen new members a year on the basis of nominations from both within and outside the KNAW. In the selection, account is taken of the opinions of external referees.

In 2014, the KNAW installed the following four EUR professors as new Academy members:

- Professor L. van Bunge, History of Philosophy - FW
- Professor C.M. van Duijn, Epidemiology - FGG/Erasmus MC
- Professor A.F.W. van der Steen, Cardiology - FGG/Erasmus MC
- Professor C.I. de Zeeuw, Neuroscience - FGG/Erasmus MC

Laureates research subsidies

Veni

Veni is a funding instrument from the Innovation impulse. It provides researchers who have recently gained their PhDs with the funds to continue developing their ideas for three more years.

- Dr M. Lisjak RSM
- Dr J.T.R. Stoop ESE
- Dr W. de Koster FSW
- Dr L.G. Tummers FSW
- Dr F.H.J. Cornelissen FGG/Erasmus MC
- Dr K. Kooiman FGG/Erasmus MC
- Dr Z. Gao FGG/Erasmus MC
- Dr R. Narcisi FGG/Erasmus MC

Vidi

Vidi is a funding instrument from the Innovation impulse. It enables researchers who have been doing research at postdoctoral level for a number of years to develop their own innovative research and, to that end, to appoint one or more researchers.

- Professor A. Baillon ESE
- Dr J.A.F. Martejn FGG/Erasmus MC
- Dr D. Rizopoulos FGG/Erasmus MC

Vici

Vici is a funding instrument from the Innovation impulse. This enables senior researchers to build up their own research group, frequently prior to a permanent position as a professor. The research group must be structurally embedded in the research institution.

- Professor C.C.W. Klaver FGG/Erasmus MC

Research Talent

This (three-year) NWO (Netherlands Organisation for Scientific Research) is a responsive mode funding scheme which offers talented and ambitious young researchers within the social and behavioural sciences a platform to pursue a scientific career and carry out high-quality PhD research.

- C. Schiavoni MSc. ISS
- J. Jaspers MSc ESL

ERC Starting Grant

A research subsidy from the European Research Council which enables new scientists (2-7 years post PhD) to set up their own research (and research groups).

- Dr A.M. Fischer ISS

ERC Consolidator Grant

A research subsidy from the European Research Council which enables more experienced scientists (7-12 years post PhD) to consolidate their own research (and research groups).

- Professor C.C.W. Klaver FGG/Erasmus MC
- Professor V.W.V. Jaddoe FGG/Erasmus MC

ERC Proof of Concept

A research subsidy from the European Research Council which helps those already awarded an ERC grant bridge the gap between research and marketable innovation.

- Professor J.H.J. Hoeijmakers FGG/Erasmus MC

EUR Fellowships

Each year, Erasmus University Rotterdam offers promising young EUR researchers a fellowship to enable them to conduct their research. These fellowships are for a maximum two-year period. Erasmus University Rotterdam hopes this will encourage these researchers to choose a career in the academic research world.

- Dr K.O. Ivanova FSW
- Dr J.C. van Sterkenburg ESHCC
- Dr E.J.I. Hoogendoorn-Lips iBMG
- Dr H. El Marroun FGG/Erasmus MC
- Dr M.M. Mokhles FGG/Erasmus MC
- Dr S.J.W. Robroek FGG/Erasmus MC

Erasmus MC Fellowships

Each year, Erasmus MC offers young PhDs and talented Erasmus MC researchers a fellowship for a four-year research period. These fellowships offer them the opportunity of starting or continuing their own lines of research.

- Dr J. Been FGG/Erasmus MC
- Dr M. van Hoek FGG/Erasmus MC
- Dr D. van Riel FGG/Erasmus MC
- Dr I. Smal FGG/Erasmus MC

Colophon

Texts

Erasmus University Rotterdam

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General Management Directorate/Academic Affairs
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