

## Erasmus School of Economics School Council 138

Date: Thursday 2 February 2016 at 10.00

Location: H10-31

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## Draft Agenda

1. Welcome and adoption of the agenda
2. Announcements
3. Minutes of the 137th School Council (text) ./.
4. Follow up issues of the 137th School Council

## EDUCATION

5. Update Quality Impetus Project *(information/discussion)* ./.
6. Questions/items Student Council: *(information/discussion)*
  - Note on Master Thesis Trajectory ./.
  - Update long term computer facilities
  - Update merchandise
  - Report meeting School Council student members and Programme committee student members

## ORGANISATIONAL MATTERS

7. Resolutions Management Team November and December *(information)* ./.
8. Mailing lists Management Team November and December *(information)* ./.
9. Questions Minutes School Council 137
10. Any other business
11. Closing

*For information:*

- *Budget 2017 approved by UR* ./.
- *Time frame elections (only in Dutch)* ./.
- *Diversity at EUR (memo and profile diversity officer)* ./.

**Present:**

Student Council: Gaby Budel (GB, Chair), Lemeng Li (LL, Chair Student Council), Job Heidkamp, Harmanan Singh (HS), Hendrik van 't Foort (HF), Korrein Volders (KV)

Personnel Council: Harry Trienekens (HT/vice-chair), Teresa Marreiros Bago d'Uva (TBdU), Vladimir Karamychev (VK), Rommert Dekker (RD), Marc Gabarro Bonet (MGB),

Other participants: Dean Philip Hans Franses (PHF), Deputy Dean Ivo Arnold (IA), Head Dean's Office Margaretha Buurman (MB), Secretary Nine van Gent (NvG)  
Paula Endelveld (PE, ft secretary)

**Not present:** Ata Choudhry (AC), Milky Viola Gonzales (MVG)

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**1. Welcome and adoption of the agenda**

GB opens the meeting at 10.00 am and the agenda is adopted as proposed.

**2. Announcements**

- Programme assessment: the panel visited ESE last week and the preliminary verdict is that the test is passed and the scores were a mix of 'sufficient' and 'good'. The detailed report is expected in January 2017.

**3. Minutes of the 136<sup>th</sup> School Council (text)**

The minutes of School Council 136 were approved without any comments.

**4. Follow up issues of the 136<sup>th</sup> School Council**

- *Bonding ESE students*: in progress, including ESE Drinks and the University Innovation Challenge (agenda item 6).
- *Quality Impetus*: see agenda item 5.
- *Merchandise*: **MB** planned a meeting with the staff to start a project on this item. A follow up will be given next meeting.
- *Update length of internships*: the programme committees advised not to increase the length of the internships. At EUR level, there are thoughts about reforming the minor system and the organization of the first part of the 3<sup>rd</sup> year ('free elective space') EUR wide. The report still needs to be discussed with the deans. **IA** can imagine incorporation of the length of internships in the reforming. Involvement of the University Council is expected and also the programme committees for the different programmes. Hopefully, tailor made solutions will be possible. The follow up will be given once there is more clarity.
- *Master introduction days*: the evaluation has been sent to the School Council. This year no separate course evaluations were asked. The Programme management would like to continue and financially support the Master Take-Off. Hopefully the opening of the Sanders Building will solve the lack of (medium) lecture rooms.
- *CFA*: **IA** will send a reminder to the financial department once again.

- *Level/quality international students*: this will take more time and will be discussed in a next meeting.
- *Long term computer facilities*: the students are requested to discuss their needs with Reino de Boer, demand manager ICT. The Econometrics programme will remain using Eviews. The student version of Eviews is not sufficient, due to a limited database capacity and the full version is very expensive: 550 euros. The full version is needed for internships, thesis and regular assignments tailored on big data. Reino de Boer already tried to negotiate a discount on licenses, but this seemed only possible if students are buying in a bulk. PHF would like to investigate the possibilities of a discount when ESE purchases yearly 250 licenses. And also, Eviews offers stand-alone licenses, ESE has to look into that. Matlab offers discounts. The student council will discuss this with Reino de Boer.
- *Renovation*: see agenda item 7.
- *Accessibility website*: this is one of the requirements of the new content management system. However, due to the recent computer hack, the introduction of the new content management system will be accelerated under high pressure. There are currently other priorities to solve. It is not guaranteed that the accessibility will be taken care of immediately. However, this issue will continue to hold the attention. HT remarks that accessibility is not only a technical issue, but that it also depends on how the data (and which data) are entered into the system. HT says that it is possible to have an independent review of the accessibility of our web site.
- *Thesis following system*: when a co-reader is assessing the thesis, the thesis is not visible for the supervisor. Some co-readers tend to approve only 5 minutes before the defence. This is partly due to the fact that the thesis is not visible anymore once approved, the visibility alternates between supervisor and co-reader. Andre Cheung Tam He is looking for technical solutions. Apart from that, co-readers should also be required to approve earlier in the process. Sometimes students have problems in uploading their thesis. This also needs to be checked. A project group will look into the issues regarding the thesis following system and IA will give a follow up next meeting.
- *ESE Drinks*: 17 January 2017 in Sienna, 4 pm onwards. The save-the-date / invitation will be sent shortly.

## 5. Update Quality Impetus Project

- *Umbrella project*: the project group is finalizing the project. The idea is to schedule this in the first year block 5 as part of skills education. IA hopes the plans will be available next meeting.
- *Tutor Academy*: steps are made to systematically offer trainings to TA's. In 2017, a more systematic evaluation is planned. Regarding this, not only the state of affairs of the plan but also of the implementation should be taken into account and included in the update. At the end, it is essential that the quality of the tutorials has been improved and for that evaluation, more data and time is needed.
- Next to Bas van Goozen an extra educational expert (Margriet Ackerman) is hired on a temporarily base. There is a clear need from the teachers for extra help. The new Blackboard (Bright Space) is currently tested. RD asks to share experiences and this can be done in the workshops that will be organised.

## 6. Questions Student Council.

- *University Innovation Challenge*: HS explains the innovation platform that has been set up for ESE students and also EUR students. The financial awards are meant to offer students incentives. The focus is on both educational as campus problems. Also student representatives of RSM are contacted and other students (not school council members) are involved in the platform. The platform would like to make use of the marketing channels of ESE and RSM. PHF and IA consider this a very interesting proposal and the budget is approved. PHF offers to help and to contact the Dean of RSM to join jury. HS will schedule an appointment with PHF (via Tineke Kurtz).

## 7. Renovation Tinbergen Building

- The Programme of Usage is currently being translated into 'spot plans' ('Vlekkenplannen') and the available m<sup>2</sup> and wishes are taken into account. A new meeting with the architect is planned for mid-December. MB also has informed the convent about the study associations. Some challenges are to be faced and extra space will lead to thousands and thousands of euros extra. Balance is needed, especially since all ESE staff needs to decrease. Currently, the study associations use 300m<sup>2</sup> and compared to other schools, that is quite a lot. On the other hand, at ESE there are more and active study associations and this is appreciated. PHF urges to think more about future needs and stresses that less space can still feel spacious. For meetings, more shared informal rooms can be used. Currently, the plan provides 4 working stations per study association. A working station is a proper desk, plus a computer and a chair.
- The personnel section will schedule a meeting with MB within 1 or 2 weeks, to discuss more details of the plans. Individual rooms are 8m<sup>2</sup>. All rooms will have windows and a lot of glass, with privacy walls between the rooms. Noise reduction is important. Depending on the monument committees' verdict, the rooms will have open windows or outlets. In any case, fresh air can flow. The draft has to bear in mind flexibility in numbers of staff. ICT for staff and students plays a role.

## 9. Questions Minutes School Council 136

There are no questions.

## 10. Any other business

- KV asks how it works with the new rule that one has to finish the thesis within 1 year after start, while one still has to complete a course. The supervisor can approve the thesis even if the coursework has not been completed yet, however, one cannot plan the defence. And the rule says that the thesis *can* be stopped after 1 year, not *must* be stopped. IA will check and report back.
- Everybody is invited for the Christmas drinks next week Tuesday, 4.15 pm Erasmus Pavilion. A picture will be made in front of the Christmas tree.
- The Polak Building will be open between Christmas and New Year, all other buildings are closed.
- A temporary photograph of the School Council will be taken today, once the sweaters have arrived, the formal photograph will be taken.
- RD mentions that the resits of July are very closely scheduled. HT will look if it is possible to schedule differently. However, the message to the students is that they should start working immediately and that resits are an opportunity of last resorts.
- LL informs about the plans of the Chief Diversity Officer. This item will be scheduled for next meeting. If the English version of the plan is available, it can be shared with the School Council. ESE plans to have its own Diversity Officer.

10. Closing

GB closes the meeting at 11:25

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Next Meetings

Meeting	Date	Time	Location
School Council 138	02.02.2017	10.00 - 12.00	H10-31
School Council 139	30.03.2017	10.00 - 12.00	H10-31
School Council 140	18.05.2017	10.00 - 12.00	H10-31
School Council 141	15.06.2017	10.00 - 12.00	H10-31
School Council 142	24.08.2017	10.00 -12.00	H10-31

Action items FR / School Council meeting 137

Action item	Agenda item	Action	Who	When
1.	Tenure track	- further adjustments CBBA criteria - is internal competitiveness felt? - student evaluations differ for male/female teachers?	MB	Spring 2017
2.	Quality Impetus	- update - Status Umbrella Project	IA	SC 137
3.	merchandise	Forming of project group to further form ideas.	MB, Student council	Update SC 138
4.	Length of internships	Seek advice of education committees, policy officers and study advisors if longer internships are possible and/or can be granted with more credits	IA	Winter 2017
5.	CFA	Is ESE willing to be a partner in level 1 exam?	IA	SC 138
6.	Level/quality of international students	Look into output problems of international students, balance in the classroom, analysis (admission) criteria, input academic directors	IA	Winter 2016/2017
7.	Long term computer facilities in class room	What are the plans? Student section meets Reino de Boer	MB – Reino de Boer	SC 138
8.	renovation	Update when available Meeting Personnel Section and MB to discuss details	MB HT	2016/2017
9.	Thesis following system	Visibility thesis after reference check	IA	SC 138
10.	Resits July	Can the resits be scheduled less tight?	IA/HT	SC 138
11.	Diversity	Send English version plan Chief Diversity Officer to School Council (Agenda item SC 138	MB	SC 138

## Progress Report Programme Quality Impetus ESE

January 2017

The overview below is based on the activities and planning as included in the document Implementation Programme Quality Impetus of 05-03-16.

### Overall planning

Tutor Academy: up and running by September 2016.
Innovation Hub: Innovation team up and running by September 2016, website live by the end of 2016.
Intensification of the large-scale master programmes operational from academic year 2017/2018 onwards.
Umbrella Project/skills: to be realized by the start of Academic year 2017/2018.

### Progress Tutor Academy

<sup>1</sup>	Implementation Activities	State of affairs
	Select and hire graduate teachers (5.0 fte)	Done. 8 teachers have started, the last on January 1 2017. A dedicated administrative assistant has started October 1th.
	Develop procedures for selection of tutors (division of activities between lecturers, capacity group and Tutor Academy)	Done. The report "Outline Tutor Academy" provides an outline of the procedures concerning the promotion, selection, training and guidance, and evaluation of tutors as discussed by the Implementation Team. School management has approved of this outline. Last July the report has been send to all parties involved.
	Implement procedures for selection of tutors/stop current procedures	The new procedures for selection have been implemented. From now on all vacancies will be published on the TAC-website.
	Develop and implement training programme(s) for starting tutors (didactical, practical and course related)	The content and quality of the current training programme has been inventoried. Several adjustments have been made. Requirements on the future training programme are outlined. All new tutors receive training.
	Develop and implement a guidance programme for tutors	Current ways of coaching of tutors have been inventoried. The Implementation Team has formulated an outline of the new guidance programme (part of the

		aforementioned report). The teachers have started the guidance of the current BA tutors.
	Develop and implement procedures and/or tools (e.g. digital platform such as Project Campus) to improve the involvement of and communication between lecturers, teachers, tutors and students	<a href="#">A website</a> with relevant information and vacancies for tutors and tutors to be is now available. Course coordinators, tutors and teachers Tutor Academy can also use project Campus as a digital communication platform.
	Develop a database for tracking tutors during their tutor career including a process on how to evaluate tutors	Done. Database has been realised. Evaluation of tutors has started.
	Provide evaluation criteria for the objectives of the Tutor Academy	<p>Done. Criteria are:</p> <ul style="list-style-type: none"> <li>- Number/% extremely low scores in student satisfaction with tutor performance (must decrease)</li> <li>- Attendance BA2 Tutorials</li> <li>- Tutor satisfaction with guidance</li> <li>- Satisfaction lecturers with quality of tutors</li> </ul> <p>Evaluation will be executed when the Tutor Academy is fully functioning for some time. So probably not before the end of 2017.</p> <p>In block 2 registration of attendance of BA2 tutorials has started.</p>
	Teambuilding TA team	Regular meetings of the TAc team are scheduled.

### Progress Innovation Hub

	Selection IC consultant and Education Expert Innovation Hub	<p>An educational expert started May 1 2016. An extra educational expert has started October 4 2016 on a temporary basis.</p> <p>Search for an IC consultant is pending, because more clarity about the tasks of this consultant was needed. A job description has currently been discussed with management. We expect to start recruitment soon.</p>
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Selection Academic member Innovation Hub	Pending. First more clarity is needed if selection of a leading academic member for the innovation hub is really necessary.
Promoting Innovation Hub (seminar, workshop, news)	<p>The following promotional activities have taken place:</p> <ul style="list-style-type: none"> <li>• A series of meetings by the educational expert with staff members to explore their ideas about redesigning courses and to offer help when and where needed.</li> <li>• Asking attention to the possibilities to innovate in the project newsletters (May and September)</li> <li>• Organising a short inspiration session about redesigning courses</li> <li>• Distributing a flyer with information about the Programme QI and the possibilities to innovate during the ESEbility afternoon.</li> <li>• Stressing the importance of innovation and the possibilities of the Innovation Hub by the Vice Dean and the Dean during the yearly meetings of the Cap-groups</li> <li>• Discussing the possibilities in the BA1 and BA2 course coordinator meetings in November 2016</li> <li>• Item in the last ESE-newsletter in January 2017</li> </ul> <p>Until now we've received 12 proposals for course innovation. An evaluation report of all approved proposals will be available at the end of the project.</p>
Innovation Hub website; information gathering, selection	In progress. Due to problems with the EUR website developing the innovation hub website takes more time than planned. We expect the website to be up and running at the end of march 2017.
Innovation Hub website: develop/testing	In progress
Innovation Hub website; content gathering	In progress

### Progress intensifying large-scale masters

Develop procedure for applying for the available funds	Done. A procedure for applying for funds is finalized and communicated with the parties involved.
Organizing and promoting ESE Innovation fund (round 2016)	<p>Fund promotion has been started. See above for further details.</p> <p>Until now we've received 5 proposals for intensification of masters.</p>

Organizing and promoting ESE master intensification fund	
Monitoring progress of approved projects	Procedure for monitoring process is communicated with the parties involved. Each project will be evaluated. An evaluation report of all approved proposals will be available at the end of the project.

### Progress umbrella project/skills

Select and install umbrella project team	Done. The Umbrella project team has formulated an advice about the Umbrella project which has been discussed with management. The project team has advised to start with the introduction of Skills education in BA Econometrics and to continue the development of Skills in BA Economics and Business Economics. The project team has advised to reconsider an umbrella project, as described by the workgroup Educational Renewal, when the Skills and Knowledge courses are fully developed.
Describe broad design Umbrella/skillsproject including the organisation of research clinics for Ba3 students	<p>A project leader has been appointed to develop a Skills course for Econometrics. This new course will be effective in the academic year 2017-2018.</p> <p>Plans for the further development of the skills course, including an operationalisation of the umbrella project ideas for Economics/Business Economics, have been made. These plans will be discussed with the Examination Board and the Education Committees.</p> <p>In addition to these plans there will be also some adjustments in the course Research Project to realise more opportunities for students to practice their skills and to realise more direct feedback on their performance during the course. Also the range of topics for the Research Project will be broadened.</p> <p>Additional temporary staff to realise these plans is available.</p>
Course content and schedule	Not yet started
Development study guide information	Not yet started

Development material	Not yet started
Training execution team umbrella project	Not yet started

## Communication

- The third newsletter has been sent on September 20<sup>th</sup>. Recently a few project items were integrated in the ESE newsletter (january 2017).
- Flyer about the project has been distributed during the ESEbility afternoon.
- [Website with general information](#) about the QI programme is updated and available.
- Students have been informed about the website Tutor Academy by ESE- News - students January 2017 and by facebook. The students associations have also been asked to inform their members.

## **Note on Master thesis trajectory**

### Matter

For this academic year the Erasmus School of Economics introduced a final deadline for the completion of the Master thesis in order to increase the rate of students finishing their Master programme within one year, or at least to prevent students from spending forever on their thesis. To further improve this rate and to possibly help the students making this deadline of one year after the allocation to their thesis supervisor, the student section of the School Council informed itself at the Erasmus School of Law (in the person of mr. Maarten Verbrugh, professor in Corporate Law and Master programme director) about their Master thesis trajectory. This document summarizes this information and tries to touch on elements which might be suitable to introduce at the ESE.

### Design of ESL

In 2015, with the revision of the Master programmes, ESL introduced their Master thesis trajectory. An important starting point is that a Master programme has a duration of one year for which it is necessary that students follow an efficient thesis trajectory. Of necessity is a timely start: students really start writing at the beginning of block 5 (~block 5 at ESE) to finish at the end of that block, but have to formulate their subject and research question before that. Other features of the trajectory are joint meetings with students and professors, which are motivating to students and provide efficiency for the staff. Important to note is that ESL works with best practices instead of one size fits all rules for all their different programmes. To keep improving their trajectories thesis coordinators sometimes meet to discuss. Lastly, students are allowed to choose a different trajectory when they do not wish to finish in one year for certain reasons (internships for example).

### Results at ESL

Results are quite positive according to the Master programme director. Although it is true the self-dependence of students is somewhat reduced, they still have to plan within the given deadlines and remain independent in choosing and defining their research. Student panels also show that students are content with the trajectory, since it supports them and serves as a big stick to keep them on track. Most students finish the trajectory successfully as well. A programme that started with the trajectory a couple of years earlier than the others, showed no decrease in thesis quality. Although it gives a peak load around the deadline, staff is content as well, since it works efficiently, is better to be scheduled and gives rest on other moments (in summer for example).

### Usability for ESE

As it seems that certain characteristics of the ESL Master programmes are shared with the ESE Master programmes (five blocks, differences among programmes, duration of approximately one year), introduction of certain (best) practices could be advised, but must depend on both demand for more support from students and demand for more efficiency from staff. Whether the introduced deadline already satisfies some of those demands is also of importance. If the ESE chooses to introduce a thesis trajectory, a meeting with ESL (and maybe other faculties) to discuss their trajectory is recommended.

Decision number	Date	Decision
318-1	14/11/2016	The MT suggests 2 more ESE participants in the users' consultation body concerning the renovation of the Tinbergen building, with respect to the theme group 'offices'. Besides Margaretha Buurman, Linda Klaver and Albert Wagelmans will be added to this group. Both accepted their participation.
318-2	14/11/2016	<p><b>1 Top Researcher Award</b></p> <p>The management team selects the following researchers for the top researchers award:  Sjoerd van Bekkum  Vijay Hariharan  Jolanda Hessels  Dana Sisak  Michel van der Wel</p> <p>Each person will get a voucher worth 5000 Euros. This voucher will cover the expenses of one or more working trips to academic institutions outside the Netherlands. The voucher is valid for a period of 2 years after the award is presented and may only be used by the recipient while in ESE's employment.</p> <p>The management team selects the following researchers for the top researcher award:  <i>Sjoerd van Bekkum</i>  <i>Vijay Hariharan</i>  <i>Jolanda Hessels</i>  <i>Stefan Obernberger</i>  <i>Dana Sisak</i>  <i>Michel van der Wel</i></p> <p>Each person will get a voucher worth 5000 Euros. This voucher will cover the expenses of one or more working trips to academic institutions outside the Netherlands. The voucher is valid for a period of 2 years after the award is presented and may only be used by the recipient while in ESE's employment.</p> <p><b>2 Top Lecturer Award</b></p> <p>The management team selects the following team of lecturers for the top lecturer award:  <i>Teresa Bago d'Uva</i>  <i>Paul Bouman</i>  <i>Anne Gielen</i>  <i>Han Smit</i></p> <p>Each person will get a voucher worth 5000 Euros. This voucher will cover the expenses of one or more working trips to academic institutions outside the Netherlands. The voucher is valid for a period of 2 years after the award is presented and may only be used by the recipient while in ESE's employment.</p> <p><b>3. Societal Impact Award</b></p> <p>The management team selects the following person for the societal impact award:  <i>Robert Dur</i></p> <p>The prize consists of a total amount of EUR 5,000, to be paid in the form of a voucher covering the expenses of one or more working trips to academic institutions outside the Netherlands. The voucher is valid for a period of 2 years after the award's presentation and may only be used by the recipient while in ESE's employment.</p> <p><b>4. Support Award</b></p> <p>This year the management team selects the following person for the support award:  <i>Wietske Rowaan</i></p> <p>The prize consists of a development budget to the amount of EUR 3,000, to be paid in the form of a voucher covering the expenses of activities aimed at promoting the personal and professional development. The voucher is valid for a period of 2 years after the award's presentation and may only be used by the recipient while in ESE's employment. Eligible development activities are determined in consultation with the recipient or recipients' direct manager and preferably have an international character.</p> <p><b>5. Dean's award</b></p>

The prize is specifically intended for a person or team who are not (directly) part of the ESE organisation; candidates are only eligible for this award if they have made a clear and significant contribution in the interest of ESE. The MT selects the following team for the Dean's award:

*Board of Student Association Faector (7 persons)*

The prize consists of an appropriate gift, with a cash equivalent value of around EUR 300.

319-1 21/11/2016

On 25 October a meeting of the Research Advisory Committee (VCW) was held.

In this meeting PhD-21 projects (for 23 candidates) were on the agenda:

3 Mphil TI projects

8 TI recruitment projects

5 ERIM recruitment projects

4 ERIM/TI recruitment projects( of which 2 projects with 2 candidates each)

1 recruitment project (graduate school unknown yet)

The VCW is positive on all 21 projects (3 for Dept. of Economics,, 7 for Business Economics,, 5 for Applied Economics and 6 for Econometrics

In this meeting one candidate was approved of for a previous approved PhD project.

In this meeting 12 external PhD candidates were on the agenda. All candidates and their projects have been discussed. The supervisors will be informed accordingly.

319-10 21/11/2016

The MT agrees with the ESE Periodical Financial Report until October 2016 (version 2) as presented in this meeting, including the administrative explanation and all attachments as required by CPC. The report, including the required tables will be sent to the Executive Board shortly.

Decision number	Date	Decision
321-1	5/12/2016	By the end of December 2016 the personal pages of ESE researchers ( <a href="http://people.few.eur.nl">http://people.few.eur.nl</a> ) will not be available anymore. The MT decides to offer all faculty who has such a page a place on the new web server ( <a href="http://personal.eur.nl">http://personal.eur.nl</a> ); an email to the IT service desk with this request by the staff involved will do. The research office will send an email with the proper instructions to all faculty who has such a page.
322-1	19/12/2016	In the framework of the 2019 Tinbergen year (50 years after he received the Nobel prize) it has been decided to write a linear biography of Jan Tinbergen. Per January 2017 a post-doc is being recruited for this purpose. Besides Erasmus School of Economics some other entities support this action, a.o. De Nederlandsche bank, Centraal Planbureau, Ministry of Economic Affairs, Institute for Social Studies, CBS and Koninklijke Vereniging voor de Staathuishoudkunde. In due course other activities are being organized to celebrate this year 2019.
322-2	19/12/2016	A new project will start at the Education Management office, the 'Milestone Thesis project', concerning a follow-up system for the process of bachelor and master theses of all initial ESE programmes. The project will start at Jan 2007 until 1 May 2017 and strives to improve the process on different levels. Brigitte Hoogendoorn will hold the chair of the committee. Iris Versluis will represent the Education Management Office. Other members will be looked for. All members will be appointed by the dean.

**Overzicht poststukken Erasmus School of Economics  
periode 01.11.2016 t/m 30.11.2016**

Geen openbare poststukken deze maand.



**Overzicht poststukken Erasmus School of Economics  
periode 01.12.2016 t/m 31.12.2016**

Stuknummer: **ese0035258**  
Datum Poststuk: **08/12/2016**  
Ref./Kenmerk: Deadline:  
Actie medewerker: Actie: tk  
Afzender Faculty Council/Faculteitsraad  
**Inhoud:** progress report programme quality inputs ese  
november 2016 \* studievoorschotmiddelen

Stuknummer: **ese0035270**  
Datum Poststuk: **14/12/2016**  
Ref./Kenmerk: **CvB/HP/PR/ub00003333** Deadline: 20/02/2017  
Actie medewerker: RJ van den Berg Actie: afh  
Afzender college van bestuur  
**Inhoud:** oproep tot voordrachten huibregtsenprijs

Stuknummer: **ese0035272**  
Datum Poststuk: **14/12/2016**  
Ref./Kenmerk: **CvB/HP/PR/ub00003334** Deadline: 17/01/2017  
Actie medewerker: RJ van den Berg Actie: afh  
Afzender college van bestuur  
**Inhoud:** oproep tot voordrachten marc cornelissen  
brightlands award 2017

Stuknummer: **ese0035273**  
Datum Poststuk: **19/12/2016**  
Ref./Kenmerk: **CvB/AZ/BV/MR/272.594** Deadline:  
Actie medewerker: Actie: tk  
Afzender college van bestuur  
**Inhoud:** uitnodiging lunchbijeenkomst panel midterm  
review strategie eur en tevens informatie over  
de uitkomsten van de review d.d. 25-01-2017

Stuknummer: **ese0035276**  
Datum Poststuk: **29/09/2016**  
Ref./Kenmerk: Deadline:  
Actie medewerker: RJ van den Berg Actie: tk  
Afzender koninklijke hollandse maatschappij wetenschappen  
**Inhoud:** indienen voordrachten voor de j.c. ruigrok  
prijs 2017 economische wetenschappen

Stuknummer: **ese0035278**  
Datum Poststuk: **03/12/2016**  
Ref./Kenmerk: Deadline:  
Actie medewerker: Actie: tk  
Afzender Mark Smit  
**Inhoud:** verslag en stukken campus committee woudenstein  
d.d. 11-10-2016

Stuknummer: **ese0035284**  
Datum Poststuk: **12/12/2016**  
Ref./Kenmerk: Deadline:  
Actie medewerker: Actie: tk  
Afzender A Okanovic  
**Inhoud:** agenda en stukken diversity steering committee  
ese d.d. 13-12-2016 \* diversiteitsbeleid

Stuknummer: **ese0035290**  
Datum Poststuk: **28/12/2016**  
Ref./Kenmerk: Deadline:  
Actie medewerker: Actie: tk  
Afzender: koninklijke hollandse maatschappij wetenschappen  
**Inhoud:** ontvangstbevestiging inzake voordracht leung,  
e. voor de j.c. ruigrok prijs 2017

# Budget Plan EUR 2017-2020

Corporate Planning & Control

November 2016

**Erasmus University Rotterdam**



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# 1. Introduction

- 2017 is the penultimate year of the EUR Strategy 2014-2018 Impact and Relevance.
- During the past three years the EUR has consistently worked towards the realization of the defined goals. At the same time several organisational changes have been implemented, including the creation of the University Support Center.
- The successes are visible. The EUR attracts more and more international students. Study success is improving. The campus is flourishing as never before. The EUR has realised its Performance Agreement with OCW and in the Times Higher Education-rankings 2016-2017 the EUR rose to the 69<sup>th</sup> position worldwide and 4<sup>th</sup> at national level.
- Still, there is much more to be done. Not only in the primary process of education and research, but also in the support processes.
- Focus areas in the Budget Plan 2017 are:
  - Quality improvements in education through utilisation of the Student Grant Advance.
  - Start of the Erasmus Community for Learning and Innovation (CLI)
  - Launch of the three Erasmus Initiatives
  - Continuation of the Strategic Programme
  - Further development of the Woudestein campus.
- The Budget Plan 2017 also proposes intensified investments in a limited number of strategic policy areas, such as research support, multichannel content strategy, diversity and (IT-) support services.
- We proudly present a multi-annual budget plan 2017 that reflects our achievements as well as our ambitions.

# 1.1 Key figures

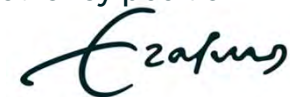
- The financial structure mirrors the strength and success of the EUR.
  - Growing income, especially in the first flow of funds.
  - Ability to attract more (international) students, resulting in a sharp rise in income from tuition fees.
  - Solid solvency and liquidity position.
- This strong financial position gives us the opportunity to invest in our future.
- The current budget plan not only includes the financial effects of existing policy decisions, but also proposes a few intensifications in a limited number of themes. These are explained in Appendix A.0.4.
- The intensified expenses explains the envisaged deficits in the next two years.
- In the next couple of years the EUR will partially use its (dedicated) reserves to improve the quality of education, research and support.

Key Figures	Actual 2015	Planning 2016	Latest 2016	Budget 2017	Budget 2018	Budget 2019	Budget 2020
Net result	13,2	-7,9	7,6	-5,3	-2,8	1,2	3,4
Government Grant	258,3	261,8	273,0	270,9	268,7	269,2	271,9
Tuition fees	49,3	53,0	53,0	59,5	60,7	61,9	62,8
Income from work for third par	177,8	157,1	158,8	172,6	180,1	182,5	185,1
Total Income	554,1	554,9	573,8	588,9	590,7	595,4	602,9
Equity	248,3	240,3	255,9	250,6	247,8	249,0	252,4
Cash and Banks	112,9	57,6	58,5	56,1	56,3	58,0	60,9
Long-term liabilities	0,6	4,6	0,6	6,0	26,1	56,8	65,5
Total assets	387,4	382,8	391,5	398,2	410,1	441,6	454,2
Average staff numbers (FTE)	4.405	4.395	4.503	4.635	4.574	4.523	4.495
Scientific Staff	2.448	2.413	2.429	2.552	2.525	2.481	2.453
Support Staf	1.633	1.608	1.659	1.646	1.611	1.601	1.601
Staff Subsidiaries	324	374	414	437	438	442	442
Average student numbers	23.236	23.164	24.706	24.831	25.092	25.396	25.740
Current Ratio	129,0%	80,6%	83,5%	77,0%	77,2%	77,8%	80,2%
Solvency Ratio	64,1%	62,8%	65,4%	62,9%	60,4%	56,4%	55,6%
Staff costs Ratio	66,6%	65,6%	66,5%	64,5%	64,3%	63,0%	62,4%
Income Ratio	44,5%	43,3%	43,2%	43,9%	44,2%	44,4%	44,5%
Tuition fee Ratio	19,1%	20,2%	19,4%	22,0%	22,6%	23,0%	23,1%
Depreciation Ratio	5,4%	5,8%	5,8%	5,8%	5,9%	6,3%	6,7%

The financial and economic policy of the EUR aims at safeguarding the continuity of its business.

Important principles of this policy are:

- a structural balanced allocation model and balanced budgets.
- a healthy liquidity and solvency (current ratio between 0,5 and 1; solvency ratio of at least 40%).
- temporary deficits are permitted and when allowed by liquidity and solvency position.



## 1.2.1 Multi-year budget plan: Income and Expenses

- In accordance with the EUR financial policy, a balanced financial position is presented in 2020.
- A deficit is expected in 2017 and 2018.
- Main reasons:
  - Pre-investments in education quality of M€ 11 in 2017.
  - Additional structural investments in IT-infrastructure of M€ 1,5.
  - The over-budgeting of the annual strategic reserve in 2017 with in total M€ 2,0.
  - The execution of several delayed plans and expenses such as REI and the Strategic Programme. Costs will be covered through the dedicated (strategic) reserves, which were created by earlier underspending.
  - The new proposed intensifications in a few new strategic themes of in total M€ 7,5<sup>1</sup> in 2017 of which M€ 6,4<sup>1</sup> incidental. Part of the result of 2016 will be appropriated to a dedicated reserve in order to cover for the additional expenses.

CONSOLIDATED STATEMENT OF INCOME AND EXPENSES							
	Actual	Budget	Latest Estimate	Budget	Budget	Budget	Budget
in M€	2015	2016	2016	2017	2018	2019	2020
<b>INCOME</b>							
Government Grant	248,6	251,7	262,9	260,2	258,0	258,4	261,2
Other Grants and Subsidies	9,7	10,1	10,1	10,7	10,7	10,7	10,7
Tuition fees	49,3	53,0	53,0	59,5	60,7	61,9	62,8
Income from work for third parties	177,8	157,1	158,8	172,6	180,1	182,5	185,1
Other income	68,7	83,0	88,9	85,9	81,2	81,8	83,0
<b>Total income</b>	<b>554,1</b>	<b>554,9</b>	<b>573,8</b>	<b>588,9</b>	<b>590,7</b>	<b>595,4</b>	<b>602,9</b>
<b>EXPENSES</b>							
Staff costs: EUR staff	333,1	342,0	343,2	357,3	355,0	351,6	351,2
Staff costs: hired staff	25,3	24,5	30,2	23,8	22,8	18,2	18,5
Depreciation	29,2	32,4	32,4	34,2	34,5	36,9	39,5
Housing costs	44,1	31,7	31,7	32,5	31,6	32,3	34,7
Other costs	106,4	128,2	124,0	142,7	144,0	148,2	148,1
<b>Total expenses</b>	<b>538,1</b>	<b>558,8</b>	<b>561,5</b>	<b>590,4</b>	<b>587,8</b>	<b>587,2</b>	<b>592,1</b>
<b>Balance of income and expenses</b>	<b>16,0</b>	<b>-3,9</b>	<b>12,2</b>	<b>-1,5</b>	<b>2,9</b>	<b>8,1</b>	<b>10,8</b>
Financial income and expenses	1,9	0,4	0,4	-0,6	-0,4	0,1	0,7
<b>Total Result</b>	<b>17,9</b>	<b>-3,5</b>	<b>12,6</b>	<b>-2,1</b>	<b>2,5</b>	<b>8,2</b>	<b>11,5</b>
Share of third parties in result-EM	4,7	4,4	5,0	3,2	5,3	7,0	8,0
<b>NET RESULT</b>	<b>13,2</b>	<b>-7,9</b>	<b>7,6</b>	<b>-5,3</b>	<b>-2,8</b>	<b>1,2</b>	<b>3,4</b>
<b>Appropriation of Result</b>				<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
<b>in k€</b>				<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
General Reserve Units				-1.322	-683	-266	-230
General Reserve Central				988	582	1.497	1.956
Dedicated Reserves Public				-4.701	-3.436	-2.174	-1.729
Dedicated Reserves Private				-333	833	2.123	3.362
Dedicated Funds Private							
Other legal reserves				89	-94	21	86
<b>Net Result</b>				<b>-5.278</b>	<b>-2.798</b>	<b>1.201</b>	<b>3.445</b>

1 The gross total amounts to M€ 9,3 and includes M€ 1,8 which is included in the pre-investments in education quality.



## 1.2.2 Multi-year budget plan: Balance Sheet

- The consolidated balance sheet shows the assets of the EUR and the way they are financed (liabilities). This balance sheet does not include the assets of the Erasmus MC.
- The campus investment programme is reflected in the growing amount of tangible fixed assets.
- CIO III (Campus in Development) investments are included in the figures.
- The high level of investments causes a depletion of the cash at hand and bank balance.
  - N.B. the increasing cash and bank balance is held primarily by the subsidiaries.
- The EUR will need external funding to finance its investments, causing long-term liabilities to grow. The assumption is that loans will be attracted from the Ministry of Finance (Schatkistbankieren).
- The provisions are related to reorganisation and environmental costs. These will decrease gradually as the reorganisations and renovations are executed.

BALANCE SHEET	Actual	Planning	Latest Estimate	Budget	Budget	Budget	Budget
in M€	2015	2016	2016	2017	2018	2019	2020
<b>Assets</b>							
<b>FIXED ASSETS</b>							
Intangible fixed assets	7,0	7,0	6,1	5,2	4,2	3,3	2,4
Tangible fixed assets	232,1	282,4	290,7	299,2	311,8	341,8	351,6
Financial fixed assets	3,7	3,2	3,2	2,7	2,2	1,7	1,2
<b>Total fixed assets</b>	<b>242,8</b>	<b>292,6</b>	<b>299,9</b>	<b>307,0</b>	<b>318,2</b>	<b>346,8</b>	<b>355,1</b>
<b>CURRENT ASSETS</b>							
Inventories	0,1	0,1	0,1	0,1	0,1	0,1	0,1
Tuition fee receivables	1,5	1,1	1,2	1,3	1,3	1,3	1,3
Other receivables	30,2	31,5	31,8	33,8	34,3	35,5	36,8
Cash and banks	112,9	57,6	58,5	56,1	56,3	58,0	60,9
<b>Total current assets</b>	<b>144,5</b>	<b>90,3</b>	<b>91,6</b>	<b>91,2</b>	<b>91,9</b>	<b>94,8</b>	<b>99,1</b>
<b>TOTAL ASSETS</b>	<b>387,4</b>	<b>382,8</b>	<b>391,5</b>	<b>398,2</b>	<b>410,1</b>	<b>441,6</b>	<b>454,2</b>
<b>LIABILITIES</b>							
<b>EQUITY</b>	<b>248,3</b>	<b>240,3</b>	<b>255,9</b>	<b>250,6</b>	<b>247,8</b>	<b>249,0</b>	<b>252,4</b>
General Reserve	97,9	101,1	106,6	106,3	106,2	107,4	109,2
Dedicated Reserves Public	114,6	103,7	113,9	109,2	105,8	103,6	101,9
Dedicated Reserves Private	34,4	33,8	33,5	33,2	34,0	36,1	39,5
Dedicated Funds Private	0,4	0,6	0,6	0,6	0,6	0,6	0,6
Other legal reserves	1,1	1,1	1,2	1,3	1,2	1,2	1,3
<b>PROVISIONS</b>	<b>26,4</b>	<b>25,9</b>	<b>25,3</b>	<b>23,2</b>	<b>17,2</b>	<b>13,9</b>	<b>12,8</b>
<b>LONG-TERM LIABILITIES</b>	<b>0,6</b>	<b>4,6</b>	<b>0,6</b>	<b>6,0</b>	<b>26,1</b>	<b>56,8</b>	<b>65,5</b>
<b>CURRENT LIABILITIES</b>	<b>112,1</b>	<b>112,0</b>	<b>109,7</b>	<b>118,5</b>	<b>119,0</b>	<b>121,9</b>	<b>123,6</b>
<b>TOTAL LIABILITIES</b>	<b>387,4</b>	<b>382,8</b>	<b>391,5</b>	<b>398,2</b>	<b>410,1</b>	<b>441,6</b>	<b>454,2</b>

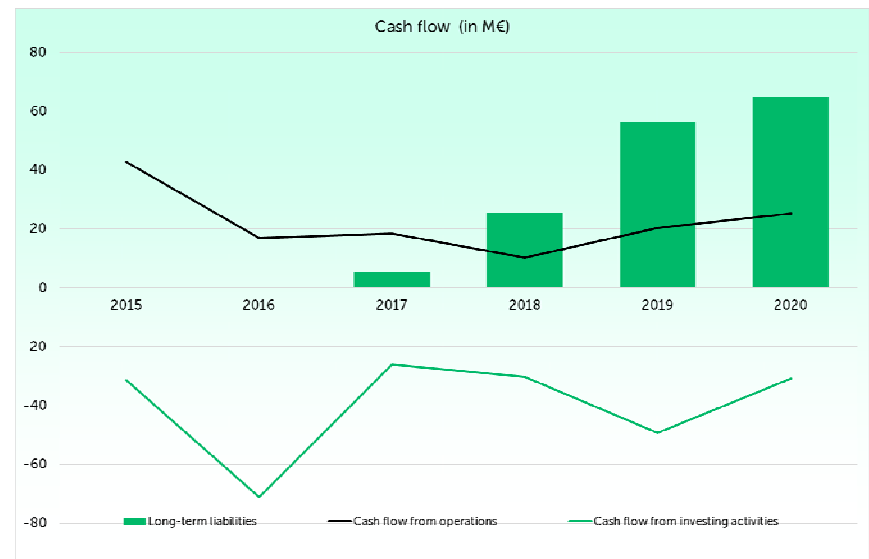




## 1.2.3 Multi-year budget plan: Cash Flow Statement

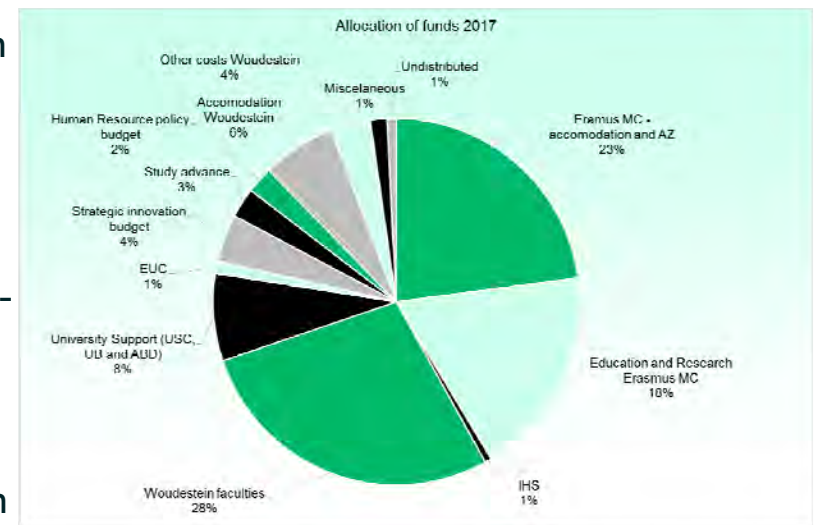
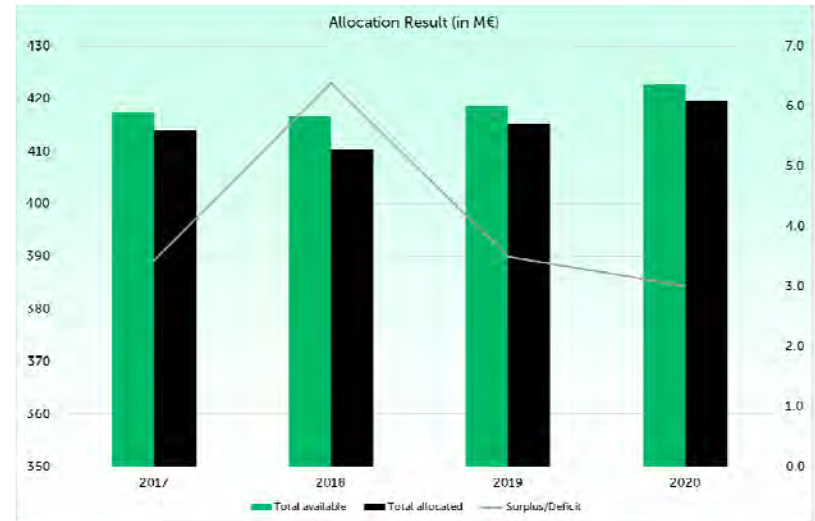
- Despite a positive operational cashflow, the liquid assets are decreasing.
- This is primarily the result of large investments in a.o. the Woudestein Campus and the planned intensifications.
- The next years the operational cashflow will not be sufficient to cover the investments.
- From 2017 on external funding will be needed up to a maximum of approximately M€ 65 in 2020.
- Contracts will be closed with the Ministry of Finance due to the favourable terms offered (Schatkistbankieren).

CASH FLOW STATEMENT in M€	Actual 2015	Planning 2016	Latest Estimate 2016	Budget 2017	Budget 2018	Budget 2019	Budget 2020
Net Result	13,2	-7,9	7,6	-5,3	-2,8	1,2	3,4
Depreciation	15,3	13,9	14,2	19,1	19,1	20,8	22,5
Changes in working capital	11,6	-1,1	-3,7	6,7	0,0	1,6	0,3
Provisions	2,9	-0,5	-1,1	-2,1	-6,0	-3,3	-1,1
Other	-0,3						
<b>CASH FLOW FROM OPERATIONS</b>	<b>42,7</b>	<b>4,4</b>	<b>16,9</b>	<b>18,4</b>	<b>10,3</b>	<b>20,3</b>	<b>25,2</b>
(Dis)investments in intangible assets	0,0	0,0	0,0	0,0	0,0	0,0	0,0
(Dis)investments in tangible assets	-31,8	-64,2	-71,8	-26,6	-30,8	-49,9	-31,4
(Dis)investments in financial assets	0,4	0,5	0,5	0,5	0,5	0,5	0,5
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>	<b>-31,4</b>	<b>-63,7</b>	<b>-71,3</b>	<b>-26,1</b>	<b>-30,3</b>	<b>-49,4</b>	<b>-30,9</b>
Changes to long-term liabilities	0,3	4,0	0,0	5,4	20,1	30,7	8,6
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>	<b>0,3</b>	<b>4,0</b>	<b>0,0</b>	<b>5,4</b>	<b>20,1</b>	<b>30,7</b>	<b>8,6</b>
<b>Changes in Cash and Bank</b>	<b>11,6</b>	<b>-55,2</b>	<b>-54,4</b>	<b>-2,4</b>	<b>0,2</b>	<b>1,6</b>	<b>3,0</b>



# 1.3 Internal Allocation

- The internal allocation model shows how the first money stream is distributed over the units, central costs and strategic budget. The model contains all regular and decided upon distributions.
- Additional and temporary claims by units are outside the model. These go through the reserves.
- The current allocation shows a surplus in each year.
- This means that the income is more than sufficient to cover all foreseen allocations, and that there is also room for funding new policy.
- In comparison to 2016 the income in the first flow of funds has grown with M€ 22,4 and the allocation with M€ 14,1. The projected deficit of M€ 4,9 in 2017 has become a surplus of M€ 3,4.
- The growth is mainly attributable to:
  - higher income: more government grant (+M€ 15,9), income from tuition fees (+M€ 5,9) and VAT-return (+M€ 1,0)
  - higher internal distributions: the performance based allocation to units increases as well as the transfer of institutional fees to the faculties with in total M€ 11,7. The remainder relates to higher reservation for IT infrastructure and housing costs.



## 2.1 Investments in Strategic Programme 2018

- The Strategic Programme, consists of more than 30 projects, which are aimed at the realisation of several overall EUR goals.
- Many successful activities have been carried out.
- At the same time a high workload has been signaled, cumulating in the domain of IT.
- IT-project portfolio management (i-PPM) has been set up in order to canalise this workload and improve realisation power.
- This can lead to reprioritisation and to a renewed planning of programmes and projects.
- At the moment the Strategic Programme is subject to a mid-term review. The outcome of this review is expected by the end of 2016.
- The effects of i-PPM and the outcome of the mid-term review on the project portfolio is not yet accounted for in this budget plan.
- The financial planning of the Strategic Programme is still based on the original amount (taking into account the addition of k€ 300 for sustainability to the programme) until 2018.
- The annual expense scheme however deviates from original planning. In the next two years M€ 3,1 of delayed expenses will be spent. These will be covered through the strategic reserve, that contains the underspending of previous years.

Expenses Strategy 2018 (in k€)	2014	2015	2016	2017	2018	Total
<b>Original</b>						
Internationalisation Education	140	825	975	1.035	1.075	4.050
OODD (online education digital services)	550	2.285	2.575	2.880	1.235	9.525
Topsupport	347	4.384	2.339	1.665	1.670	10.405
Study quality & -suc6	100	345	245	219	100	1.009
Impact & Relevance	25	450	575	200	50	1.300
<b>Total</b>	<b>1.162</b>	<b>8.289</b>	<b>6.709</b>	<b>5.999</b>	<b>4.130</b>	<b>26.289</b>

Expenses Strategy 2018 (in k€)	2014	2015	2016	2017	2018	Total
<b>Updated sept 2016</b>						
Internationalisation Education	85	327	1.023	1.274	1.342	4.050
OODD (online education digital services)	112	2.317	2.374	2.350	2.373	9.525
Topsupport	115	2.510	2.928	2.709	2.143	10.405
Study quality & -suc6	13	136	155	351	354	1.009
Impact & Relevance*	-	452	773	316	59	1.600
<b>Total</b>	<b>325</b>	<b>5.741</b>	<b>7.252</b>	<b>7.000</b>	<b>6.271</b>	<b>26.589</b>

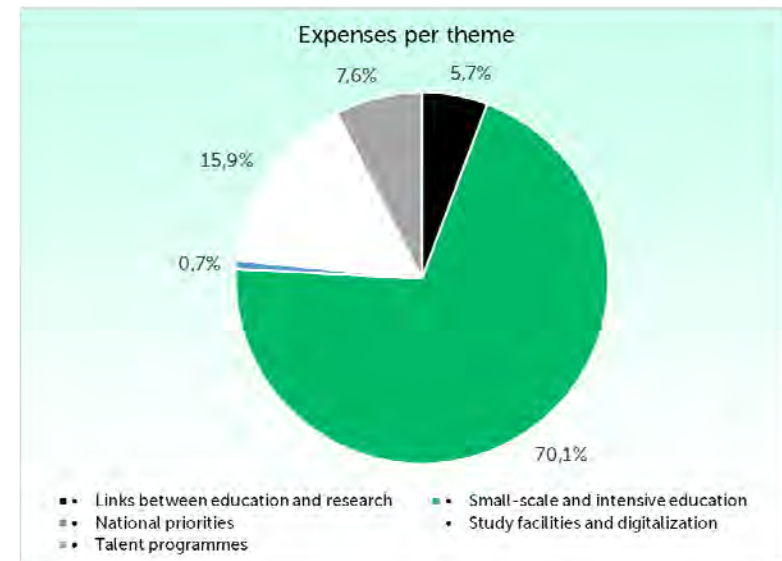
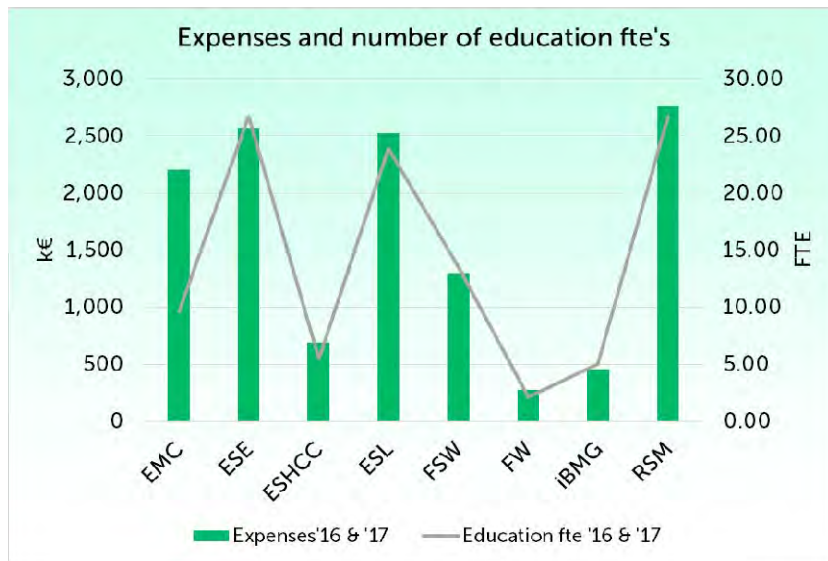
\* resources for Sustainability' have been added to programme 'Impact & Relevance'

## 2.2 Pre-investment EUR in Education Quality

- The EUR has committed itself to an annual pre-investment of M€ 6 in the years 2015 to 2018 (in total M€ 18) in anticipation of the revenues from the new Student Grant Advance Act.
- The aim of the pre-investments is to strengthen the quality of education for publicly funded students who are confronted with the loan system.
- There are no limitations for the university to spend the money. The only condition is that the money is spent in line with the themes in the Strategic Agenda of the Ministry.
- The following expenditure scheme has been agreed upon with the University Council:
  1. M€ 6 incidental means to realise quick-wins in 2016.
  2. M€ 4 per year structural investments (which will also be continued after 2017).
  3. M€ 2 per year will be reserved for innovative/ strategic faculty exceeding projects.
- The means under 1 and 2 have been allocated to the faculties based on the number of enrolments of full-time Dutch students confronted with the student grant advance/student loans.
- The release of the incidental means In 2017 a total of M€ 7,1 has been allocated to the faculties and M€ 3,9 is reserved centrally as innovation funds.

## 2.2.1 Distribution of pre-investment at faculty level

- In 2016 the faculties presented their plans with the consent of the respective faculty councils. In total 52 projects have been defined.
- A planning of the spending of the incidental and structural means in 2016 and 2017 has been drafted.



- Due to delays in the decision making process it is expected that not all means will be completely spent by the end of 2017. The estimation is that a total of M€ 1,3 will be shifted to 2018. This has been taken into account in the budget plans of the faculties.

## 2.2.2 Central Innovation Fund

- Part of the pre-investments/study advance means are reserved for innovative/ strategic faculty exceeding projects.
- The structural amount is M€ 2 with exception of 2017, where a total of M€ 3,9 is available.
- We propose to use this amount to finance:
  1. incidental: M€ 1,8 additional costs in 2017 related to Learning Management System
  2. structural: Erasmus Community for Learning and Innovation (CLI)
- CLI aims at creating a network organisation, that serves an EUR-wide community and that facilitates projects in cooperation with the Schools, Faculties and support units.
- The CLI programme requires an annual budget allocation of up to M€ 2 from 2017 onwards.
- To a large extent these means will flow to Schools, Faculties and Support Units within the EUR, as the CLI network fosters cooperation, career opportunities for educational talent, joint projects on innovation and (temporary) capacity & expertise.
- The University Council has a right of consent regarding the allocation of the Innovation Fund budget. The abovementioned plans will be discussed with the Council before that part of the budget is allocated.

## 2.3 Erasmus Initiatives

- In 2011, a research profile was drawn up for the EUR, focussing on Health, Wealth, Culture and Governance.
- From 2012 resources were made available by the Executive Board (CvB) to support and stimulate the best and most promising research groups and increase impact ("Research Excellence Initiative" (REI)). Between 2012-2015 a number of competitive rounds were held within the REI framework.
  - In the first 2 rounds in 2012 and 2013, most investments were primarily aimed at reinforcing the disciplinary research of the best research groups
  - As a consequence of the EUR strategy 2014-2018 (Impact and Relevance), the emphasis of the 2014 and 2015 REI rounds was placed on multidisciplinary and multi-faculty research in which research groups could collaborate.
- From 2015 onwards, intensive discussions with the Deans and research directors revealed a wish to:
  - create high-quality and highly reputable, long-term "*Initiatives*" across the faculties
  - have a direct connection to societal challenges and build bridges between disciplines and organisations.
- The "*Initiatives*" are based on the guiding themes developed in close cooperation with the Erasmus Trust Fund, i.e. (1) Healthy citizens and Health System, (2) Inclusive Growth and Prosperity and (3) Vital Cities and Citizens.
- The Deans were appointed to each theme, with one Dean having been assigned the final responsibility.
- At the end of 2016 the project plans will be decided upon, and will take off in 2017.
- For each theme a total amount of M€ 4,2 will be allotted from the Strategic Reserve, to be spent over a period of 4 years. On average M€ 1 per year, but actual planning may deviate.

The Erasmus logo is a stylized, handwritten-style script of the word "Erasmus" in a dark green color.

## 2.4 Campus investments and housing costs

- An element of the EUR strategy is to develop a modern, attractive and inspiring Woudestein Campus.
- After CIO I and CIO II, it has been decided to start CIO III. In this programme major investments are foreseen in the renovation of the Tinbergen and van der Goot building, but also in new sport facilities.
- In comparison to the Budget Plan 2016 the investment volume increases as of 2019.
- Investment decisions are based on a maximum of housing costs of 13% of relevant revenue. Although the costs will rise, they remain within the target set, due to an even higher increase in revenue.
- The relative housing costs are lower in the current Budget Plan 2017 in comparison to 2016 mainly due to higher revenue.





## 2.5 Additional investments/intensifications

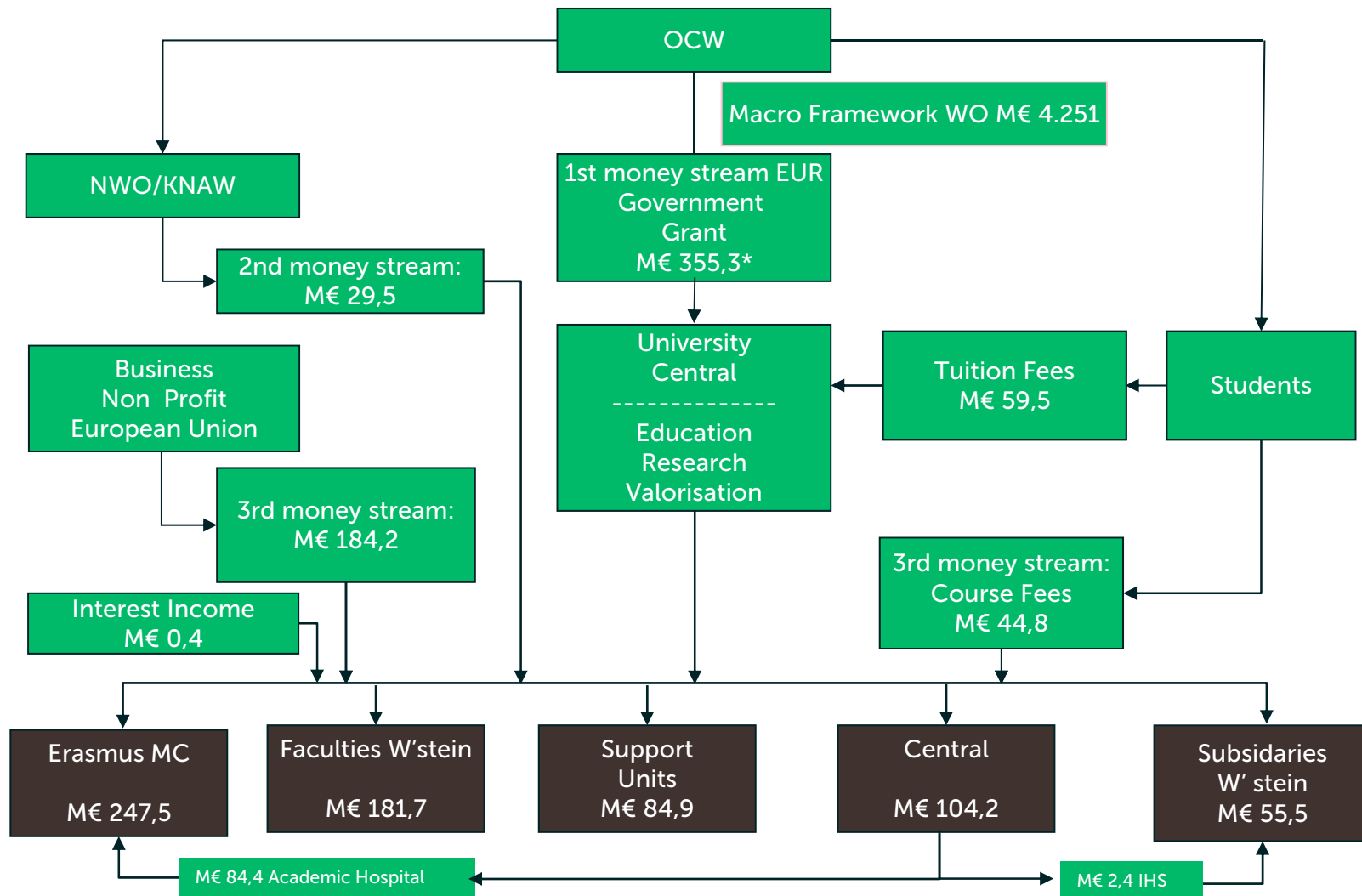
- In order to meet the changing needs of our stakeholders and to remain an attractive university, it is necessary to speed up the development of a few business areas:

- study facilities and digitalization
- research support
- key-marketing and communication channels (multi channel strategy)
- general IT-facilities including Identity & Access Management
- diversity
- support organisation and processes

- The themes have been selected based on the following criteria:
  - Necessity from a perspective of compliance, risk management and strategic ambition.
  - The envisioned financial position in combination with the guiding principles of a structural balanced allocation model and a solvency ratio of approximately 60%.
- This has led to the inclusion of an amount of M€ 15,9 incidental and M€ 5 structural from 2017 to 2020. The specification can be found on page 38. The intensifications are part of the right of consent of the University Council.
  - It is noted that in 2017 M€ 1,8 for the programme D=N related to study facilities and digitalization is planned be covered through the pre-investments in education quality.
- The structural annual amount of M€ 1,3 in 2020 can be accommodated within the allocation model which shows a surplus of M€ 3 in that year.
- The current amount does not take into account the structural costs from the internationalisation programme. A later decision on these costs will follow.

Intensifications (in k€)	2017	2018	2019	2020	Total 2017-2020
<b>Total</b>	<b>9.319</b>	<b>6.622</b>	<b>2.483</b>	<b>2.392</b>	<b>20.814</b>
Total Incidental	8.159	5.368	1.214	1.123	15.864
Total Structural	1.160	1.254	1.269	1.269	4.951

# 3. Overview of 2017 external income

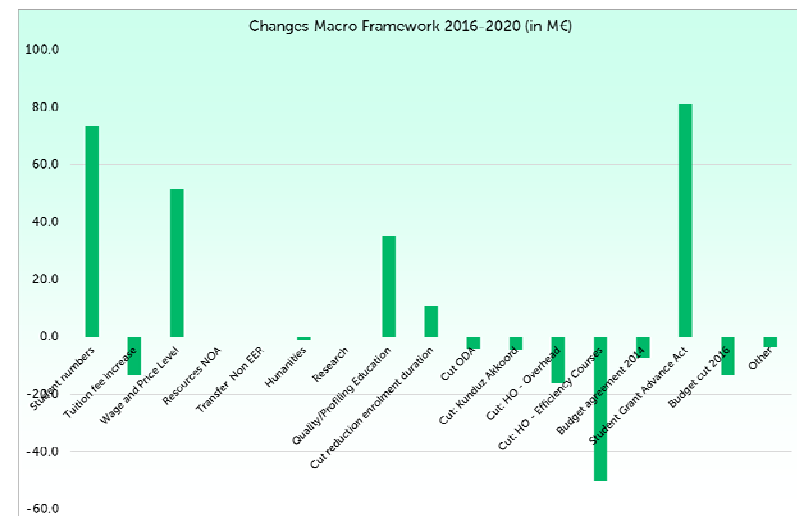
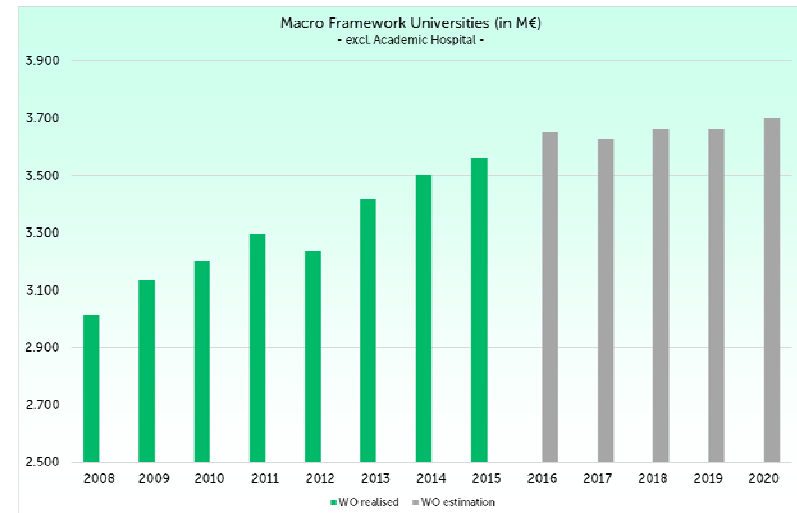


\* Including M€ 84,4 Academic Hospital (werkplaatsmiddelen)



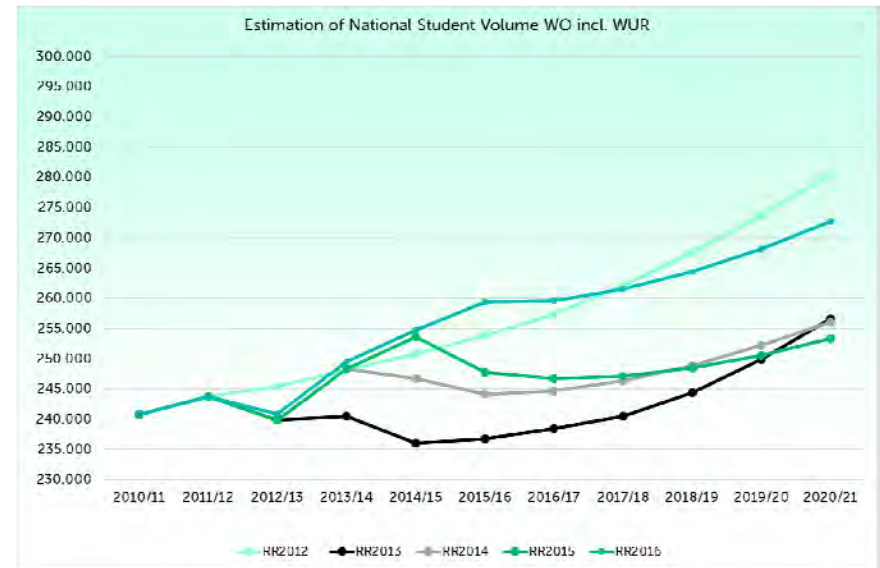
## 4.1.1 Macro Framework Developments

- The Macro Framework shows a positive development in nominal terms.
- Following the Student Grant Advance Funds, student volume, inflation corrections and means related to performance agreement have the most impact on budget growth.
- Negative impacts on the budget are caused by budget cuts. These budget cuts have been given several labels: efficiency reduction, overhead reduction, reduction number of programmes, budget plan reductions.
- In 2017 a new budget cut of M€ 13 has been introduced due to budgetary problems at OCW. This had an effect of approximately M€ 1 for the EUR



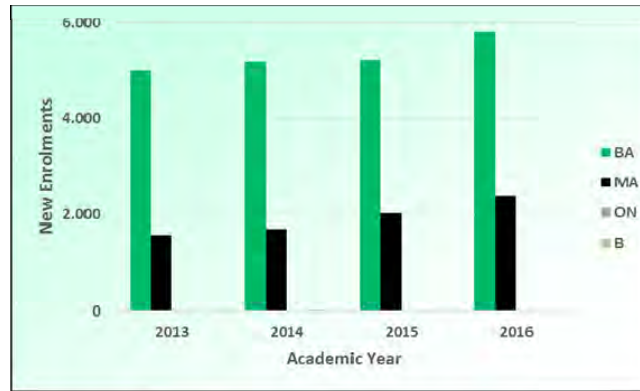
## 4.1.2 Total student volume at Dutch universities

- Yearly OCW makes an estimation of the number of students in the coming years, the so called 'Referentieraming' (RR).
- The outcome of the OCW estimation of student volume influences the funds available for higher education (Macro Framework).
- OCW adjusts the available funds according to the growth/ decline in student numbers, insofar the budget of OCW allows it.
- For each student an amount of K€ 6,7 is added to the Macro Framework.
- The RR 2016 is based on student numbers up until academic year 2015/2016.
- In comparison to the 2015 estimation, the OCW estimation 2016 (RR 2016) shows a much higher number of students in the next few years.
- This is a result of more students in the year 2015/2016, due to a higher influx, especially of international students.
- The higher student numbers result in an increasing Government Grant as of 2016. This has already been included in the Government Grant 2017 and further.



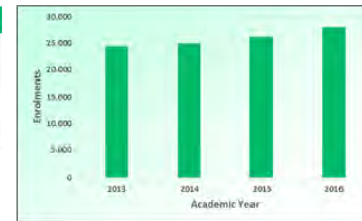
# 4.1.3 Total Bachelor & Master students Erasmus University

- Over the last couple of years there has been a great increase in the number of students coming to the EUR.
- In four years there has been a growth of new entrants of approximately 1.600.
- The growth is evenly distributed over the BA and MA. Both have grown with approximately 800 students since 2013.
- The increase in the new enrolments causes the total numbers of enrolments and unique students to grow with more than 3.000.
- Noticeable is that the non-EEA student-population is relatively augmenting (see pie-charts).
- The growth of student numbers leads to higher income from tuition fees (see page 22).

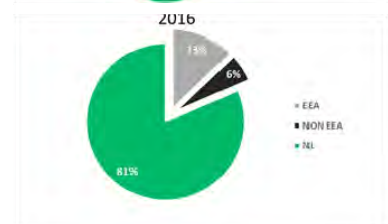
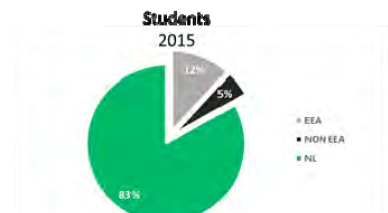
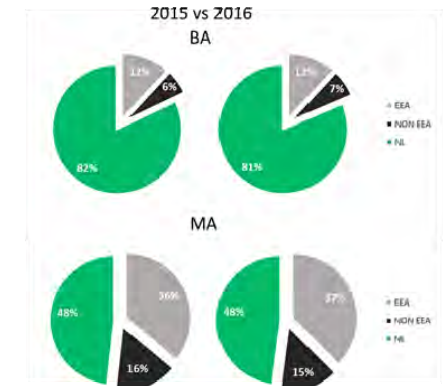
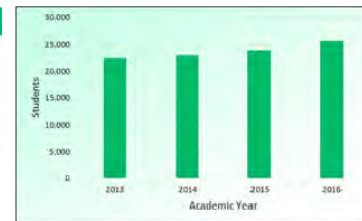


Academic Year	BA	MA	ON	B	New Enrolments
2013	5,019	1,591	0	0	<b>6.610</b>
2014	5,206	1,702	0	4	<b>6.912</b>
2015	5,237	2,040	0	0	<b>7.277</b>
2016	5,813	2,387	0	0	<b>8.200</b>

Academic Year	Enrolments
2013	24.390
2014	24.934
2015	26.189
2016	28.043

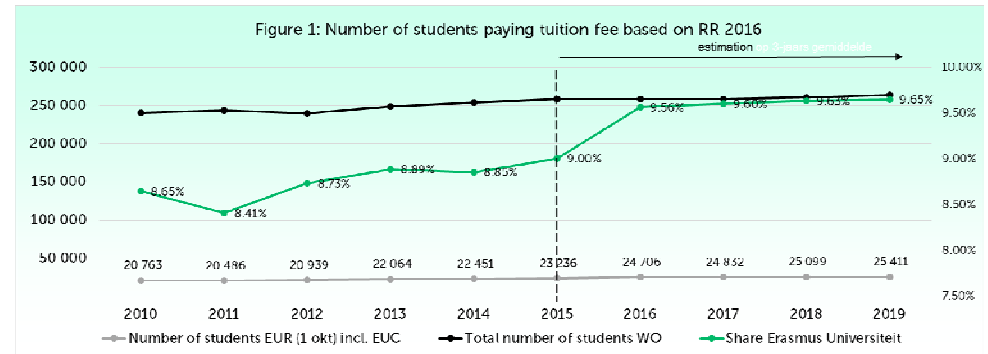


Academic Year	Students
2013	22.559
2014	23.049
2015	23.989
2016	25.814

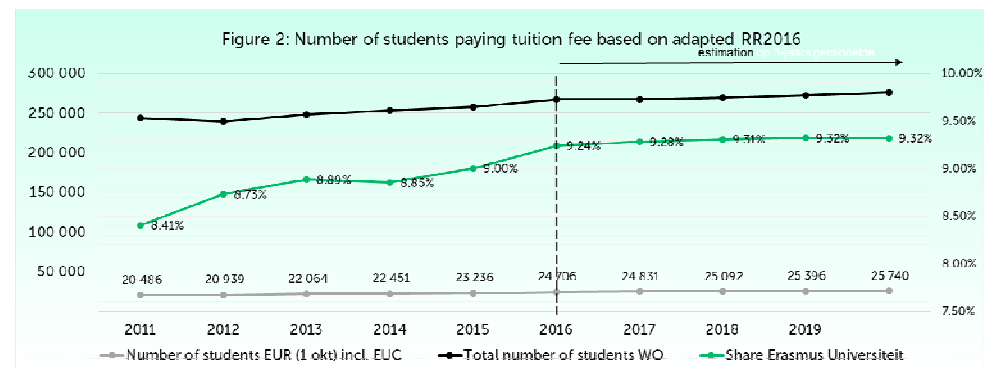


## 4.1.4 Expected correction Macro Framework

- When the EUR student numbers 2016 are related to the RR 2016 student volume, the market share shows a sharp rise (Figure 1).
- This is an indication that the RR 2016 is underestimated.
- The underestimation is calculated at approximately 8.000 students.
- With this correction the market share of the EUR gives a more realistic picture (Figure 2).
- The expected correction can lead to an increase of the Macro Framework with M€ 50 and M€ 4,5 for the EUR.
- For 2017 this amount has been included in the calculation of the EUR government grant.



Student numbers deviate from earlier slide, because not all students pay tuition fee at the EUR (because principal enrolment is at another university)



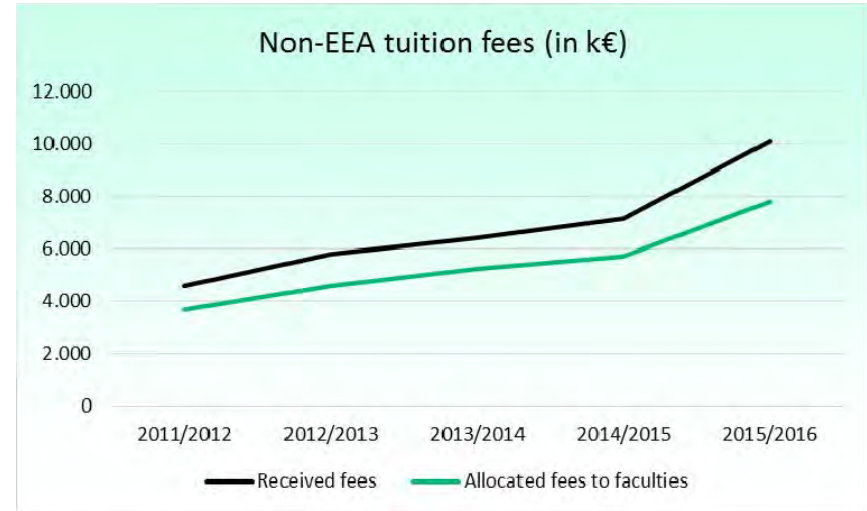
## 4.2.1 Government Grant Erasmus University

- The institutional government grant in 2017 amounts to M€ 270,9 (excl. M€ 84,4 means for the Academic Hospital).
- This is M€ 15,9 higher than the grant predicted in the Budget 2016 and M€ 6,1 higher than the grant estimated in the Policy Framework 2017.
- Growth is the net effect of:
  - Growth in national student volume (RR 2016).
  - Less educational performance as a result of the phasing out of the diploma peak from the transition to the bachelor master system at the Faculty of Medicine.
  - Higher income from dissertations.
  - Compensation for the increase in wage and price levels.
  - Several budget cuts as a result of past decisions, but also a planned new budget cut in 2017 due to a budgetary problem at OCW level.
- As mentioned earlier, M€ 4,5 has been added in anticipation of adjustment of the national student volume.
- In absence of a clear legal ground and awaiting a decision on how to distribute the profile means over the institution as of 2017, OCW has withheld these means. We expect to receive at least the same amount we had before and adjusted the government grant for this.

Government Grant EUR in M€	2017	2018	2019	2020	2017-2020	2017-2021
Initial Position T-1	261.8	270.9	268.7	269.2		
Student volume	5.8	0.0	0.9	1.7	8.3	10.4
Education Performance (enrolments & degree)	-5.4	-0.2	0.7	0.0	-4.9	-4.9
Dissertations (net)	1.4	0.0	0.0	0.0	1.4	1.4
Wage- & price level	5.4	-0.1	0.0	0.0	5.3	5.4
Tuition fees	-0.4	-0.4	0.0	0.0	-0.8	-0.8
Budget agreement 2014	0.0	0.4	-0.4	0.0	0.0	0.0
National Education Agreement	-0.2	-2.8	0.0	0.0	-3.0	-3.0
Cut: Efficiency (reverting 'langstudeerders')	0.9	0.0	0.0	0.0	0.9	0.9
Cut: Lump sum (Kunduz Agreement, B2013)	0.3	0.0	0.0	0.0	0.3	0.3
Cut: ODA	-0.9	0.0	0.0	0.0	-0.9	-0.9
Cut: Overhead	-0.5	0.0	0.0	0.0	-0.5	-0.5
Cut: Reduction number of courses	-0.7	-0.7	-0.7	0.0	-2.0	-2.0
Cut: Coverage issue OCW	0.0	0.0	0.0	0.0	0.0	0.0
Cut: Lump sum (B2017)	-1.0	-0.1	0.0	0.0	-1.0	-1.0
Quality	0.8	0.0	0.0	0.0	0.8	0.8
Profile	-2.0	0.0	0.0	0.0	-2.0	-2.0
Student grant advance	0.0	6.0	0.0	1.0	7.0	11.8
Other	-0.9	0.0	0.0	0.0	-0.8	-0.8
Expected adjustment: Student volume	4.5	-4.5	0.0	0.0	0.0	0.0
Expected adjustment: profile	2.0	0.0	0.0	0.0	0.0	2.0
Totaal mutations	9.1	-2.2	0.5	2.8	8.1	17.0
<b>Budget excl. Academic Hospital</b>	<b>270.9</b>	<b>268.7</b>	<b>269.2</b>	<b>271.9</b>		
Academic Hospital	84.4	84.4	84.4	84.4		
<b>Total Budget incl. Academic Hospital</b>	<b>355.3</b>	<b>353.1</b>	<b>353.6</b>	<b>356.4</b>		

## 4.2.2 Tuition fees

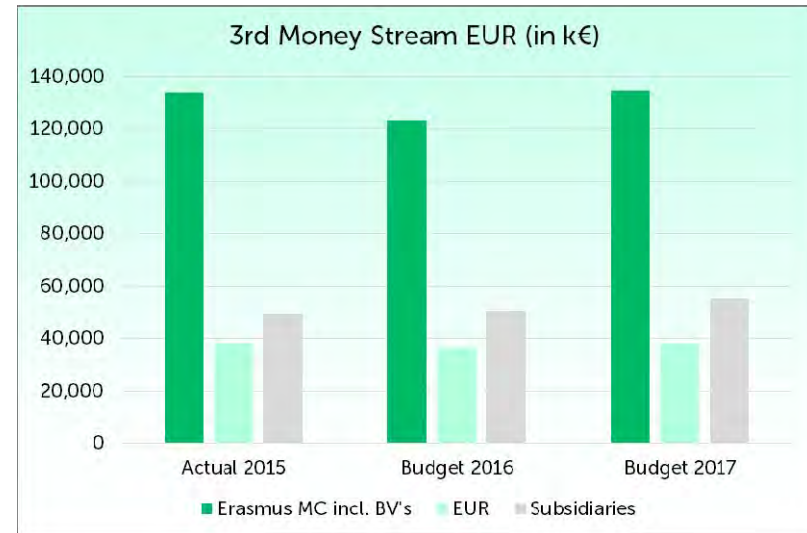
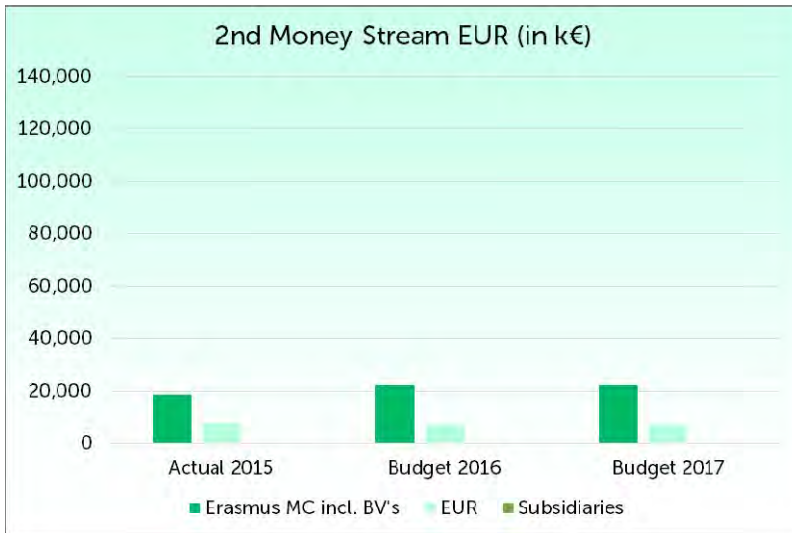
- Tuition fees are calculated on the basis of an estimation of (1) student numbers and (2) average tuition fee. Estimation of student numbers is based on the (adjusted) latest OCW forecast of national student numbers (RR 2016) and the estimated EUR share. The average tuition fee is based on realised fees in previous years, taking into account the inflation correction.
- A growth is expected in the income from tuition fees, mainly as a result of increased student numbers and more students paying institutional fees (non-European).
- In comparison to earlier calculations the income from tuition fees is approximately M€ 6 higher from 2017 onwards.
- The income from non-EEA students has grown from M€ 7,1 to (expected) M€ 10,1 (a total of M€ 3) between the current and the previous academic year (incl. EUC). The remainder of the growth is due to the regular growth of EEA students.
- The difference between the institutional fee and the statutory fee is allocated to the faculties



Tuition fees (in k€)	2016	2017	2018	2019	2020
Average Studentnumbers (excl. EUC)	23.424	24.350	24.418	24.618	24.902
Average tuition fee (excl. EUC)	2.242	2.367	2.389	2.404	2.404
<i>Subtotal Tuition Fee (k€)</i>	<i>52.510</i>	<i>57.648</i>	<i>58.347</i>	<i>59.186</i>	<i>59.868</i>
Tuition fees EUC	1.267	1.823	2.319	2.738	2.910
<b>Total</b>	<b>53.777</b>	<b>59.471</b>	<b>60.666</b>	<b>61.924</b>	<b>62.778</b>



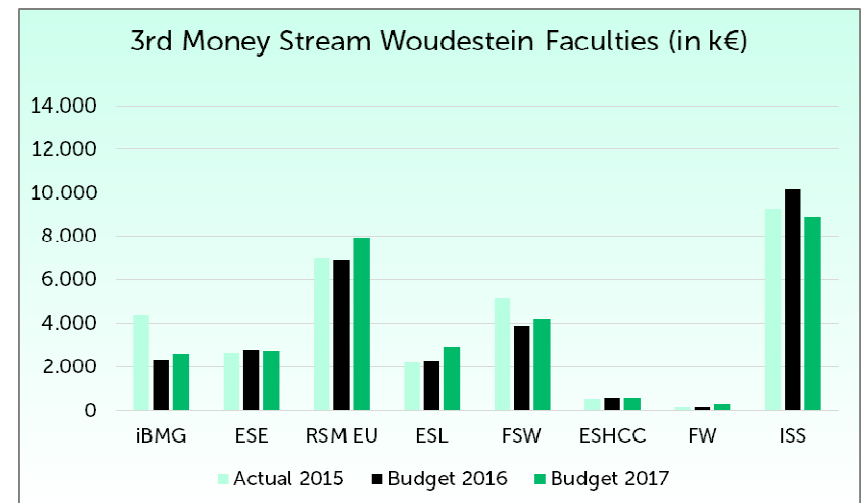
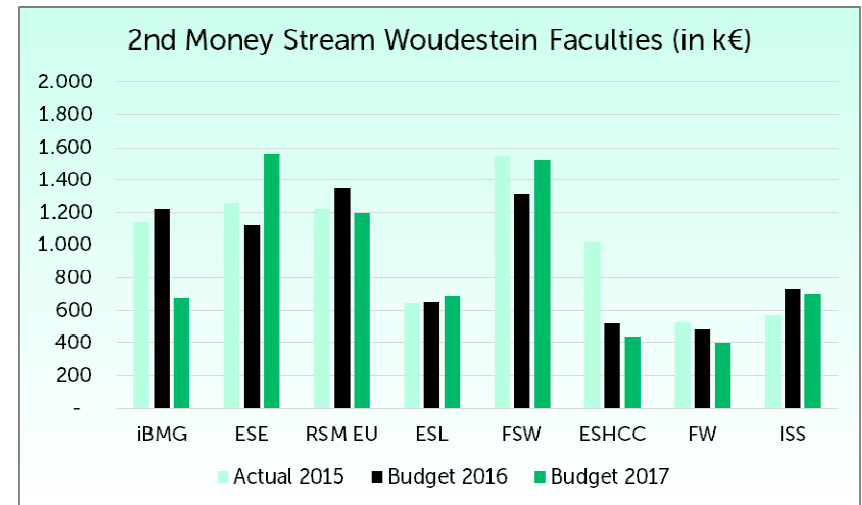
## 5.1 External Income EUR incl. Erasmus MC – 2<sup>nd</sup> and 3<sup>rd</sup> money stream



- A growth in the 2<sup>nd</sup> and 3<sup>rd</sup> income is targeted in the Strategic Plan. The Budget Plan 2017 however reveals little development. Fierce competition matching makes it harder to increase research funds.
- The 3<sup>rd</sup> money stream EUR in the graph above includes revenues from education, research and other revenues (including interest), but excludes regular (statutory and institutional) tuition fees
- The BV's expect to be able to increase their 3<sup>rd</sup> money stream with approximately 12% between 2015 and 2017.
  - EUR Holding grows with more than 16% partly due to new activities.
  - RSM BV grows with more than 5%.
- Erasmus MC incl. the BV's projects the 3<sup>rd</sup> money stream at the level of 2015.

## 5.2 External Income Woudestein Faculties

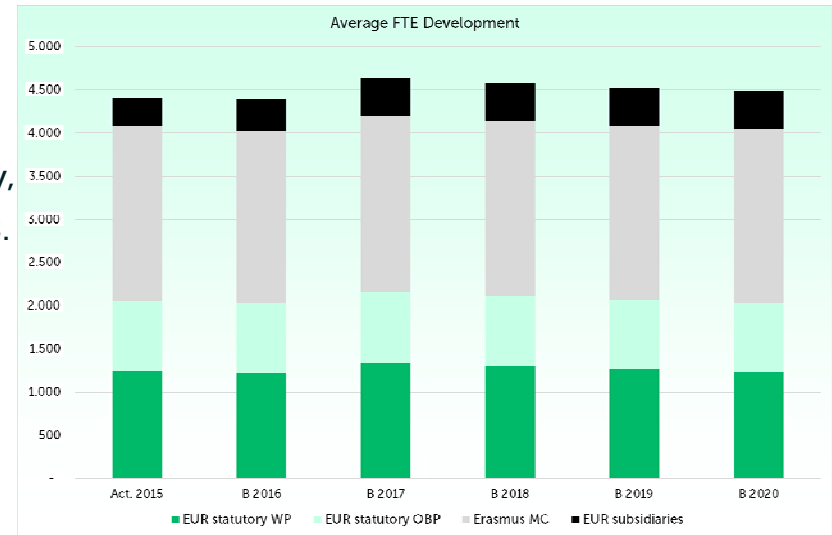
- The 2<sup>nd</sup> money stream decreases at Woudestein with approximately 10% in comparison to 2015.
  - The growth of ESE does not compensate for the decline at iBMG and ESHCC.
- Also the 3<sup>rd</sup> money stream shows a decline. The largest drop is foreseen at iBMG, FSW and ISS.
  - iBMG has budgeted very prudently because the faculty perceives growing (international) competition and risk-avoiding behaviour by the funders
  - The decrease at FSW is because the faculty projects less income to be transferred to third parties.
  - ISS drops sharply in other income due to outsourcing of student housing.
  - RSM and ESL show a slightly better income perspective, whilst the other faculties reveal a relatively stable volume.



*Erasmus*

# 6.1 Staff costs and FTE development

- The staff numbers and costs show an increase in comparison to the Budget 2016, with a peak in 2017.
- The peak in 2017 is the result of temporary intensifications and the boost from the pre-investment in education quality, which amounts to M€ 11 in 2017 and drops to M€ 6 in 2018.
- Also the support units temporarily need more fte's to improve its service levels.
- The costs at EUR central are lower than the budget 2016, mainly due to:
  - lower restructuring provision with M€ 4,4.
  - elimination of personnel costs related to Study Advance Grant with M€ 4,7 as the costs materialise in the faculties (the division of the amount among the faculties was unknown in the previous budget. Now that the division of these costs is known, the total amount can be allocated to the faculties and thereby deducted from the EUR central costs).
- The number of staff employed within the EUR subsidiaries increases as a result of growing business, both existing and new.



Staff numbers	Actual 2015	Budget 2016	Budget 2017	Budget 2018	Budget 2019	Budget 2020
EUR statutory WP	1,248	1,220	1,337	1,310	1,266	1,238
EUR statutory OBP	804	808	827	805	795	794
Erasmus MC	2,030	1,993	2,034	2,021	2,021	2,021
EUR subsidiaries	324	374	437	438	442	442
<b>Total</b>	<b>4,405</b>	<b>4,395</b>	<b>4,635</b>	<b>4,574</b>	<b>4,523</b>	<b>4,495</b>

Staff cost in k€	Actual 2015	Budget 2016	Budget 2017	Budget 2018	Budget 2019	Budget 2020	2017-2016
EUR faculties	120.676	121.134	133.745	132.471	130.897	129.850	12.610
Support units	32.090	34.265	36.280	35.326	34.714	34.714	2.015
EUR central	6.704	14.682	5.345	5.479	5.501	5.822	9.337-
Erasmus MC incl. BV's	149.766	147.477	153.733	152.768	151.169	151.175	6.256
BV's	22.473	23.283	26.803	27.583	28.036	28.335	3.520
Associates	1.368	1.247	1.345	1.345	1.325	1.305	98
<b>Total</b>	<b>333.077</b>	<b>342.088</b>	<b>357.250</b>	<b>354.972</b>	<b>351.643</b>	<b>351.201</b>	<b>15.163</b>



## 6.2 Support staff versus target FTE's

FTE OBP	Actual	Budget	Latest Estimate	Budget	Budget	Budget	Budget	Target fte OBP	Struct.
	2015	2016	2016	2017	2018	2019	2020	(adjusted)	
<b>Woudestein faculties</b>	<b>357</b>	<b>351</b>	<b>362</b>	<b>370</b>	<b>362</b>	<b>361</b>	<b>360</b>	<b>Woudestein faculties</b>	<b>317</b>
iBMG	25	24	24	25	25	25	25	iBMG	25
ESE	54	52	54	58	58	58	58	ESE	49
RSM	105	116	110	119	113	111	111	RSM EU	94
ESL	62	56	65	58	58	58	58	ESL	47
FSW	56	50	55	54	53	53	53	FSW	51
ESHCC	24	24	24	26	25	25	25	ESHCC	23
FW	5	5	3	5	5	5	5	FW	7
ISS	26	23	27	26	26	26	26	ISS	21
<b>Support units</b>	<b>434</b>	<b>457</b>	<b>434</b>	<b>457</b>	<b>444</b>	<b>434</b>	<b>434</b>	<b>Support units</b>	<b>433</b>
USC	323	346	325	350	338	329	329	USC	322
UB	67	64	64	60	60	60	60	UB	65
ABD	44	47	45	47	46	45	45	ABD	47
<b>Central</b>	<b>13</b>		<b>18</b>	-	-	-	-	<b>Central</b>	-
<b>Total fte OBP</b>								<b>Total fte OBP</b>	<b>750</b>
EUR excl. subs. and Er.MC	804	808	814	827	805	795	794		

- In 2014 targets were set on the number of support staff at Woudestein faculties and support units, both on generic and education & research support staff.
- The budgeted figures show a gradual decline from 2017 onwards, but are in total above target at the faculties mainly as a result of extra education & research support staff in order to accommodate student and revenue growth.
- The support units estimate to reach the target level in 2019. In the next years the numbers are higher because of intensifications and friction as a result of not yet meeting the conditions underlying the reorganisation.
- In order to determine sound future levels of support staff at both faculties and support units, we are in the process of drafting a vision on adequate support staff volume related to business development.



# 7.1 Income and Expense per Group of Units

- The EUR estimates a deficit of M€ 2,1 in 2017.
- This is temporary and is primarily due to pre-investments of M€ 11 in quality of education and the planned intensifications (see p.5 for explanation).
- The deficit can be divided up as follows:
  - deficit EUR (faculties, support, central): M€ 6,5
  - surplus subsidiaries: M€ 1,2
  - surplus Erasmus MC: M€ 3,2
- The faculties in total have a small surplus.
- The deficit of the support units is primarily related to withdrawals from dedicated reserves to accommodate the movement to the Sanders building
- The breakdown per unit is included in appendix B.
- The deficit at central level is explained on page 28.

Budget 2017	Total	Faculties	Support	Central	Subsidiaries	Erasmus MC
Budget	414,751	144,283	78,649	101,551	0	90,267
Course fees	44,842	8,445	523	0	35,874	0
Income 2e money stream research	29,483	7,183	0	0	0	22,300
Income 3e money stream research	93,524	11,833	0	0	12,453	69,238
Other contract income	4,800	4,085	715	0	0	0
Other	85,909	5,842	4,990	2,686	7,065	65,327
Interest	429	12	0	0	84	333
Internal income from EUR (intra company)	20,804	4,656	15,983	165	0	0
Internal income from BV's (inter company)	27,690	3,955	3,668	52	9,314	10,700
<b>Total Income</b>	<b>722,231</b>	<b>190,294</b>	<b>79,597</b>	<b>-25,222</b>	<b>45,581</b>	<b>625,274</b>
Staff costs: own staff	357,250	133,745	36,280	5,345	28,149	153,733
Staff costs: hired staff	23,779	4,076	7,168	0	9,735	2,800
Depreciation	34,199	357	19,056	2,472	1,008	11,304
Rent, housing expenditures	32,480	1,171	16,355	208	1,046	13,700
Other costs	226,799	29,774	22,861	96,272	15,653	62,239
Interest	981	0	0	480	13.2	488
Corporate income tax	326	0	0	0	325.756	0
Internal payments to EUR (intra company)	20,804	16,830	1,522	2,452	0	0
Internal payments to BV's (inter company)	27,690	4,265	2,686	2,364	7,676	10,700
<b>Total Expenses</b>	<b>724,308</b>	<b>190,218</b>	<b>81,175</b>	<b>-24,149</b>	<b>51,093</b>	<b>627,813</b>
<b>Results</b>	<b>-2,077</b>	<b>77</b>	<b>-1,399</b>	<b>-5,138</b>	<b>1,183</b>	<b>3,200</b>

budget =

- government grant incl. M€ 84,4 'Academic Hospital'
- tuition fees

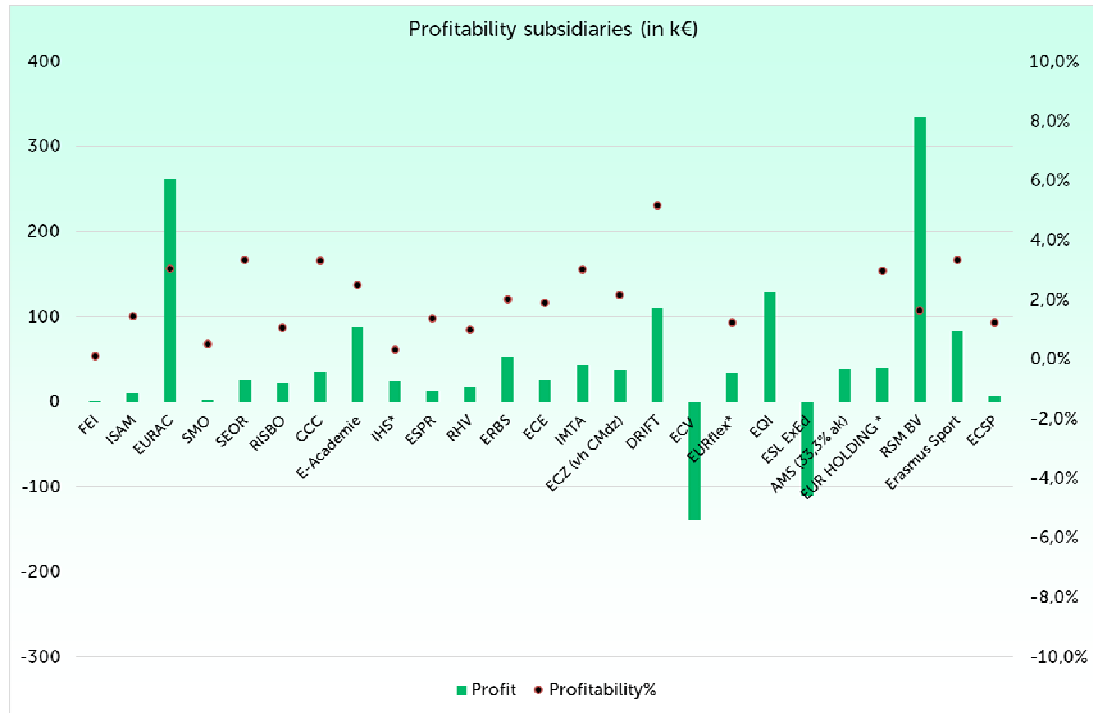
other costs include transfer of M€ 84,4 'Academic Hospital'

## 7.2 Organisational results versus targeted results

- In 2014 it was agreed that in 2018 the faculties should realise a net result of at least 1% of revenues and that the support units would operate at least at break even.
  - ESHCC has one additional year to reach the target, because of the growing financial base of IBCOM.
- At that time, the EUR expected deficits in the long run. Internal budget cuts were introduced and the target was set to stabilise the financial situation of the EUR.
- In 2017 most faculties have a more than sound financial position. A few of them therefore decided to use reserves in order to develop research and education. The deficits are of a short term nature.
- As a cost centre the support units should have a balanced budget. The USC however shows a deficit. This is mainly due to one off refurbishment costs of new work spaces. The reserves are sufficient to accommodate the deficit.

Result per unit in k€	Budget 2017	Budget 2018	Budget 2019	Budget 2020
<b>Woudestein faculties</b>	<b>77</b>	<b>-502</b>	<b>-97</b>	<b>-116</b>
iBMG	179	309	566	29
ESE	1,072	-123	-1,493	-1,399
RSM EU	374	143	306	148
ESL	-959	-776	-150	340
FSW	282	-103	14	42
ESHCC	-574	-110	395	434
FW	24	66	61	158
ISS	-321	91	204	132
<b>Support units</b>	<b>-1,399</b>	<b>-181</b>	<b>-169</b>	<b>-114</b>
USC	-1,399	-181	-169	-114
ABD	0	0	0	0
UB	0	0	0	0
<b>Central</b>	<b>-5,138</b>	<b>-3,608</b>	<b>-1,214</b>	<b>-319</b>
Allocation Model	3,434	6,391	3,494	3,011
Additional budget calls	-5,071	-9,276	-4,193	-2,799
Dividend transfer	-1,426	-753	-537	-546
Other	-2,076	30	22	15
<b>EUR excl. subs. and Er.MC</b>	<b>-6,461</b>	<b>-4,290</b>	<b>-1,480</b>	<b>-549</b>
<b>Subsidiaries W'stein</b>	<b>1,183</b>	<b>1,492</b>	<b>2,681</b>	<b>3,994</b>
Holding	759	1,135	1,383	1,383
RSM BV	335	451	1,277	2,525
ESC en ECSP	89	-94	21	86
<b>EUR statutory</b>	<b>-5,278</b>	<b>-2,798</b>	<b>1,201</b>	<b>3,445</b>
EMC	2,963	5,032	6,806	7,804
EMC bv's	237	239	239	239
<b>Erasmus MC</b>	<b>3,200</b>	<b>5,271</b>	<b>7,045</b>	<b>8,043</b>
<b>Total Result</b>	<b>-2,077</b>	<b>2,473</b>	<b>8,246</b>	<b>11,488</b>

## 7.3 Profitability subsidiaries



- In 2017 the EUR has 25 associated companies, of which 21 are under governance of the EUR holding.
- The associated companies have in total a revenue of M€ 64,7 (incl. intercompany).
- All companies have a surplus, with exception of ECV BV and ESL Executive Education. Both companies are in the start-up phase.
- The total profitability ratio after tax amounts to 1,8%.
- The highest profit is expected to be generated by RSM BV, whilst Drift BV has the highest expected profitability ratio (profit in relation to turnover).

# 8. Uncertainties and Margins (1)

## Element

### Government grant

- The division of the extra resources from the student grant advance act over the institutions. An estimation of M€ 6 in 2018 is included in this budget plan based on the EUR share in the student related budget.
- The ambitions of OCW in relation to the available means. In 2017 the government added M€ 200 to the budget of OCW to support national priorities. OCW uses 2/3 of this amount to 'soften' lump sum- and subsidy discounts'. Nevertheless a new budget discount is introduced in 2017. Additionally OCW decided to hold back the price compensation tranche 2016 (M€ 7,3) to finance the start of the National Science Agenda in 2017.
- The development of student volume and the possibility of OCW to compensate for growth. The budget plan anticipates a positive deviation of 8.000 students. This should lead to a total compensation to the sector of more than M€ 50 of which M€ 4,5 to the EUR.
- Declining government per student puts pressure on the quality of education and research and the realisation of ambitions.

## Budgetary consequences

- Positive or negative  
❖ medium probability
- Negative  
❖ medium probability
- Negative  
❖ medium probability
- Negative  
❖ high probability



# 8. Uncertainties and Margins (2)

## Element

### Project related expenses

- The ability of the EUR to execute on all (strategic) project and to spend the allocated means.

## Budgetary consequences

- Positive
- ❖ high probability

### Allocation model

- Mismatch in the development of the EUR external funding, in which the price per performance unit depends on total performance of the sector, in relation to the internal distribution, which is largely based on a fixed price per unit (there is currently no mechanism to restore balance in case bottlenecks as a result of this uncertainty arise).

- Positive or negative
- ❖ medium probability

### Other

- IT is becoming more and more a strategic asset. It is expected that together with the benefits the (fixed) costs will rise.
- In the Budget Plan 2017 no income from the matching fund (SEO) has been included. The amount is depending on the success ratio of the EUR in the acquisition of European Funds. In 2015 Woudestein received M€ 0,6 and Erasmus MC M€ 2,2 from a total available annual amount of M€ 50.
- Development of collective labour agreements. The budget plan is based on cost level 2016. The impact on the budget is depending on the budgetary compensation from OCW.

- Negative
- ❖ high probability

- Positive
- ❖ high probability

- Positive or negative
- ❖ high probability



**9. APPENDIX 0**  
**MAIN ELEMENTS**  
**BUDGET PLAN 2017**

*Ezafun*

## 9.0 Main elements Budget Plan 2017

- With the entry into force of the new Student Grant Advance Act, the right of consent is attributed to the University Council with respect to the main elements of the budget
- We've agreed with the University Council that the main elements of the budget concern the following:
  - Changes in the EUR allocation model
  - Changes in investments:
    - Strategic
    - Pre-investments in education quality
    - Campus development and housing
- The changes relate to the previous year's budget plan.
- Changes larger than M€ 1 per (sub)category are subject to consent.
  - The first step of changes was presented in the Budgetary Framework.

## 9.0.1 Allocation model - changes since Policy Framework 2017

- The internal allocation model shows the distribution of 1<sup>st</sup> money stream over the units, central cost and policy areas. The model contains all regular and decided upon distributions.
- The total change in comparison to the 2016 Budget amounts M€ 14,1.
  - Part of this change was included in the Budgetary Framework 2017 (KN 2017) and was agreed upon by the University Council.
- In comparison to the KN 2017 the Budget 2017 contains
  - M€ 4,4 higher distribution
  - M€ 8,3 higher surplus.
- Both are primarily caused by higher government grant and tuition fees next to a raise of the additional allocation to IT primarily related to AV. Also income from VAT-return has been added, due to a more favorable tax-ruling.
- Balancing at a surplus, there is room to accommodate new expenses.

INTERNAL ALLOCATION	B 2017	KN 2017	B 2016	Diff.	Diff.
AVAILABLE IN K€	A	B	C	A-B	A-C
	2017	2017	2017	2017	2017
<b>Internal Allocation Model, including wage add-on</b>	203.652	203.526	194.439	126	9.213
<b>Allocation wage adjustments</b>	105			105	105
<b>Budget Cuts</b>	-12.363	-12.363	-12.363	0	0
<b>Other model based allocations</b>					
Variation provision/travel expenses	1.506	1.506	1.586	0	-80
m2/student influx/other parameters	6.025	6.025	6.400	0	-375
Additional costs IT/AV	2.472	1000	0	1.472	2.472
Central HRM policy funds (CMP)	1.462	1.462	1.462	0	0
Local HRM policy funds (DMP)	3.891	3.733	3.630	158	261
<b>Subtotal other model based allocations</b>	<b>15.356</b>	<b>13.726</b>	<b>13.078</b>	<b>1.630</b>	<b>2.278</b>
<b>Institute of Social Studies</b>	<b>8.519</b>	<b>8.439</b>	<b>8.347</b>	<b>79</b>	<b>172</b>
<b>Institute for Housing and Urban Development Studie</b>	<b>2.364</b>	<b>2.344</b>	<b>2.318</b>	<b>20</b>	<b>45</b>
<b>Academic Hospital funds</b>	<b>84.404</b>	<b>84.814</b>	<b>84.814</b>	<b>-410</b>	<b>-410</b>
<b>Other allocations</b>					
Working condition funds	2.307	2.214	2.152	93	155
Working condition funds Erasmus MC	1.091	1.047	1.017	44	74
Central funding EUR Fellows	405	405	405	0	0
Dotation legal obligations arrangements	3.382	3.286	4.287	96	-905
Legal obligations arrangements Erasmus MC	1.126	1.081	1.081	45	45
Strategic Innovation Budget	17.520	17.510	17.510	10	10
Student Grant Advance	11.000	11.000	11.000	0	0
Research provision Psychologie	679	679	679	0	0
Additional pre-funding EUC	4.568	4.568	4.568	0	0
Housing budget Woudestein	11.695	11.695	11.695	0	0
Housing budget Erasmus MC	11.283	11.283	11.258	0	25
Major maintenance + depreciation	14.770	14.562	13.867	208	903
Interest costs	480	480	480	0	0
Other central costs EUR (incl. Numerus Fixus)	20.094	20.075	19.901	19	193
Institutional fees (incl. pto)	11.500	9.200	9.200	2.300	2.300
Intrest compensation (units)	64	64	197	0	-133
<b>Subtotal other allocations</b>	<b>111.964</b>	<b>109.149</b>	<b>109.297</b>	<b>2.815</b>	<b>2.667</b>
					0
<b>TOTAL ALLOCATED</b>	<b>414.002</b>	<b>409.636</b>	<b>399.931</b>	<b>4.366</b>	<b>14.071</b>
<b>Surplus/Deficit</b>	<b>3.434</b>	<b>-4.888</b>	<b>-4.899</b>	<b>8.322</b>	<b>8.333</b>

## 9.0.2 Investments in Strategic Programme 2018

- A total expenditure programme of M€ 26,3 was adopted in 2015 for the Strategic Programme 2018.
- More than 30 projects are in progress.
- The Strategic Programme is subject of the mid-term review. The outcome is expected by the end of 2016.
- This may cause the project portfolio to change.

Expenses Strategy 2018 (in k€)	2014	2015	2016	2017	2018	Total
<u>Original</u>						
Internationalisation Education	140	825	975	1.035	1.075	4.050
OODD (online education digital services)	550	2.285	2.575	2.880	1.235	9.525
Topsupport	347	4.384	2.339	1.665	1.670	10.405
Study quality & -suc6	100	345	245	219	100	1.009
Impact & Relevance	25	450	575	200	50	1.300
<b>Total</b>	<b>1.162</b>	<b>8.289</b>	<b>6.709</b>	<b>5.999</b>	<b>4.130</b>	<b>26.289</b>

Expenses Strategy 2018 (in k€)	2014	2015	2016	2017	2018	Total
<u>Updated sept 2016</u>						
Internationalisation Education	85	327	1.023	1.274	1.342	4.050
OODD (online education digital services)	112	2.317	2.374	2.350	2.373	9.525
Topsupport	115	2.510	2.928	2.709	2.143	10.405
Study quality & -suc6	13	136	155	351	354	1.009
Impact & Relevance*	-	452	773	316	59	1.600
<b>Total</b>	<b>325</b>	<b>5.741</b>	<b>7.252</b>	<b>7.000</b>	<b>6.271</b>	<b>26.589</b>

\* resources for Sustainability' have been added to programme 'Impact & Relevance'

- Awaiting the outcome, the financial planning of the Strategic Programme is still based on the original amount (taking into account the addition of k€ 300 for sustainability to the programme) until 2018.
- The annual expense scheme however deviates from original planning. In the next two years M€ 3,1 of delayed expenses will be spent. These will be covered through the strategic reserve, that contains the underspending of previous years.

## 9.0.3 Campus and housing investments

- Woudestein Campus is being intensively renovated. After CIO I and II, CIO III has recently started.
- The housing investments have been updated in the Budget Plan 2017 based on the latest estimations and progress.
- The total estimated investment for 2017 are comparable to the amounts in the Budget Framework 2017 and in the Budget Plan 2016
- The total investments rise sharply as of 2019 as a consequence of CIO III.
- The investments in 2016 are higher because of delay of plans.

Investments (in k€) including CIO III UPDATED per September 2016 (Demo 38)						
Category	2015	2016	2017	2018	2019	2020
Education	12,731	16,489	-	5,601	9,000	5,000
Infrastructure/property	10,115	10,185	2,038	1,162	4,681	3,249
Offices/research	7,047	29,985	18,625	16,728	29,155	8,111
Other	1,664	4,752	1,099	699	699	8,376
Demolition	0	203	1,060	1,060	1,150	1,215
Art	300	400	-	-	-	-
Programme management	665	3,374	1,125	1,125	1,125	1,125
Provisions	168	3,988	1,004	2,373	3,970	4,210
<b>Total updated</b>	<b>32,690</b>	<b>69,376</b>	<b>24,951</b>	<b>28,748</b>	<b>49,780</b>	<b>31,286</b>

Investments (in k€) including CIO III UPDATED per April 2016 (Demo 35)						
Category	2015	2016	2017	2018	2019	2020
Education	20,756	8,464	-	5,601	9,000	5,000
Infrastructure/property	9,123	10,881	2,038	1,162	4,681	3,249
Offices/research	2,401	34,641	18,625	17,121	27,155	8,435
Other	6,698	4,160	1,099	2,260	1,210	8,440
Demotion	203	-	885	885	1,235	990
Art	300	400	-	-	-	-
Programme management	1,000	3,037	325	325	325	525
Provisions	168	1,588	419	684	609	2,010
<b>Total updated</b>	<b>40,649</b>	<b>63,171</b>	<b>23,390</b>	<b>27,038</b>	<b>44,215</b>	<b>28,649</b>

Difference B2017 - KN 2017						
	-7,959	6,205	1,560	1,710	5,565	2,637

Investments (in k€) including CIO III BUDGET PLAN 2016 (Demo 33)						
Category	2015	2016	2017	2018	2019	2020
Education	28,882	16,195	3,623	8,038	511	564
Infrastructure/property	11,548	6,032	1,232	1,575	3,233	1,900
Offices/research	11,126	9,516	16,500	19,880	13,940	2,900
Other	1,501	6,633	664	682	726	741
Demotion	547	577	250	250	590	350
Programme management	356	380	1,050	225	225	325
Provisions	1,038	890	1,990	-	400	-
<b>Total Budget Plan 2016</b>	<b>54,998</b>	<b>40,223</b>	<b>25,309</b>	<b>30,650</b>	<b>19,625</b>	<b>6,780</b>

Difference B2017 - B2016						
	(22,308)	29,153	(358)	(1,902)	30,155	24,506

Changes in total project investments can not be derived from above figures, as the duration of the program is over a much longer period. The different demo versions only show how the investments are spread and move over time.



## 9.0.4 Additional investments/intensifications

- The environment of the EUR is rapidly changing and stakeholders (students, teachers, researchers, manager, government etc.) are getting more demanding.
- In order to meet the expectations of our stakeholders and to remain an attractive university, it is necessary to speed up the development of a few business areas:
  - study facilities and digitalization
  - research support
  - key-marketing and communication channels (multi channel strategy)
  - diversity
  - general IT-facilities including Identity & Access Management
  - support organisation and processes
- The themes have been selected based on the following criteria:
  - Necessity from a perspective of compliance, risk management and strategic ambition.
  - The envisioned financial position in combination with the guiding principles of a structural balanced allocation model and a solvency ratio of approximately 60%.
- This has led to the inclusion of an amount of M€ 15,9 incidental and M€ 5 structural for the years 2017 to 2020. The specification can be found on page 38.
  - It is noted that in 2017 M€ 1,8 for the programme D=N related to study facilities and digitalization is planned to be covered through the pre-investments in education quality
- The structural annual amount of M€ 1,3 in 2020 can be accommodated within the allocation model which shows a surplus of M€ 3 in that year.
- The current amount does not take into account the structural costs from the programme internationalisation education. A later decision on these costs will follow.



## 9.0.4.1 Overview additional investments

Intensifications (in k€)	2017	2018	2019	2020	Total 2017-2020
<b>Programme Impact &amp; Relevance</b>					
Incidental	1.350	1.150	0	0	<b>2.500</b>
Structural	50	50	50	50	<b>200</b>
<b>Programme D=N</b>					
Incidental	1.909	870	0	0	<b>2.779</b>
Structural	27	27	27	27	<b>108</b>
<b>Programme Internationalisation Education</b>					
Incidental	350	0	0	0	<b>0</b>
<b>Programme Topsupport</b>					
Incidental	350	0	0	0	<b>350</b>
Structural	508	508	508	508	<b>2.032</b>
<b>Programme RS(O)</b>					
Incidental	1.063	1.160	1.034	1.018	<b>4.275</b>
Structural	0	0	15	15	<b>30</b>
<b>Additional ABD</b>					
Incidental	570	570	0	0	<b>1.140</b>
Structural	140	115	115	115	<b>485</b>
<b>Additional USC</b>					
Incidental	2.226	968	0	0	<b>3.194</b>
Structural	88	88	88	88	<b>352</b>
<b>Knowledge Networks</b>					
Incidental	140	140	0	0	<b>280</b>
<b>Medical Delta</b>					
Incidental	0	200	0	0	<b>200</b>
<b>Honours Academy</b>					
Structural	0	120	120	120	<b>360</b>
<b>Diversity</b>					
Incidental	201	310	180	105	<b>796</b>
Structural	347	346	346	346	<b>1.384</b>
<b>Total</b>	<b>9.319</b>	<b>6.622</b>	<b>2.483</b>	<b>2.392</b>	<b>20.814</b>
Total Incidental	8.159	5.368	1.214	1.123	15.864
Total Structural	1.160	1.254	1.269	1.269	4.951



# APPENDIX 9.1

## VARIOUS TOPICS OCW

1. INVESTMENTS STRATEGIC AGENDA
2. BUILDING BLOCKS GOVERNMENT GRANT

*Ezra*

## 9.1.1 Investments Strategic Agenda OCW

- State investments 2018-2030:
  - M€ 200 increasing to M€ 724 in total higher education.
  - of which: M€ 650 (90%) based on institutions own policies.
  - 38% for universities (WO) and 62% for applied sciences (HBO).
  - Institutions are free to spend their share of the budget within the expenditure themes/priorities.
- Erasmus University
  - 2018 -2030, about M€ 6 to M€ 20 (estimation).
  - 2015-2017 pre-investment of M€ 6 per annum.
- The estimated amount has been included in the EUR budget.

Themes/ priorities Strategic Agenda (in M€)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Small-scale and intensive education ( $\geq 50\%$ )	38	38	46	80	99	105	122	133	145	133	133	141	151
Talent programmes ( $\leq 10\%$ )	8	8	8	11	15	15	15	15	15	15	15	16	15
Education related research (20%)	15	15	18	30	38	40	46	49	53	49	49	52	55
Study facilities and ICT (10%)	8	8	9	15	19	20	23	25	27	25	25	26	27
National priorities (10%)	8	8	9	15	19	20	23	25	27	25	25	26	27
<b>Total universities</b>	<b>77</b>	<b>77</b>	<b>90</b>	<b>151</b>	<b>190</b>	<b>200</b>	<b>229</b>	<b>247</b>	<b>267</b>	<b>247</b>	<b>247</b>	<b>261</b>	<b>275</b>
<b>Total Higher Education (universities and applied Science)</b>	<b>200</b>	<b>200</b>	<b>236</b>	<b>400</b>	<b>500</b>	<b>528</b>	<b>600</b>	<b>650</b>	<b>700</b>	<b>649</b>	<b>650</b>	<b>690</b>	<b>724</b>

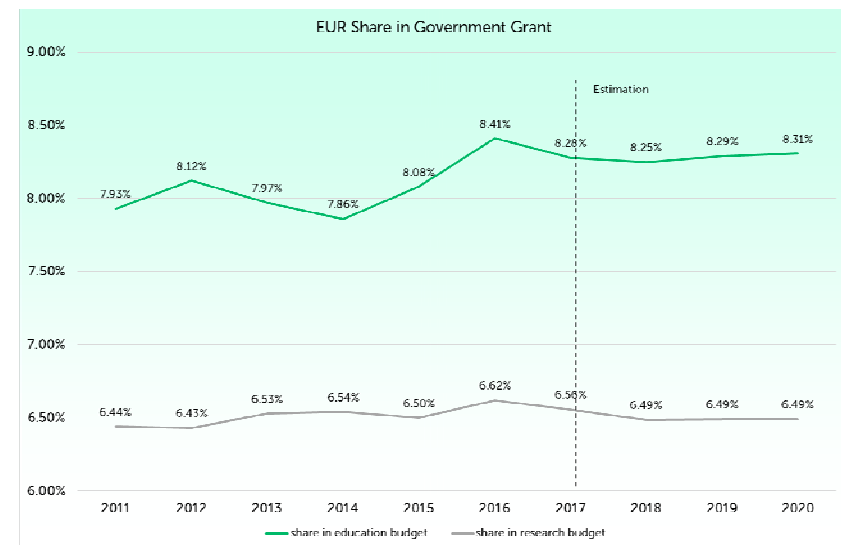


## 9.1.2 Government Grant

- Government funding is received for education and research, but available as a lump sum. The allocation is based on performance parameters, as described in appendix F Macro Framework.
- As can be seen in the table, OCW withheld the profile means, awaiting decision on continuation.
- The EUR share in the government grant peaks in Budget 2016 due to the transition from the doctoral degree system to a BAMA structure. The transition leads to an temporary increase in the number of diplomas. The Faculty of Medicine was the last to implement the new BAMA structure and is in particular the cause for the peak in 2016.

	Macro Framework in M€	EUR in M€	Relative position
<b>Total</b>	<b>4,198.1</b>	<b>349.6 *</b>	<b>8.33%</b>
<b>Education</b>	<b>1,711.8</b>	<b>141.7</b>	<b>8.28%</b>
Student related financing	1,127.6	98.2	8.71%
Education add-on as fixed amount	69.1	8.8	12.72%
Education add on as percentage	515.1	34.7	6.73%
<b>Research</b>	<b>1,747.8</b>	<b>114.6</b>	<b>6.56%</b>
Degrees	270.4	24.8	9.19%
Dissertations	460.2	36.9	8.01%
Research provision as a fixed amount	59.2	3.7	6.22%
Research provision as a percentage	958.0	49.2	5.14%
<b>Performance agreement</b>	<b>113.8</b>	<b>8.9</b>	<b>7.85%</b>
Education quality and study success	113.8	8.9	7.85%
Profile and strengthening of core business	0.0	0.0	5.25%
<b>Support medical education and research</b>	<b>625</b>	<b>84</b>	<b>13.51%</b>

\* includes M€ 0,8 that was already accounted for in earlier annual reports of EUR



# APPENDICES

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# **APPENDIX A: GENERAL BUDGETARY FRAMEWORK**

## A. GENERAL BUDGETARY FRAMEWORK

Principles:

- Internal resource allocation focuses on continuity and development of selected disciplines, focus areas and strategic themes.
- A certain degree of predictability and in relation to efforts made.
- Government financing and internal resource allocation are always balanced.
- Temporary deficits are only possible if permitted by the liquidity and solvency position of the university and the unit.
- Liquidity and solvency standards are defined at the institutional level.

The Budget Plan is a document in which the units set out their plans for the coming year or years, including their financial implications. The financial implications are expressed in statements of income and expenses, statements of assets and liabilities and investment statements. The plans as presented are the results of formulated policy and policy choices, as set out in several documents, such as the strategic plans, education and research plans, investment plans, etc. Consultation and decision-making procedures for these plans are set out in the institutional and faculty regulations.

The implementation of the plans depends on the available resources. The main source of income of the Erasmus University and its units comes from direct government financing and statutory tuition fees. In addition to direct government financing, EUR earns revenues from project implementation and the provision of services, also known as the second and third money stream.

Direct government financing is received by the institution which allocates it for teaching and research at the faculties, central support services, housing, strategic projects and central expenses. Resource allocation is focused on continuity and development of selected disciplines, focus areas and strategic themes.

A basic principle underpinning the funding of education and research at faculties is a certain measure of predictability. Furthermore, funding must bear a certain relationship to efforts made. This is why resource allocation largely relies on models based on predefined and fixed parameters. These parameters are agreed by mutual consultation between the Executive Board and the faculties. Any changes to the parameters or basic principles are always made by mutual consent.

The second and third money stream are intended for the purposes for which they are allocated and are therefore directly managed by the units performing the research or providing the service in question. Neither the Executive Board nor any other party is authorised to allocate or distribute resources according to their own principles.

An important key principle underlying the budget is that expenses must never structurally exceed revenues. In other words, the institution strives for a structurally balanced budget and resource allocation policy. Temporary deficits are only possible if permitted by the liquidity and solvency position of the university and the units. If there is a risk of a deficit becoming structural or intolerable, the Executive Board in consultation with the deans will decide on appropriate measures. Such measures may apply across the institution or specifically target certain units. Examples of institution-wide measures are reductions applied to the model-based funding. Examples of specific measures include restructuring at the unit level.

We have defined liquidity and solvency standards at the institutional level. We also have signalling limits to determine a faculty's resource upper limit, with agreements made with the faculties regarding how (parts of) these resources are to be spent.

### Financial System of Standards

Element		Standard
Solvency	Equity/total assets	$\geq 40\%$
Liquidity	Current assets/current liabilities	$\geq 50\%$
Signalling limit		4% direct government financing + 50% external flows of funds



# **APPENDIX B: OVERVIEW 2017**

Table 1: Budget plan units 2017

€

	Health & Medicine EMC	IPMG	Economics & Mgmt ESE	RSM EU	ESL	Law, Culture & Society FSW	ESHC	FW	ISS	Total facilities	Support Services USC+ ABD	UB	Central	Total EUR excl. other	bv's	associates	Total other	Total EUR Incl. other
<b>Budget</b>	-90.267	-9.873	-29.869	-38.288	-20.054	-24.935	-9.208	-2.613	-9.444	-234.550	-69.822	-8.828	-101.551	-414.751	0	0	0	-414.751
8.40 State contribution	-89.597	-9.214	-25.874	-34.446	-18.872	-17.617	-7.549	-2.370	-9.444	-214.982	-51.121	-7.562	-86.768	-360.433	0	0	0	-360.433
8.41 State contribution to be mandated	-670	-659	-3.995	-3.843	-1.182	-7.318	-1.659	-243	0	-19.568	-18.701	-12.666	-14.783	-54.318	0	0	0	-54.318
<b>External Income</b>	-137.327	-3.275	-4.329	-9.118	-3.621	-5.700	-1.032	-706	-9.607	-174.714	-6.189	-39	-2.686	-185.627	-72.700	-2.230	-74.930	-258.557
8.12 Course fees	0	-150	-86	-4.043	-1.314	-353	-10	-25	-2.466	-8.445	-523	0	0	-8.968	-35.847	-27	-35.874	-44.842
8.130 Income 2e money stream research	-21.100	-678	-1.560	-1.187	-690	-1.520	-440	-399	-699	-28.283	0	0	0	-28.283	-1.200	0	-1.200	-29.483
8.131 Income 3e money stream research	-55.900	-1.763	-790	-3.280	-4.077	-3.077	-422	0	-2.050	-67.733	0	0	0	-67.733	-25.791	0	-25.791	-93.524
8.138 Other contract income	0	0	0	0	-240	0	0	0	-3.845	-4.085	-715	0	0	-4.800	0	0	0	-4.800
8.16 Other	-60.327	-684	-1.893	-598	-927	-750	-160	-282	-548	-66.168	-4.951	-39	-2.686	-73.844	-9.862	-2.204	-12.065	-85.909
<b>Financial income</b>	-333	0	0	0	0	0	0	0	-12	-345	0	0	0	-345	-83	-1	-84	-429
8.17 Interest	-333	0	0	0	0	0	0	0	-12	-345	0	0	0	-345	-83	-1	-84	-429
<b>Internal Settlements</b>	-10.700	-650	-1.951	-3.920	-159	-1.511	-155	-286	0	-19.311	-17.591	-2.060	-217	-39.180	-8.562	-753	-9.314	-48.494
8.32 Internal income from EUR (intra company)	0	-223	-1.039	-1.451	-159	-1.354	-145	-286	0	-4.656	-14.173	-1.810	-165	-20.804	0	0	0	-20.804
8.30 Internal income from BV's (inter company)	-10.700	-407	-912	-2.469	0	-158	-10	0	0	-14.655	-3.418	-250	-52	-18.376	-8.562	-753	-9.314	-27.690
<b>Total Income</b>	-238.626	-13.778	-36.148	-51.326	-23.834	-32.147	-10.395	-3.604	-19.063	-428.920	-93.602	-10.927	-104.454	-637.903	-81.344	-2.984	-84.328	-722.231
<b>Staff costs</b>	156.054	10.346	25.526	36.143	20.592	25.488	9.188	2.741	7.757	293.874	39.105	4.342	5.345	342.667	36.908	1.455	38.363	381.030
4.1 excl 4.1 Staff costs: own staff	155.733	10.036	24.121	34.910	20.346	25.201	9.078	2.696	7.597	287.477	32.007	4.272	5.345	329.102	26.803	1.345	28.149	357.250
4.14 Staff costs: hired staff	2.321	310	1.405	1.233	246	288	110	45	440	6.397	7.098	70	0	13.565	10.105	110	10.215	23.779
<b>Material costs</b>	79.122	2.175	4.675	8.576	2.452	3.929	795	542	8.158	110.424	52.038	6.234	98.952	267.648	24.958	871	25.829	293.477
4.20 Depreciation	11.303	0	0	24	0	0	0	0	333	11.660	19.037	20	2.472	33.189	797	213	1.010	34.199
4.21 Rent, housing expenditures	13.700	0	53	189	0	200	0	729	14.871	14.871	16.355	0	208	31.434	868	178	1.046	32.480
4.22-4.26 Other costs	54.119	2.175	4.622	8.363	2.452	3.729	795	542	7.095	83.893	16.646	6.215	96.272	203.025	23.293	480	23.773	226.799
<b>Financial costs</b>	488	0	0	0	0	0	0	0	0	488	0	0	480	968	13	0	13	981
4.27 Interest	488	0	0	0	0	0	0	0	0	488	0	0	480	968	13	0	13	981
<b>Corporate income tax</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	326	0	326	326
<b>Internal Settlements</b>	0	1.077	4.876	6.233	1.748	2.449	986	297	3.429	21.095	3.858	350	4.815	30.119	17.807	569	18.376	48.494
4.32 Internal payments to EUR (intra company)	0	1.035	3.418	3.801	1.748	2.116	986	297	3.429	16.830	1.272	250	2.452	20.804	0	0	0	20.804
4.30 Internal payments to BV's (inter company)	0	42	1.458	2.433	0	333	0	0	0	4.265	2.586	100	2.364	9.314	17.807	569	18.376	27.690
<b>Total Expenses</b>	235.663	13.599	35.076	50.952	24.792	31.865	10.969	3.580	19.384	425.881	95.001	10.927	109.592	641.401	80.012	2.895	82.907	724.308
8.71 Change in reserve	179	1.072	374	-959	282	-574	24	-321	77	2.963	-1.399	0	-5.138	-6.461	1.094	89	1.183	-5.277
Operational income/loss Erasmus MC	2.963													2.963	237		237	3.200
<b>Results</b>	2.963	179	1.072	374	-959	282	-574	24	-321	3.039	-1.399	0	-5.138	-3.498	1.331	89	1.421	-2.077

\*1 see appendix B internal allocation table 1 total available resources € 417.436 - income from partnerships € 1.685.62 - tax refund € 1.000

\*2 including internal settlements ad. € 48.494 and gross interest income ad. € 429 (EUR k€ 0 see appendix B table Land k€ 429 or organisational units); consolidated including interest k€ 722.231

\*3 including internal settlements ad. € 48.494 and gross interest costs ad. € 981; consolidated including interest k€ 724.308

**Table 2: Budget plan support services 2017 k€**

	USC	ABD	UB	TOTAAL
<b>Budget</b>	<b>-53.202</b>	<b>-16.620</b>	<b>-8.828</b>	<b>-78.649</b>
8.40 State contribution	-44.291	-6.831	-7.562	-58.683
8.41 State contribution te be mandated	-8.912	-9.789	-1.266	-19.966
<b>External Income</b>	<b>-6.163</b>	<b>-26</b>	<b>-39</b>	<b>-6.228</b>
8.12 Course fees	-523	0	0	-523
8.130 Income 2e money stream research	0	0	0	0
8.131 Income 3e money stream research	0	0	0	0
8.138 Other contract income	-715	0	0	-715
8.16 Other	-4.925	-26	-39	-4.990
<b>Financial income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
8.17 Interest	0	0	0	0
<b>Internal Settlements</b>	<b>-16.976</b>	<b>-615</b>	<b>-2.060</b>	<b>-19.652</b>
8.32 Internal income from EUR (intra company)	-13.558	-615	-1.810	-15.983
8.30 Internal income from BV's (inter company)	-3.418	0	-250	-3.668
<b>Total Income</b>	<b>-76.341</b>	<b>-17.261</b>	<b>-10.927</b>	<b>-104.529</b>
<b>Personnel costs</b>	<b>28.370</b>	<b>10.735</b>	<b>4.342</b>	<b>43.448</b>
4.1 excl 4.1 Staff costs: own staff	26.725	5.282	4.272	36.280
4.14 Staff costs: hired staff	1.645	5.453	70	7.168
<b>Material costs</b>	<b>47.576</b>	<b>4.462</b>	<b>6.234</b>	<b>58.272</b>
4.20 Depreciation	19.017	19	20	19.056
4.21 Rent, housing expenditures	16.326	29	0	16.355
4.22-4.26 Other costs	12.232	4.414	6.215	22.861
<b>Financial costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
4.27 Interest	0	0	0	0
<b>Internal Settlements</b>	<b>1.794</b>	<b>2.064</b>	<b>350</b>	<b>4.208</b>
4.32 Internal payments to EUR (intra company)	371	901	250	1.522
4.30 Internal payments to BV's (inter company)	1.423	1.163	100	2.686
<b>Total Expenses</b>	<b>77.740</b>	<b>17.261</b>	<b>10.927</b>	<b>105.927</b>
8.71 Change in reserve	-1.399	0	0	-1.399
<b>Results</b>	<b>-1.399</b>	<b>0</b>	<b>0</b>	<b>-1.399</b>

**Table 3: Budget plan affiliated bv's 2017**

**KE**

	EMC	RSM bv	IOLDINI	AMS	ECV	EURflex	ESL	CCC	ECE	ISAM	SMO	FEI	Erasmus	EURAC	ESPR	RHV	IHS	EOI	ERBS	SEOR	RISBO	DRIFT	IMTA	ECZ	Total
	O&O bv's				Hope		Exed					Academie	MELEUR												
<b>Budget</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8.40 State contribution	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8.41 State contribution to be mandated	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>External Income</b>	-19.538	-18.773	-25	-38	-35	-700	-413	-1.050	-1.344	-779	-553	-386	-3.106	-8.223	-836	-1.425	-5.340	-1.227	-1.609	-711	-1.582	-1.948	-1.372	-1.736	-72.700
8.12 Course fees	0	-18.302	0	0	0	0	-413	-895	-779	-779	0	-322	-2.620	-6.870	-826	-395	-2.303	-379	0	0	0	0	-8	-1.736	-35.847
8.130 Income 2e money stream research	-1.200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-1.200
8.131 Income 3e money stream research	-13338	0	0	0	0	0	0	0	-385	0	-468	0	0	0	0	-1.000	-3.025	-849	-1.250	-711	-1.532	-1.911	-1.323	0	-25.791
8.138 Other contract income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8.16 Other	-5.000	-471	-25	-38	-35	-700	0	-155	-959	0	-85	-64	-487	-1.353	-10	-30	-12	0	-358	0	0	0	-29	-50	-9.862
<b>Financial Income</b>	0	-24	-3	0	0	0	6	-8	5	-1	4	-7	0	-25	-3	-2	-20	0	-1	-1	-2	0	-2	0	-83
8.17 Interest	0	-24	-2.5	0	0	0	6	-8	5	-1	4	-7	0	-25	-3	-2	-20	0	-1	-1	-2	0	-2	0	-83
<b>Internal Settlements</b>	0	-1.561	0	0	0	-1.643	0	0	0	0	0	-458	-380	-398	0	-285	-2.399	0	-767	0	-588	-41	-42	0	-8.562
8.32 Internal income from EUR (lintra.com)	0	-1.561	0	0	0	-1.643	0	0	0	0	0	-458	-380	-398	0	-285	-2.399	0	-767	0	-588	-41	-42	0	-8.562
8.30 Internal income from BV's (linter.com)	0	-1.561	0	0	0	-1.643	0	0	0	0	0	-458	-380	-398	0	-285	-2.399	0	-767	0	-588	-41	-42	0	-8.562
<b>Total Income</b>	-19.538	-20.358	-28	-38	-35	-2.343	-407	-1.058	-1.339	-780	-549	-851	-3.486	-8.646	-838	-1.712	-7.759	-1.227	-2.377	-712	-2.122	-1.989	-1.416	-1.736	-81.344
<b>Personnel costs</b>	479	9.597	654	0	54	2.358	276	487	820	498	315	577	1.980	5.456	596	1.410	3.285	409	2.109	614	1.617	1.486	672	1.160	36.908
4.1 excl.4.14 Staff costs: own staff	0	7.162	557	0	30	2.358	172	410	490	292	50	588	1.021	1.998	402	1.160	3.219	268	1.779	564	1.585	1.480	563	684	26.803
4.14 Staff costs: hired staff	479	2.435	97	0	24	0	104	77	330	206	265	19	959	3.458	194	250	66	141	330	50	32	6	110	476	10.105
<b>Material costs</b>	8.121	6.206	106	0	29	178	219	431	481	203	206	133	1.016	1.822	131	190	3.562	400	302	53	267	273	234	394	24.958
4.20 Depreciation	15	0	1	0	0	0	0	0	0	5	0	0	32	35	0	0	120	2	0	0	0	0	29	0	224
4.21 Rent, housing expenditures	0	573	9	0	0	0	23	1	4	15	19	0	161	196	34	7	98	20	7	0	-3	26	1	0	1.190
4.22-4.26 Other costs	8.120	5.633	97	0	29	178	196	430	477	183	187	133	823	1.591	97	183	3.344	379	295	53	269	219	233	394	23.544
<b>Financial costs</b>	0	13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13
4.27 Interest	0	13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13
<b>Corporate Income tax</b>	0	0	0	0	0	0	0	9	7	3	1	0	22	74	3	4	0	32	13	6	6	27	11	9	227
<b>4.28 Corporate Income tax</b>	0	0	0	0	0	0	0	9	7	3	1	0	22	74	3	4	0	32	13	6	6	27	11	9	227
<b>Internal Settlements</b>	10.700	4.108	480	0	0	0	0	70	0	40	0	113	147	622	72	90	444	169	35	0	147	163	319	88	17.807
4.32 Internal payments to EUR (lintra.com)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4.30 Internal payments to BV's (linter.com)	10.700	4.108	480	0	0	0	0	70	0	40	0	113	147	622	72	90	444	169	35	0	147	163	319	88	17.807
<b>Total Expenses</b>	19.301	19.925	1.239	0	83	2.536	495	997	1.307	743	521	822	3.164	7.974	802	1.694	7.291	1.010	2.458	674	2.037	1.950	1.236	1.652	79.913
8.71 Change in reserve	0	335	41	38	-139	33	-111	35	26	11	3	1	87	262	12	18	24	129	52	25	22	110	43	38	1.094
Operational Income/loss Erasmus M	237	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	237
<b>Results</b>	237	335	41	38	-139	33	-111	35	26	11	3	1	87	262	12	18	24	129	52	25	22	110	43	38	1.331

**Table 4: FTE per Unit**

Category	EMC	iBMG	ISE	RSM	EU	ESI	FSW	FSHCC	IW	ISS	USC	Staf	UB	Holding	RSM	BV	FSC	Totaal
*01 Professor 1	34,80	4,60	22,90	7,33	10,62	15,60	14,54	2,40	3,43	1,00								125,27
*02 Professor 2	26,50	2,20	7,33	37,03	33,17	23,85	33,99	7,80	7,10	10,23								80,46
*03 Associate Professor	122,00	16,85	37,03	33,17	23,85	23,85	33,99	7,80	7,10	11,83								293,63
*04 Assistant Professor	84,40	27,77	83,98	89,18	40,81	40,81	47,71	30,95	7,00	21,00								434,80
*05 Teacher	38,40	3,40	18,45	17,97	5,19	83,50	63,72	17,00	0,60	1,80								226,87
*06 Post-doc	658,97	11,90	17,97	17,97	5,19	26,47	26,47	1,35	1,60	4,50								727,95
*09 PhD	237,40	34,92	55,33	82,20	35,00	35,00	80,59	19,25	3,80	6,67								555,16
*10 Student- assistant	12,80	0,23	41,96	20,10	18,38	18,38	6,20	3,10	1,00	1,00		2,90						107,77
<b>Subtotal Scientific Staff</b>	<b>1.215,27</b>	<b>101,87</b>	<b>250,54</b>	<b>297,69</b>	<b>231,46</b>	<b>281,13</b>	<b>281,13</b>	<b>88,40</b>	<b>24,53</b>	<b>58,03</b>	<b>0,10</b>	<b>2,90</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2.551,91</b>
*11 Scale 15-18	9,21			2,00	1,00	1,00	0,90	1,80		1,00	7,00	6,00	0,90	14,65	5,00			47,66
*12 Scale 12-14	42,44	3,84	8,70	17,83	5,00	5,00	7,00	1,80		5,07	63,03	15,90	7,58	53,95	22,30			254,44
*13 Scale 10-11	114,93	7,70	22,30	55,13	14,90	14,90	22,05	12,70	1,40	4,80	117,43	10,82	15,90	72,75	33,50	20,00		526,31
*14 Scale 7-9	531,18	12,28	20,07	40,64	23,99	23,99	22,95	11,50	2,90	14,38	135,78	13,10	25,51	91,50	27,45			973,23
*15 Scale 4-6	113,67	1,00	6,81	3,15	13,10	13,10	0,80		0,20	-	27,13	0,80	10,08	63,15	4,10			243,98
*16 Scale 1-3	7,73									1,00	-			23,40	5,00			37,13
<b>Subtotal Support &amp; Management staff</b>	<b>819,16</b>	<b>24,82</b>	<b>57,88</b>	<b>118,75</b>	<b>57,99</b>	<b>57,99</b>	<b>53,70</b>	<b>26,00</b>	<b>4,50</b>	<b>26,25</b>	<b>350,37</b>	<b>46,62</b>	<b>59,97</b>	<b>319,40</b>	<b>97,55</b>	<b>20,00</b>	<b>-</b>	<b>2.082,76</b>
<b>Total Personnel occupancy &amp; costs</b>	<b>2.034,43</b>	<b>126,69</b>	<b>308,41</b>	<b>416,44</b>	<b>289,45</b>	<b>289,45</b>	<b>334,82</b>	<b>114,40</b>	<b>29,03</b>	<b>84,28</b>	<b>350,47</b>	<b>49,52</b>	<b>59,97</b>	<b>319,40</b>	<b>97,55</b>	<b>20,00</b>	<b>-</b>	<b>4.634,67</b>

# APPENDIX C: INTERNAL ALLOCATION

## C.1 READING GUIDE

Table 1 shows the internal multi-year allocation. The available budget is shown in the upper section of the table and the allocation in the lower section. The balance between these two sections (profit or loss) is deducted from the general university reserves.

Table 2a shows the allotted budget per unit in 2017. A multi-year perspective is included in the tables 2b, 2c and 2d.

Table 3 specifies the allocation to the EUR-fellows.

Table 4 shows the strategic budget.

Table 5 gives an overview of the housing costs and other centrally financed costs.

Table 6 shows the compulsory settlements, or in other words, the faculty's contribution to the costs of the support made available to all faculties.

Table 7 is a comparison between the Budget Plan 2017 and the Budgetary Framework 2017. Starting point for the comparison is the internal allocation (table 2). The income from 2<sup>nd</sup> and 3<sup>rd</sup> money streams are eliminated from the numbers.

A further explanation of the tables 2, 4, 5 and 6 can be found in appendices D up to I and in the paragraphs 3 up to 6 of this appendix.

# APPENDIX C.2: TABLES INTERNAL ALLOCATION



# Table 1: Internal allocation

in k€

Available	Budget2016	2017	2018	2019	2020
<b>Government Grant</b>					
OCW Allocation Model	250.190	259.993	257.802	258.270	261.063
ISS	9.105	8.519	8.519	8.519	8.519
IHS	2.526	2.364	2.364	2.364	2.364
<b>Subtotal Government Grant</b>	<b>261.821</b>	<b>270.875</b>	<b>268.684</b>	<b>269.152</b>	<b>271.945</b>
<b>Academic Hospital funds</b>	<b>84.814</b>	<b>84.404</b>	<b>84.404</b>	<b>84.404</b>	<b>84.404</b>
Expected adjustments GR/Subsidies	0	0	0	0	0
<b>Other income</b>					
Tuition fees	53.016	59.471	60.666	61.924	62.778
Income from partnerships	1.197	1.686	1.964	2.275	2.557
Interest/ Tax refund	0	1.000	1.000	1.000	1.000
<b>Subtotal other income</b>	<b>54.213</b>	<b>62.157</b>	<b>63.630</b>	<b>65.199</b>	<b>66.335</b>
<b>TOTAL AVAILABLE</b>	<b>400.849</b>	<b>417.436</b>	<b>416.719</b>	<b>418.756</b>	<b>422.685</b>
<b>Allocation</b>	<b>Budget2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Performance Based Allocation Model</b>	<b>194.085</b>	<b>203.652</b>	<b>207.778</b>	<b>210.673</b>	<b>212.078</b>
<b>Allocation wage adjustments</b>		<b>105</b>	<b>105</b>	<b>105</b>	<b>105</b>
<b>Budget Cuts</b>	<b>-12.287</b>	<b>-12.363</b>	<b>-12.363</b>	<b>-12.363</b>	<b>-12.363</b>
<b>Other model based allocations</b>					
Variation provision/travel expenses	1.586	1.506	1.506	1.506	1.506
m2/student influx/ other parameters	8.700	6.025	4.725	4.725	4.725
Additional costs IT/AV		2.472	2.540	2.761	3.204
Central HRM policy funds (CMP)	1.462	1.462	1.463	1.462	1.462
Local HRM policy funds (DMP)	3.728	3.891	3.854	3.863	3.909
<b>Subtotal other model based allocations</b>	<b>15.476</b>	<b>15.356</b>	<b>14.088</b>	<b>14.317</b>	<b>14.806</b>
<b>Institute of Social Studies</b>	<b>9.105</b>	<b>8.519</b>	<b>8.519</b>	<b>8.519</b>	<b>8.519</b>
<b>Institute for Housing and Urban Development Studies</b>	<b>2.526</b>	<b>2.364</b>	<b>2.364</b>	<b>2.364</b>	<b>2.364</b>
<b>Academic Hospital funds</b>	<b>84.814</b>	<b>84.404</b>	<b>84.404</b>	<b>84.404</b>	<b>84.404</b>
<b>Other allocations</b>					
Working condition funds	2.210	2.307	2.285	2.290	2.318
Working condition funds Erasmus MC	1.045	1.091	1.080	1.083	1.096
Central funding EUR Fellows	405	405	405	405	405
Dotation legal obligations arrangements	7.749	3.382	2.861	2.366	2.395
Legal obligations arrangements Erasmus MC	1.110	1.126	1.116	1.119	1.132
Strategic Innovation Budget	17.510	17.520	17.520	17.520	17.520
Student Grant Advance	7.000	11.000	5.983	5.983	7.031
Research provision Psychology	679	679	679	679	679
Additional pre-funding EUC	4.793	4.568	4.308	4.726	4.153
Housing budget Woudestein	11.695	11.695	11.695	11.695	11.695
Housing budget Erasmus MC	11.258	11.283	11.283	11.283	11.283
Major maintenance + depreciation	12.521	14.770	13.705	15.416	17.376
Interest costs	399	480	617	740	740
Other central costs EUR (incl. Numerus Fixus)	19.881	20.094	20.331	20.374	20.374
Institutional fees (incl. pto)	9.200	11.500	11.500	11.500	11.500
Intrest compensation (units)	197	64	64	64	64
<b>Subtotal other allocations</b>	<b>107.652</b>	<b>111.964</b>	<b>105.432</b>	<b>107.243</b>	<b>109.761</b>
<b>TOTAL ALLOCATED</b>	<b>401.372</b>	<b>414.002</b>	<b>410.328</b>	<b>415.262</b>	<b>419.674</b>
<b>Surplus/Deficit</b>	<b>Budget2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Change university reserve</b>	<b>-523</b>	<b>3.434</b>	<b>6.391</b>	<b>3.494</b>	<b>3.011</b>

Table 2a: Allocation 2017

		in k€																							
Total general	Health & Medicine Er/MC/ FCG inc	Economics & Mgmt			Law, Culture & Society			Support Services			Specific allocations			Central reservations		total others									
		Er/MC/ FCG ext	Er/MC/ iBMG	ESE	RSM EU	ESL	FSW	ESHCC	FW	SSCFER	SSCOOS	USC	SSCICT	SSCHRF	ABD		SMC	NIV	UB	total units	Er/MC →Er/MC	→ISS →IHS	MJP	legal/IV obligations	
201.270	72.378	63.278	9.100	24.547	33.515	18.738	14.738	7.402	2.080	3.735	3.309	12.375	3.800	2.766	4.075	2.064	664	7.441	201.270					0	
105	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	105	0	0	0	105	
943	0	0	0	0	0	0	943	0	0	0	0	0	0	0	0	0	0	0	943	0	0	0	0	0	
669	0	0	0	0	0	0	669	0	0	0	0	0	0	0	0	0	0	0	669	0	0	0	0	0	
386	386	386	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	386	0	0	0	0	0	
384	384	384	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	384	0	0	0	0	0	
1.506	518	483	35	188	226	114	132	60	15	47	39	139	44	32	26	16	49	1.506	0	0	0	0	0	0	
6.025	0	0	0	0	0	0	0	0	0	0	0	2.374	2.203	85	31	4	125	2.530	0	0	0	0	0	0	
2.472	479	420	59	160	218	122	106	48	14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
1.462	1.418	1.249	169	457	624	349	304	138	30	0	0	0	0	0	317	0	40	98	1.147	0	0	0	0	315	
3.891	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3.784	0	0	0	0	107	
219.114	75.563	66.200	9.363	25.352	34.583	19.323	16.892	7.648	2.157	3.782	3.348	14.888	6.146	2.883	4.449	2.076	704	7.713	212.619	0	105	0	0	6.389	
84.404	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	84.404	0	0	0	0	
2.364	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.364	0	0	
8.519	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8.519	0	0	0	
3.398	1.093	1.091	2	6	8	4	4	2	0	0	0	0	0	0	47	0	43	1	1.122	0	0	2.276	0	2.276	
4.508	1.126	1.126	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1.126	0	0	3.382	0	3.382	
17.520	80	0	80	0	0	0	0	0	0	0	49	161	0	0	240	161	0	0	530	0	0	16.990	0	16.990	
11.000	1.390	1.100	290	1.763	1.851	720	1.018	320	80	0	0	0	0	0	0	0	0	0	7.142	0	0	3.859	0	3.859	
679	0	0	0	0	0	0	679	0	0	0	0	0	0	0	0	0	0	0	679	0	0	4.568	0	4.568	
4.568	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
22.978	11.283	11.283	0	0	0	0	0	0	0	11.695	0	11.695	0	0	0	0	0	0	22.978	0	0	0	0	0	
14.770	0	0	0	0	0	0	0	0	0	14.562	0	14.562	0	0	0	0	0	0	14.562	0	0	0	0	0	
480	10.803	10.803	0	0	236	60	0	243	328	1.052	1.252	626	30	2.245	268	0	0	120	16.010	0	0	0	0	0	
20.094	5	5	5	8	8	12	6	4	1	0	0	0	0	0	0	0	0	0	64	0	0	0	0	0	
11.500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
64	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	64	0	0	0	0	0	
111.559	25.780	25.403	377	1.777	2.103	736	1.767	326	324	26.585	1.101	27.670	626	30	2.572	429	-67	125	64.212	0	850	0	2.276	3.382	40.839
0	416	363	53	117	60	75	50	46	0	0	0	0	0	0	0	0	0	0	764	0	0	0	0	-764	
0	-154	-132	-22	-60	-82	-46	-40	-18	-5	0	0	0	0	0	0	0	0	0	-405	0	0	0	0	405	
405	262	231	31	57	-22	29	10	28	-5	0	0	0	0	0	0	0	0	0	359	0	0	0	0	405	
405	0	-44	-44	-59	-147	-38	-16	-7	-1	-40	-32	459	-1	-4	-81	474	-4	-30	0	0	0	0	0	47	
0	-44	-2.237	-513	-1.253	-2.071	-1.178	-1.036	-446	-105	-144	-495	-2.648	-1.708	-715	-109	-81	-272	-12.363	0	0	0	0	0	0	
-12.363	-2.794	-2.237	-557	-1.312	-2.218	-1.216	-1.052	-463	-106	-154	-527	-2.189	-1.709	-719	-190	393	0	-276	-12.333	0	-30	0	0	0	
-12.363	-2.794	-2.237	-557	-1.312	-2.218	-1.216	-1.052	-463	-106	-154	-527	-2.189	-1.709	-719	-190	393	0	-276	-12.333	0	-30	0	0	0	
414.002	98.811	89.597	9.214	25.874	34.446	18.872	17.617	7.549	2.370	30.213	3.922	40.368	5.063	2.194	6.831	2.898	637	7.562	264.857	84.404	9.444	2.364	2.276	3.382	47.275
																									148.145





**Table 3: Specification awarded EUR-Fellows k€**

Domain	Faculty	Description	2016	Mut 2016	2017	2018	2019	2020
Health & Medicine	Er. MC/FGG	I. Soerjomataram	38	38				
		M. Avendano	53	53	9			
		Dr.F.S. Hosnijeh		80	54	1		
		V. Bergink	11	11				
		Z. Gao	6	6				
		D.H.J.Poot	17	17				
		A. Dehghan	67	67	11			
		Dr. J.A. Severin		33	67	35		
		dr. L.E. Coffeng		5	67	63		
		dr. W.W.J. Van de Sande		14	23	50	53	10
		dr. M.M. Paulides			20	61	63	6
		H. El Marroun	72	72	6			
		M.M. Mokhles	28	28				
		S.J.W. Robroek	64	64	65			
		Er. MC/iBMG	M.E.J.I. Hoogendoorn-Lips	56	56	42		
		M. Varkevisser	17	17				
		dr. A.E. Attema		9	11	47	49	34
Economics & Management	ESE	dr. L.P.R. Peeters		66	69			
		dr. C. Zhou		25	48	50	27	
	RSM EU	dr. M.E. Schmidt		4	60	57		
Law Culture & Society	ESL	dr. A. Arcuri		25	75	50		
	FSW	R. Keizer	50	50	50			
		K. Ivanova	71	41				
	ESHCC	J. van Sterkenburg	65	65	46			
FW								
<b>Total awarded EUR-Fellows</b>			<b>614</b>	<b>866</b>	<b>764</b>	<b>416</b>	<b>135</b>	<b>44</b>

# Table 4: Strategic Innovation Budget

k€

Units	Budget 2016	2017	2018	2019	2020	up too 2020
<b>Annual Reservation Strategic Innovation Budget</b>	<b>17.510</b>	<b>17.520</b>	<b>17.520</b>	<b>17.520</b>	<b>17.520</b>	<b>87.590</b>
<b>Allocations</b>						
<b>Education &amp; Research</b>						
<i>Allocations Strategy 2008-2013</i>						
Young Erasmus ntv	42	0	0	0	0	42
Sustainable Humanities FW/ESHCC	460	470	470	470	470	2.340
Hope:triple play ntv	133	0	0	0	0	133
Pedagogy ntv FSW	1.709	1.557	1.153	403	0	4.822
Erasmus University College ntv	1.982	1.562	1.316	357	-14	5.203
Nanobiology ntv	129	0	0	0	0	129
ESL education reform ntv ESL	759	497	235	146	42	1.679
<i>Allocations Strategy 2014-2018</i>						
Research Stimulation ntv	640	3.568	2.830	34	0	7.071
REI resources ntv	4.800	0	0	0	0	4.800
Flagships ntv		2.063	2.813	3.088	3.163	11.125
Medical Delta ntv	200	0	0	0	0	200
LDE ntv	800	800	800	0	0	2.400
LEaDing Fellows ntv		10	98	214	165	487
National and international project fund ntv	399	402	0	0	0	801
International Office ABD/UB	400	400	0	0	0	800
Siriusprogramme/Erasmus Honours Academy ntv	120	120	0	0	0	240
Initial costs EU-HEM iBMG	0	80	80	80	0	240
Clinical Technology ntv	116	342	639	447	371	1.916
Education project support ntv	275	275	275	0	0	825
Benchmark/monitoring ntv	50	50	50	50	50	250
Education Internationalisation Programme ntv	975	1.035	1.075	0	0	3.085
OODD Programme ntv	2.575	2.880	1.235	0	0	6.690
Study Quality Programme ntv	245	219	100	0	0	564
Impact & Relevance Programme ntv	725	350	65	15	15	1.170
Diversity ntv	87	173	0	0	0	260
<b>Operations</b>						
<i>Allocations Strategy 2008-2013</i>						
Collaboration EUR- Rotterdam ntv	0	PM	PM	PM	0	0
Intensification of the Alumni Policy SMC	161	161	0	0	0	322
<i>Allocations Strategy 2014-2018</i>						
Renewal of Erasmus Magazine ABD	100	100	0	0	0	200
Rotterdam Arts & Science Lab ntv	100	100	100	100	100	500
RT4 Erasmus and LDE traineeprogramme ntv	42	758	800	800	800	3.200
Top Support Programme ntv	2.339	1.665	1.670	0	0	5.674
Midterm review ntv	104					104
<b>Total Allocations</b>	<b>20.466</b>	<b>19.636</b>	<b>15.803</b>	<b>6.204</b>	<b>5.162</b>	<b>67.271</b>
<b>Free Strategic Budget</b>	<b>-2.956</b>	<b>-2.116</b>	<b>1.717</b>	<b>11.316</b>	<b>12.358</b>	<b>20.319</b>

**Table 5: Specific allocations, housing- and other central costs EUR k€**

	Budget2016	2017	2018	2019	2020
<b><i>SPECIFIC TRANSFERS Erasmus MC</i></b>	<b>22.061</b>	<b>22.086</b>	<b>22.086</b>	<b>22.086</b>	<b>22.086</b>
Housing budget Hoboken	11.258	11.283	11.283	11.283	11.283
Numerus fixus Medicine Er.MC	10.646	10.646	10.646	10.646	10.646
Insurance premiums Erasmus MC Er.MC	65	65	65	65	65
Costs of replacing EURnet Er.MC	92	92	92	92	92
<b><i>HOUSING BUDGET WOUDESTEIN</i></b>	<b>11.695</b>	<b>11.695</b>	<b>11.695</b>	<b>11.695</b>	<b>11.695</b>
<b><i>CENTRAL OTHER COSTS EUR</i></b>	<b>9.078</b>	<b>9.291</b>	<b>9.528</b>	<b>9.571</b>	<b>9.571</b>
<b><i>Students</i></b>					
Students Support Fund	1.363	1.363	1.363	1.363	1.363
Excellence Scholarships	225	225	225	225	225
Grant Erasmus Sport (incl. sport building)	912	918	918	918	918
Student facility grants e.g. St Generale	275	275	275	275	275
<b><i>Staff</i></b>					
Anti-smoking policy + ARBO + Erasmus Vitaal	87	96	96	89	89
<b><i>General costs</i></b>					
Contributions (VSNU, Surf, OCLC, Surfnet Gigaport)	1.541	1.613	1.613	1.613	1.613
Digital Learning Platform/Blackboard	332	332	332	332	332
Additional central licence fees	170	170	170	170	170
NVAO assessments costs	200	200	200	200	200
Insurance premiums EUR- Woudestein	153	153	153	153	153
Legal advice costs	200	200	200	200	200
Board Compensations	615	685	685	685	685
Student Influx Monitor & International Student Barometer	26	11	11	11	11
<b><i>Events</i></b>					
Ceremonies e.g. Dies	200	200	200	200	200
Management costs policy latitude	250	250	250	250	250
Lustrum	100	100	100	100	100
Mandeville, Science&Technology Week, Saint Nicolas,Talent Day	77	77	77	77	77
Erasmus Gallery	24	24	24	24	24
<b><i>Communication</i></b>					
Corporate Publications & Fraud and Plagiarism Campaign	51	51	51	51	51
<b><i>Specific allocations</i></b>					
Women Studies & Chair Emancipation FSW	60	60	60	60	60
FW dissertations FW	360	303	243	243	243
ISS dissertations ISS	661	850	1.133	1.133	1.133
PTO Business Administration research RSM EU	233	236	250	300	300
Erasmus Honours Programma Er. Acad ntv	185	185	185	185	185
Nias-Fellows/Scholars at risk ntv	61	61	61	61	61
<b><i>Infrastructure</i></b>					
Costs of replacement EURnet	194	194	194	194	194
Housing for international guests	364	300	300	300	300
G-building costs work&studies spaces	159	159	159	159	159
<b>TOTAL COSTS</b>	<b>42.834</b>	<b>43.072</b>	<b>43.309</b>	<b>43.352</b>	<b>43.352</b>

## Table 6: Compulsory Settlements 2017

in k€

	O.I.S. Cherc		O.I.S.+ Social		Internat		Stud.services		Housing Network		Maetis.unselling		UB		OSIRIS		Educ.		overhead		redundancy		Total
	Cherc	Fund	Cherc	Fund	students	career	costs	Fund	referrals	RePub	policy	Marketing	UB	ABD	UB	ABD	payments	Total					
Costnr	432240	4.3342	432240	4.3342	432240	432240	432210	432210	432240	432240	432240	432240	432240	432240	432240	432240	432240	432240	432250	432250	415000		
	(1)	(3)	(1)	(3)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)						
Er.MC	39	13	52	44	12	12	75	1	28	20	44	19	136									327	
iBMG	10	3	13	12	3	3	75	1	60	6	6	84	5	69	22	67	123					514	
ESE	71	23	94	80	21	21			60	36	17	162	35	136	0	0	55					696	
RSM/EU	69	23	92	79	21	21			87	36	23	220	35	136	6	18	71					824	
ESL	54	18	72	61	16	16	99	1	64	28	13	124	27	136	4	13	74					752	
FSW	36	12	48	42	11	11	48	1	67	19	11	97	18	136	41	122	224					885	
ESHCC	17	6	23	19	5	5	141	2	25	9	5	49	8	69	0	0	55					410	
FW	7	2	9	8	2	2			7	3	1	14	3	34	5	25	55					166	
ISS									17													17	
<b>Subtotal</b>	<b>303</b>	<b>100</b>	<b>403</b>	<b>345</b>	<b>91</b>	<b>91</b>	<b>363</b>	<b>5</b>	<b>355</b>	<b>157</b>	<b>120</b>	<b>750</b>	<b>150</b>	<b>852</b>	<b>78</b>	<b>245</b>	<b>657</b>					<b>4571</b>	
UB	0	0	0	0	0	0	0	0	15	15	-120	-750	0	0	-78	0	0					-933	
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>0</b>	<b>-120</b>	<b>-750</b>	<b>0</b>	<b>0</b>	<b>-78</b>	<b>0</b>	<b>0</b>					<b>-933</b>	
ABD	81		81		0		0		10								143					-11	
USC/SMC									0													-852	
USC/ICT								-5	0													-5	
OO&S	-384	-100	-484	-345					17	-157			-150									-1.119	
USC/HRF									-450													-450	
USC/EFB									53													-310	
<b>Subtotal</b>	<b>-303</b>	<b>-100</b>	<b>-403</b>	<b>-345</b>	<b>0</b>	<b>0</b>	<b>-363</b>	<b>-5</b>	<b>-370</b>	<b>-157</b>	<b>0</b>	<b>0</b>	<b>-150</b>	<b>-852</b>	<b>0</b>	<b>-245</b>	<b>143</b>					<b>-2.747</b>	
MJP-fund																						-891	



**Table 7: Difference Frame Budget Plan 2017 and Frame Work Letter 2017**

€

Budget Plan 2017	Health & Medicine			Econ & Mngt		Law, Culture & Society				Support Services					total units	total others	Total
	Er.MC/ FGG inc	Er.MC/ FGG ex	Er.MC/ iBMG	ESER	SM EU	ESL	FSW	ESHCC	FW	SSCOOS	USC	ABD	NTV	UB			
Modelbased allocations	75.563	66.200	9.363	25.352	34.583	19.323	16.892	7.648	2.157	3.348	14.888	4.449	704	7.713	212.619	6.495	219.114
Academic Hospital funds															0	84.404	84.404
ISS															0	8.519	8.519
IHS															0	2.364	2.364
Working condition funds	1.093	1.091	2	6	8	4	4	2	0	0	0	47	-43	1	1.122	2.276	3.398
Strategic Innovation Budget (see table 4)	80	0	80	0	0	0	0	0	0	49	161	240	0	0	530	16.990	17.520
Student Grant Advance	1.390	1.100	290	1.763	1.851	720	1.018	320	80	0	0	0	0	0	7.142	3.859	11.000
Research provision Psychology								679							679	679	679
Additional pre-funding EUC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4.568	4.568
Housing budget (see table 5)	11.283	11.283				0	0	0	0	0	11.695	0	0	0	22.978	0	22.978
Major maintenance + depreciation											14.562				14.562	208	14.770
Interest costs															0	480	480
Other costs EUR (see table 5)	10.803	10.803		236		60	0	243		1.052	1.252	2.245	0	120	16.010	4.085	20.094
Tuition fees (institutional, pto)															0	11.500	11.500
Interest compensation (units)	5	0	5	8	8	12	6	4	1	0	0	40	-24	4	64	0	64
Other	1.126	1.126	0	0	0	0	0	0	0	0	0	0	0	0	1.126	3.382	4.508
Subtotal EUR Fellows	262	231	31	57	-22	29	10	28	-5	0	0	0	0	0	359	47	405
Services international students	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Design and printing costs	-44	0	-44	-59	-147	-38	-16	-7	-1	-32	459	-81	0	-4	30	-30	0
Budget Cuts	-2.750	-2.237	-513	-1.253	-2.071	-1.178	-1.036	-446	-105	-495	-2.648	-109	0	-272	-12.363	0	-12.363
Allocations from other income, b.v.'s	153.316	146.511	6.805	20.727	27.966	2.965	8.682	1.103	683	1.337	4.692	110	2.754	65	224.400	16.049	240.449
<b>TOTAL</b>	<b>252.127</b>	<b>236.108</b>	<b>16.019</b>	<b>46.601</b>	<b>62.412</b>	<b>21.837</b>	<b>26.299</b>	<b>8.652</b>	<b>3.053</b>	<b>5.259</b>	<b>45.060</b>	<b>6.941</b>	<b>3.391</b>	<b>7.627</b>	<b>489.257</b>	<b>165.194</b>	<b>654.451</b>

Frame Work Letter 2017	Health & Medicine			Econ & Mngt		Law, Culture & Society				Support Services					total units	total others	Total
	Er.MC/ FGG inc	Er.MC/ FGG ex	Er.MC/ iBMG	ESER	SM EU	ESL	FSW	ESHCC	FW	SSCOOS	USC	ABD	NTV	UB			
Modelbased allocations	75.512	66.149	9.363	25.352	34.583	19.323	16.892	7.648	2.157	3.348	14.888	4.449	704	7.713	212.568	5.046	217.614
Academic Hospital funds															0	84.814	84.814
ISS															0	8.439	8.439
IHS															0	2.344	2.344
Working condition funds	1.049	1.047	2	6	8	4	4	2	0	0	0	47	-43	1	1.078	2.183	3.261
Strategic Innovation Budget (see table 4)	80	0	80	0	0	0	0	0	0	49	161	451	0	0	741	16.769	17.510
Student Grant Advance	1.390	1.100	290	1.763	1.851	720	1.018	320	80	0	0	0	0	0	7.142	3.859	11.000
Research provision Psychology								679							679	679	679
Additional pre-funding EUC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4.568	4.568
Housing budget (see table 5)	11.283	11.283				0	0	0	0	0	11.695	0	0	0	22.978	0	22.978
Major maintenance + depreciation											14.562				14.562	0	14.562
Interest costs															0	480	480
Other costs EUR (see table 5)	10.803	10.803		236		60	0	243		1.008	1.252	2.245	0	120	15.966	4.116	20.082
Tuition fees (institutional, pto)															0	9.200	9.200
Interest compensation (units)	5	0	5	8	8	12	6	4	1	0	0	40	-24	4	64	0	64
Other	1.081	1.081	0	0	0	0	0	0	0	0	0	0	0	0	1.081	3.286	4.367
Subtotal EUR Fellows	262	231	31	57	-22	29	10	28	-5	0	0	0	0	0	359	47	405
Services international students	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Design and printing costs	-44	0	-44	-59	-147	-38	-16	-7	-1	-32	459	-81	0	-4	30	-30	0
Budget Cuts	-2.750	-2.237	-513	-1.253	-2.071	-1.178	-1.036	-446	-105	-495	-2.648	-109	0	-272	-12.363	0	-12.363
Allocations from other income, b.v.'s	153.316	146.511	6.805	20.727	27.966	2.965	8.682	1.103	683	1.337	4.692	110	2.754	65	224.400	16.049	240.449
<b>TOTAL</b>	<b>251.987</b>	<b>235.968</b>	<b>16.019</b>	<b>46.601</b>	<b>62.412</b>	<b>21.837</b>	<b>26.299</b>	<b>8.652</b>	<b>3.053</b>	<b>5.215</b>	<b>45.060</b>	<b>7.151</b>	<b>3.391</b>	<b>7.627</b>	<b>489.284</b>	<b>161.170</b>	<b>650.454</b>

B2017-KB2017	Health & Medicine			Econ & Mngt		Law, Culture & Society				Support Services					total units	total others	Total
	Er.MC/ FGG inc	Er.MC/ FGG ex	Er.MC/ iBMG	ESER	SM EU	ESL	FSW	ESHCC	FW	SSCOOS	USC	ABD	NTV	UB			
Modelbased allocations	51	51	0	0	0	0	0	0	0	0	0	0	0	0	51	1.449	1.500
Academic Hospital funds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-410	-410
ISS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	79	79
IHS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	20	20
Working condition funds	44	44	0	0	0	0	0	0	0	0	0	0	0	0	44	93	137
Strategic Innovation Budget (see table 4)	0	0	0	0	0	0	0	0	0	0	0	-211	0	0	-211	221	10
Student Grant Advance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Research provision Psychology								0							0	0	0
Additional pre-funding EUC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing budget (see table 5)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Major maintenance + depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	208	208
Interest costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other costs EUR (see table 5)	0	0	0	0	0	0	0	0	0	44	0	0	0	0	44	-32	12
Tuition fees (institutional, pto)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.300	2.300
Interest compensation (units)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	45	45	0	0	0	0	0	0	0	0	0	0	0	0	45	96	141
Subtotal EUR Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Services international students	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Design and printing costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Budget Cuts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Allocations from other income, b.v.'s	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>140</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-44</b>	<b>0</b>	<b>-211</b>	<b>0</b>	<b>0</b>	<b>-27</b>	<b>4.024</b>	<b>3.997</b>

## C.3 NOTES ON ALLOCATION OF RESOURCES (Table 2 of appendix C.2)

### *Performance based allocation model*

The performance based allocation model relates to the faculty performance and the allocation for the support services. The performance based allocation model is explained in Appendix D.

### *Allocation wage adjustments*

Expected compensation for ISS in 2017.

### *Variation provision/travel expenses*

The variation provision contains funds for the faculties to finance the travel expenses of staff employed in the first money stream. The variation provision can also include a reserve to cover expected wage rises that have not yet been factored into the budget of the organisational departments.

### *m<sup>2</sup>/student influx/other parameters*

Under the heading m<sup>2</sup>/student influx/other parameters, resources are reserved to cover for any (unforeseen) budget changes. This includes for example the recount of the first-year students. From 2014, the estimated structural costs arising from BV2013 have also been reserved under the heading m<sup>2</sup>/student influx/other parameters. In 2017, additionally M€ 0,5 is reserved to cover for strategic projects.

### *Additional costs IT/AV*

Resources are reserved to cover for costs arising from ICT and AV planned projects.

### *HRM policy fund*

This budget will be mainly used for the implementation of the staff diversity programme. In an effort to retain talented female staff and stimulate the long-term mobility of female academics, the faculty in which the staff member in question works will make an amount of k€ 15 available per person. The faculty will use this k€15 to fund the substitution of teaching activities (lectures, working and teaching groups, etc.), freeing up the staff member for research. The exemption from teaching duties after pregnancy scheme, will run until December 31, 2016, but will most likely be extended for the next few years. These costs are within faculty expenses since 2014.

The past years, the focus of the diversity policy and measures was on gender diversity. The central fund was and will be used for the following campaigns:

- *Awareness and support:* The Diversity Steering Group, the Erasmus Network of Female Professors, International Women's Day.
  - *Focus on career development:* Assistant professor mentoring programme, workshops and master classes for PhD's, WO/WD intervision groups, a buddy system and training courses for managers.
  - *Support:* coordination and implementation of the above measures and the policy by USC/HR.
- As of June 2015 the diversity project has been further expanded. The new design of the diversity policy focuses on 2 extra pillars: Education & Students and Research. This has led to a need in increase of the budget. A higher amount of the central HRM policy fund will go to the diversity policy. The strategic innovation budget will also be needed to cover the extra costs.

#### *Local HRM policy fund*

Funds for HR costs which are distributed across the organisational departments on the basis of the performance based allocation model.

#### *Working condition fund*

Each year, agreements are made with EUROPA regarding the earmarking of the remaining central working conditions fund (e.g. Dies bonus, Christmas hamper).

In proportion to the performance based allocation model, k€ 31 has been allocated across the Woudestein faculties (e.g. for parental leave). From 2017 the allocation for internet compensation to the Woudestein faculties has stopped. From 2016, most of the central employment condition fund will be used for structural employee mobility (program Career in Progress).

#### *Legal obligation arrangements*

EUR bears the risk for the (enhanced) unemployment benefits (WNU/BWNU). The institution's internal policy stipulates that these costs are largely within central expenses. Faculties pay a relatively small contribution.

Precautionary, a central reserve has been set aside for planned restructuring of M€ 1 in 2017. The reserve of M€ 1 is reduced to M€ 0,5 in 2018 and zero from 2019.

#### *Strategic Innovation Budget*

The Strategic Innovation Budget is explained separately in Appendix C3.

#### *Student Grant Advance*

The EUR has committed to a pre-investment of M€ 6 yearly in the years 2015 to 2018 (in total M€ 18) in anticipation of an additional Government Grant from the revenues from the new Student Grant Advance Act. The aim of the pre-investment is to strengthen the quality of education for publicly funded students who will be part of the loan system.

The following expenditures are proposed in 2016 and 2017:

- M€ 6 incidental investments (quick-wins).
- M€ 4 per year structural investments in 2016 and 2017.
- M€ 2 per year will be reserved for an innovation fund to finance faculty exceeding projects. We expect to receive a structural budget of M€ 6 a year from OCW starting in 2018. From 2020 we expect the budget to grow with another M€ 1.

#### *Erasmus University College (EUC)*

EUC has been embedded in the FSW since 2015. With the embedding within the faculty, it has been decided to fund the programme like any other, i.e. in accordance with the performance based allocation model. The EUC performance funding is based on the OCW price for education performance (national allocation model). The programme will also receive a fixed budget for education. No basic funding will be provided for research. EUC will also receive the non-statutory portion of the tuition fees.

Furthermore, we have agreed to cover EUC's initial deficits up to a predefined level. A total sum of M€ 9,3 will be reserved in the Strategic Innovation Budget for a number of years. Any remaining shortfall will have to be covered by sponsorship<sup>1</sup> and other resources. Since supplementary funding through sponsorship lags behind expenses, a mismatch between revenues and expenditure will occur over time. This will result in EUC drawing more from the general funds for a number of years.

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<sup>1</sup> The business case assumes a minimum of M€ 6 in sponsoring, of which the municipality of Rotterdam has guaranteed M€ 3.

In addition to the standard funding of the initial deficit, EUC will also receive special additional advance funding of M€ 10 from the Executive Board. The programme has to repay this sum (over a period of 40 years).

#### *Housing budget/ major maintenance and depreciations*

The reserves for major maintenance and depreciations are updated annually in accordance with the most recent investment plans.

#### *Other EUR expenses*

Various central costs. These will be explained separately in Appendix C.

#### *Tuition fees of non-EEA students and other fees*

Reserves for the internal allocation of PTO student tuition fees and of non-statutory tuition fees (allocation based on enrolled non-EER students and graduates from university of applied sciences who have paid an institutional fee).

#### *Interest compensation*

The basis for the interest allocation is the reserve in the annual financial report at the end of the budget year t-2 less the book value of the tangible fixed assets as stated in that annual report.

#### *Design and printing costs*

Marketing cost increases resulting from the requisite investments for sharing will be covered by savings realised through the implementation of a printing management system. It is estimated that, due to lower numbers of copies, printing-on-demand and digitalisation, savings of 60% and 40% can be made on design and printed matter, respectively. The savings to be made by the organisational departments have been deduced from the budget effective 2014. The allocation formula is based on the share of each organisational unit in the total design and printing costs. This share is determined using a spend analysis based on a three-year average (2010-2012). The saving has been set at k€ 570 per year from 2015 onwards.

#### *Budget Cuts*

EUR has been faced with reductions in the Government Funding, and an expected levelling off in the growth of student numbers. Consequently, retrenchments are necessary for EUR to achieve a balanced long-term forecast. The EUR-wide retrenchments have been passed on to the organisational departments through a budget reduction.

#### *EUR Fellows*

Researchers who have submitted admissible proposals for a NWO Veni, NWO Vidi or ERC Starting Grant, but have not received funding from the NWO or the European Commission due to budgetary constraints despite good assessments of their proposals, will be eligible for a EUR Fellowship that year.

Up until 2014, EUR only awarded EUR Fellowships to starting researchers (Veni). These researchers were awarded a sum of k€ 135 that could be spent on direct project costs (salary and material costs) for a maximum of two years (in the case of a full-time appointment). The scheme for Veni researchers will be continued. However, from 2015, a sum of k€ 150 will be available for researchers who are unable to secure a Vidi or ERC Starting Grant. The latter Fellowships will be able to use the money for a maximum of four years (in the case of a full-time appointment). The appointments will be partially funded (k€ 405) by the faculties (depending on the outcomes of the performance based allocation model) and partially by the central HRM policy funds (k€ 405).

Furthermore, REI resources (k€ 600) from the Strategic Innovation Budget will be available from 2015 onwards (initially 2015 and 2016).

## C4: EXPLANATION OF STRATEGIC INNOVATION BUDGET (Table 4 of appendix C.2)

### 1 The Aim of Strategic Innovation Budget

The Strategic Innovation Budget is primarily aimed at stimulating/supporting strategic initiatives during a start-up period. In due course, the strategic choices should be embedded in the organisation, at which point the incentive concerned can/must be removed. We explain the items in Table 4 below.

### 2 Education and Research

#### *Young Erasmus*

Funds have been set aside for the young researchers' network for the years 2013 through to 2016.

#### *Sustainable Humanities*

The humanities faculties will receive additional funds from OCW to improve their offering of programmes and courses, resolve education and research bottlenecks, stimulate emerging talent and train current staff.

#### *Hope: triple play*

For the valorisation programme/centre Hope (Holland Program on Entrepreneurship), a total of M€ 1,2 has been reserved from 2012 to 2017.

#### *Pedagogy*

The start of the Pedagogy programme requires an investment of M€ 12,5, of which M€ 10,5 has been reserved in the Strategic Innovation Budget through to 2019. The FSW itself will contribute M€ 2.

#### *Erasmus University College (EUC)*

For the start-up of EUC, M€ 9,3 has been reserved in the Strategic Innovation Budget for the period 2012-2023. Furthermore funds are also being reserved for EUC in the general reserve.

#### *Nanobiology*

For the start-up financing of the joint bachelor and master degree in Nanobiology, a total of M€ 1,2 has been committed, for which an additional sum of k€ 460 has been reserved in the period 2014-2016. The remainder had been reserved in previous years. This programme is being organised in collaboration with Delft University of Technology.

#### *ESL education reform*

A maximum of M€ 8 has been committed to the ESL for education reform.

#### *Research Stimulation*

In the previous and current strategic periods, various sums have been reserved for stimulating research. In addition to the efforts for REI research groups, Medical Delta and LDE centres, a number of projects have been supported, such as:

- The Research Excellence grants for RSM EU.
- Centre for Public Safety (k€ 50 per year from 2014 through to 2016).

- Bridging finance for the Erasmus Graduate School of Social Sciences and Humanities of k€ 125 per year in 2015 and 2016.
- Incidental research support at FSW of k€ 50 per year from 2015 through to 2018 for a doctoral position.
- Financing a PHD position at FSW/Sociology through to 2019 (research Quality & Relevance).
- In 2016 and 2017 k€ 600 a year is reserved for the new EUR Fellowships scheme.

#### *REI resources*

From 2012, a portion of the research stimulation funds will be distributed via a competition (Research Excellence Initiative). This will reinforce promising research groups at the Woudestein faculties. In 2012-2015, groups were selected that were each awarded a sum to finance their efforts for a period of five years following the start-up. The funds are made available based on actual expenses incurred up to a maximum of the amount committed, on the condition that the faculty is able to match the same amount.

#### *Flagships/Erasmus Initiatives*

From 2017 resources are available for the Erasmus Initiatives Smarter Choices for Better Health, Vital Cities & Citizens and Growth and Prosperity. Each Initiative will receive M€ 4,2.

#### *Medical Delta*

The aim of Medical Delta is to develop the region surrounding Leiden, Delft and Rotterdam into a leading innovation region in which research institutions, companies and government bodies collaborate (the so-called 'triple helix'). Erasmus MC is the co-founder of Medical Delta. Participants are Erasmus University Rotterdam, Erasmus MC, LUMC, Leiden University, Delft University of Technology, Leiden Bioscience Park, Business2Science Portal, Science Port Holland, Biopartner Leiden, Yes! Delft, Erasmus MC Holding BV, the province of South-Holland, and the municipalities of Rotterdam, Leiden and Delft.

Medical Delta has three focus areas:

1. Imaging and image-guided medicine;
2. Targeted molecular technology;
3. Interventions and care.

Until 2016 we reserved a sum of yearly k€ 200 for Medical Delta.

#### *LDE*

Funds (k€ 800 per year) have been reserved since 2013 to finance LDE centres, themes and coordination costs. At year-end 2014, the LDE steering group decided to set aside an annual amount of k€ 800 for the period 2016 through to 2018.

#### *LEaDing Fellows*

The LEaDing Fellows Programme is a joint programme of Leiden University, Erasmus University Rotterdam, Delft University of Technology, Leiden University Medical Centre and Erasmus University Medical Centre. The universities have received a grant from the Marie Skłodowska-Curie Cofund Programme for 90 postdocs for two year positions each, at one of the five partners.

The first call will open on 1 February 2017, for 20 positions; appointment: 24 months, between 1 November 2017 and 30 April 2020. The second call opens on 1 November 2017, for 40 positions; appointment 24 months, between 1 August 2018 and 31 January 2021 and the third call opens on 1 August 2018, for 30 positions; appointment: 24 months between 1 May 2019 and 31 October 2021.

25% of the costs of a LEaDing Fellow which is equal to k€ 17,5 per fellow per year during 2 years will be financed out of the strategic innovation budget. The faculty share is also 25%. The final 50% will be financed from the Marie Curie co-funding.

#### *National and international project fund*

A fund to stimulate national and international projects will operate from 2014 through to 2018 (k€ 409 per year). The following activities are eligible for financing:

- Activities aimed at consolidating networks and consortia for external grant application preparations.
- Support in preparing and/or writing a grant application.
- Substitution grant for researchers wishing for an exemption from teaching duties in order to focus on preparing and writing a substantial (personal) application.

The assessment and selection are the responsibility of the rector, following consultations with UB and AZ.

Of the above amount, k€ 50 is reserved each year to fund interview technique training courses and grant information meetings for EUR researchers to assist them in securing research grants.

#### *International Office (formerly Erasmus Foreign Services (EFS))*

This unit supports the international acquisition of projects and the marketing and sale of research results. In 2017, the China Centre will be transferred to the USC (International Office). EU support stays under the department Academic Affairs.

#### *Sirius Programme/Erasmus Honours Academy*

These resources are reserved for the costs of developing an EUR-wide programme to promote excellence in the master phase and to establish the Erasmus Honours Academy. An additional reserve can be found in the EUR's central costs to cover expenses linked to the honours programmes.

#### *Initial costs EU-HEM*

EU-HEM is the first 2-year international joint degree master education program at the EUR. To cover a part of the initial costs IBMG receives a lumpsum amount of k€ 80 a year during the period 2017 till 2019.

#### *Clinical Technology*

For the start-up financing of the joint bachelor and master degree in Clinical Technology, a total of M€ 3,3 has been committed.

#### *Education project support*

Since 2011, money has been reserved for education recommendation projects. The Risbo education expertise centre is mainly engaged in this activity.

#### *Benchmark/ monitoring*

This concerns a reserve for the costs of a variety of monitoring systems and/or benchmarks.

#### *Education Internationalisation Programme*

Headed by an International Education Committee, EUR aims to implement the following projects:

- Internationalisation Curriculum
- Master Development & Recruitment
- Facilities Services & Hospitality
- International Funding & Project Development



### *Online Education and Digital Services Programme (OODD)*

During the strategic period, funds will be reserved for the development of a counter for the production of online education resources, pilot project support and the associated organisational costs. The following projects will come under this programme:

- Online education
- Digital Learning and Working Environment (DLWO) for students and lecturers
- Digital testing
- SIS services
- Timetables
- Teaching materials
- EvaSys

### *Study Quality Programme*

Core project of the programme is the institutional audit project, whose focus is the successful attainment of institutional accreditation in 2018.

The second project concerns the development and implementation of a research agenda into quality and study success of EUR's programmes which combines current and new initiatives which increase our understanding of effective higher education.

### *Impact and Relevance Programme*

The following is included in this programme:

- Reputation research: research into EUR's international reputation.
- Implementing brand strategy: developing a joint international communication concept to assist EUR achieve its strategic objectives of enhancing its reputation and raising its appeal.
- Improving key M&C channels: the aim is an entirely new, customer journey-based EUR marketing website, which is fully responsive and adaptive.
- Career Services: the establishment of a virtual Career Services Office for students.
- Sustainability: from 2014 onwards, an annual amount of k€ 150 has been reserved for placing and keeping Corporate Social Responsibility (CSR) and Sustainability on the agenda. In 2015, CSR became part of the Impact and Relevance strategic project.

### *Diversity*

The new design of the diversity policy focuses on 2 extra pillars: Education & Students and Research (see explanation C2 HRM policy fund). The strategic innovation budget will be used to cover the extra costs (k€ 86,5 in 2016 and k€ 173 in 2017).

## **3 Operations**

### *Collaboration between EUR and the municipality of Rotterdam*

EUR and the municipality of Rotterdam are cooperating on substantive themes such as Liveable Neighbourhoods, Rotterdam Talent, Labour Market and Urban Data.

The cooperation is organised in the form of knowledge workplaces. EUR intends to extend the collaboration agreement with the city of Rotterdam.

### *Intensification of the Alumni Policy*

From 2014 through to 2017, the USC/M&C will receive an additional k€ 161 for strategic alumni projects.

### *Renewal of Erasmus Magazine*

In the period 2015-2017 k€ 100 per year is reserved for the transition of Erasmus Magazine (English-language version and digitalisation).

### *Rotterdam Arts & Science Lab*

The EUR (ESHCC and EUC), Codarts and the Willem de Kooning Academie are working together in a joint institute, the Rotterdam Arts & Science Lab (RASL).

The focus of RASL are 3 programs:

- Double degree/dual degree
- Creative learning
- Research in innovative interdisciplinary practices

For the coordination costs k€ 100 a year is set aside in the period 2016-2021.

### *RT4 Erasmus and LDE Trainee programme*

From 2017 up until 2020 (for 4 years) a reservation is made for the central cost of RT4 Erasmus and LDE trainees. In 2016 a 2nd cohort of 15 trainees started in the Rotterdam Talent 4 Erasmus trainee programme. Units pay k€ 23 a year per RT4 Erasmus trainee. From September 2016 the units contribute 50% to the cost of LDE trainees. The remaining part will be financed with the strategic resources.

### *Top Support Programme*

This programme also has a number of sub-projects:

- Revision of the internal financial allocation model
- SAP plateau 2 & 3: implementation of new and supplementary functionalities.
- Further development of Business Intelligence/Management Information.
- Alignment of support organisation; focused on the processes and services as well as internal coordination of the support organisation established in the staff-department, the USC, SSC OO&S, the UB and the faculty support service departments
- Identity & Access Management
- DLWO infrastructure: providing access to digital services and creating a new architecture and infrastructure
- Further development of ICT demand organisation and information management.

**Ongoing strategic projects for which funds were reserved in previous years (within the Strategic Innovation Budget or for the account of the general reserve), including:**

### *English-taught Bachelor in Psychology*

A maximum of M€ 2 has been committed to the English-taught Psychology programme.

### *Research masters*

We temporarily make available a launch grant for new and existing research master programmes. Such programmes must be registered in CROHO and linked to a KNAW-recognised research school. The launch grant consists of k€ 5 per diploma and amounts to a maximum of k€ 150 (30 diplomas) per research master. The launch grant will be awarded until the designated funds reserved in the past have been depleted. We expect the last year to be 2017.

### *Geno-economics*

A sum of k€ 680 from the reserve 2012 has been earmarked for the Erasmus University Rotterdam Institute of Biology and Economic Behavior (EURIBEB), a cooperative arrangement between ESE and Erasmus MC.

### *Research into Education (iMERR)*

A sum of k€ 680 from the reserve 2012 was earmarked for the Institute of Medical Educational Research, a cooperative arrangement between FSW and Erasmus MC.

## **C.5: EXPLANATION OF ERASMUS MC TRANSFERS & OTHER EUR CENTRAL COSTS (Table 5 of appendix C.2)**

### **1 Erasmus MC transfers**

#### *Specific Erasmus MC transfers*

Based on the agreements made during the disentanglement, the Erasmus MC receives sums to cover the costs of housing and insurance policies as well as compensation for the costs of replacing the EURnet. For the intake quota for the Medicine programme, the Erasmus MC receives funds from Government Funding to cover the costs of a higher intake of first-year students and the 'housing' calculating component.

### **2 Woudestein housing budget**

See an explanation of the housing model in Appendix E.

### **3 Other central EUR expenses**

#### **3.1 Students**

##### *Students Support Fund*

This relates to the costs of grants allocated to students with an administrative body membership, graduation compensations, etc.

The following may be grounds for awarding financial assistance to students:

- 1) illness and other situations beyond a student's control;
- 2) administrative duties;
- 3) membership of a participation body or programme committee;
- 4) excellence;
- 5) community activities or top-level athletics.

##### *Erasmus Sport grant*

The basic grant for Erasmus Sport amounts to k€ 812. In 2017 the basis grant is indexed. An additional amount of k€ 62 is reserved to cover for investments the coming years. In 2017 Erasmus Sport receives k€ 38 extra income for advising the campus project. Precautionary, the same amount is reserved the next years.

##### *Student facility grants*

This concerns grants awarded to SG Erasmus, Kaseur, Eureka commission and carillon player, etc. The reserved sum of k€ 275 includes the maximum guarantees to Kaseur (k€ 20), Eureka week (k€ 100) and Science and Culture (k€ 41).

### 3.2 Staff

#### *Anti-smoking policy + ARBO + Erasmus Vitaal*

Since 2000, an amount of k€ 34 has been reserved each year for the anti-smoking policy. k€ 30 is set aside for costs related to occupational health and safety adaptations. Since 2013, we have reserved k€ 25 to cover the costs of the Erasmus Vitaal university-wide programme. In 2016 and 2017 k€ 7 is set aside for the cost of Young Erasmus.

### 3.3 General costs

#### *Contributions*

Item to cover among others the VSNU contribution, Surf collaboration costs, Surfnet costs, OCLC contribution, Academic Transfer contribution, "Studielink" operating contribution and auditor's costs.

#### *Digital Learning Platform/Blackboard*

This concerns a reserve for the structural costs of the exam processing system and Blackboard.

#### *Additional central licence fees*

An amount for the costs of purchasing a campus licence for Business Objects XI, the annual operating costs of OS Commerce, Promas and Document Management.

#### *Assessments*

The following costs are covered by Executive Board:

- The costs of the accreditation process for initial master programmes, except for stand alone master programmes;
- The cost of re-accreditation of bachelor programmes with one regular master per bachelor;
- The costs of accreditation and re-accreditation of research masters.

#### *EUR Woudestein insurance premiums*

This concerns the costs of insurance against damage to structures, third-party liability and executive manager liability. The amount included under this item excludes the portion of the insurance premiums that we charge to external parties such as the Holding, Erasmus Sport and the Rotterdamsch Leeskabinet.

#### *Legal advice costs*

Costs connected with appeal proceedings, attendance fees for student members, external chairs and members of the Examination Appeals Board and the Complaints Advisory Committee. This also covers the costs for the external expert of the sexual intimidation, aggression and violence complaints committee. This item also covers the costs connected with patent applications and the E-recognition management module.

#### *Board compensations*

This item covers the compensation scheme for the members of the University Council and Europa, etc. as well as the attendance fees for the Supervisory Board, the adviser's compensation of the Holding executive manager and the additional salaries costs incurred by deans. The latter costs concern the dean's allowance, allowance for representation expenses and any special payments awarded by the Executive Board.

#### *Student Influx Monitor and International Student Barometer*

For the structural costs of the annual student influx monitor and the international student Barometer, amounts of k€ 15 and k€ 11 respectively have been set aside. The use of the student influx monitor as an activity to help students choose programmes will be evaluated in 2016.

### 3.4 Events

#### *Ceremonies*

To cover the costs of the Official Opening of the Academic Year, the Dies ceremony and other events.

#### *Management costs policy latitude*

For the reception of delegations, holding policy days, etc.

#### *Lustrum*

From 2003, we have structurally reserved k€ 100 for special activities during the anniversary celebrations.

#### *Mandeville lecture, Science and Technology Week, Saint Nicolas Celebration and Talent Day*

We have contributed k€ 11 to the Mandeville lecture at the EUR since 2012. Club Rotterdam and the Trust Fund both contribute a similar amount. The annual reservation for the Science and Technology Week is k€ 18, while that for the St. Nicolas celebration and the Christmas and New Year's celebration combined is k€ 26. We structurally reserve k€ 22 for the Talent Day.

#### *Erasmus Gallery*

Each year, an amount of k€ 24 is provided to USC/Art for the exhibitions in the Erasmus Gallery.

### 3.5 Communication

#### *Corporate Publications and Fraud and Plagiarism Campaign*

An amount of k€ 26 to cover the costs of the annual report and for an English-language publication for international associates.

An amount of k€ 25 is set aside each year for the fraud and plagiarism campaign in order to cover the leaflet production costs, website expenses and unanticipated expenditures.

### 3.6 Specific allocations

#### *Women's Studies and Emancipation chair*

We have made k€ 60 available for the coordination of Women's Studies and for the Emancipation chair at the FSW.

#### *FW dissertations*

FW works with a Tailored Budget, where it has been agreed that the faculty will receive the normal dissertation premium for each doctorate.

#### *ISS dissertations*

For its dissertations conferrals, ISS receives the dissertation premium provided by OCW less a discount. This discount is based on the fixed funding as a result of the higher number of dissertations conferrals nationwide.

#### *PTO Business Administration research*

Since the 2011 budget year, RSM EU has received compensation for diploma-related research. This amount is based on the number of diplomas that meet the funding definition, multiplied by the relevant price for the budget year that the EUR performance based allocation model uses for diploma-related research. This concerns a compensation that falls outside the budget model.

#### *Erasmus Honours programme*

An amount of k€ 185 is reserved each year for the Dutch and English-language Erasmus Honours programme, which amount is supplemented with funds from the Strategic Innovation Budget.

#### *NIAS Fellows / Scholars at risk*

This reservation is used to compensate the faculties for the replacement costs of scholars who have been invited to attend the Netherlands Institute for Advanced Studies (NIAS).

An amount of k€ 15 a year is reserved for the Scholars at Risk project. The aim of the project is to offer scientists who are at risk performing their work in their home countries a temporary and safe place at a Dutch university.

The costs of membership of the Scholars at Risk Network are covered under the item contributions. The Scholars at Risk Network is intended to visibly commit universities to the work of the UAF organisation as well as to contribute to the costs of the selection of work carried out at the headquarters in New York. UAF selects candidates from the database for placement in the Netherlands.

### **3.7 Infrastructure**

#### *Replacement costs of EURnet following the renewal project*

We finance the replacement costs (k€ 286) of the active components of the basic facility from the central reserve. Of this amount, k€ 92 is earmarked for the Erasmus MC (see specific Erasmus MC transfers). The costs of the floor space exceeding normal requirements are covered by the involved organisational departments (compulsory contribution of 2,55 per m<sup>2</sup>).

#### *Housing for international guests*

An amount is reserved to cover the operating deficit incurred by housing for international guests.

#### *Building G*

This item concerns the costs of managing the work and study spaces in Building G (k€ 159).

## C6: NOTES ON COMPULSARY SETTLEMENTS (Table 6 of appendix C.2)

The compulsory settlements were established in order to create an efficient way of settling and setting off the various types of fixed costs.

The amounts to be settled were initially deducted in advance from the model-based budget allocations. At the request of the organisational departments, it was decided that as of budget year 1999 these items would no longer be collected via a contribution deducted from the model-based budget allocation, but via an automated system of compulsory settlements.

The support services must reach an agreement with the faculties on the scope and content of the service activities, as well as on the level of the settlement. In the event that the offered services package increase, either a supplementary budget will have to be made available or the client will have to decide which service he/she no longer wishes to purchase.

Although various settlements have become structural, the consequence of this is that the Support Services must to give an account of the sums they spend and the services they provide. This is possible via the annual report.

### *O.I.S. (formerly ICIR) and CHERC*

Tasks of O.I.S. (support for international students) include arranging the so-called accelerated procedure for obtaining visas and residence permits, with regard to the legislative amendments to MOMI<sup>2</sup>.

CHERC focuses particularly on China with the aim of attracting Chinese doctoral candidates and students to EUR. The faculty contributions are distributed across the China Centre/UB and the SSC OO&S.

### *Service provision to international students*

In 2010, a committee initiated a number of additional activities to improve services provided to international students, such as activities surrounding the arrival and reception of international students by, for example, organising a pick-up service and a formal welcome. The faculties have approved the committee's proposals.

Up until 2014, these additional activities were financed by the faculties by withholding k€ 230 of the lump-sum through a division of the costs based on student numbers (Executive Board decision, 1768-8). From 2014 onwards, the amount to be divided rose by k€ 30 for the costs of the Intensive Dutch Course. From 2017 the amount to be divided was furthermore increased to cover the extra cost of 2 fte (gpl scale 6-8) for the international office.

In view of the nature of the withholding (it concerns a service), it was decided that from 2015 onwards, the faculties' contribution would not run via Table 2 (as a deduction on the budget), but it would be a compulsory settlement instead.

### *Student counselling and career advice (formerly LABEUR)*

Labeur OO&S focused on the job market perspectives of EUR students nearing graduation. Labeur has since been abolished. OO&S's activities comprise offering courses to students as well as individual career advice. For these activities, k€ 91 is charged on to the faculties based on the number of students enrolled (1 October student count).

### *Counselling and referrals*

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<sup>2</sup> Modern Migration Policy Act



The services offered can be found on the website ([http://www.eur.nl/ttc/studenten/studeren\\_communiceren/](http://www.eur.nl/ttc/studenten/studeren_communiceren/))

These services are offered to students free of charge and funded from this budget.

For questions about student financial assistance, study length extension, unwanted attentions, studying with a handicap, studying as a top-level athlete, RSI (also known as CANS) or personal problems, students can turn to specialist staff of the Student Facility Department. If the university psychologists are unable to offer the student the help they require, they will be referred to other care provision services.

#### *OSIRIS*

The faculties are committed to using the Osiris Student Information System, and have signed an agreement for sharing the maintenance costs. The costs will be charged in proportion to the number of students enrolled at the various faculties (1 October student count). With respect to the Osiris cost estimate, it has been agreed with the faculty directors that an additional charge or refund will be calculated at the end of the year based on the actual costs incurred.

#### *Accommodation expenses*

The amount per organisational department is determined by the outcomes of the accommodation model. The charged amount is based on the annual difference between standard accommodation requirements and actual usage.

#### *Network fund*

The costs of the accommodation space which exceed the norm have been charged to the organisational departments since 2006 (compulsory contribution of 2,88 per m<sup>2</sup>). (Replacement costs of EURnet I&A/WD/178.052 memorandum dated 16 April 2005 and CvB 1558-7 dated 9 May 2005).

#### *RePub (formerly EEPI)*

Effective 1 January 2011, the Executive Board expects all researchers of the Erasmus University Rotterdam (EUR) and the Erasmus MC to deposit their publications in RePub. RePub is EUR's open access institutional repository (<http://repub.eur.nl>). The faculties have approved the charging on of the costs for this library facility (k€ 120).

#### *UB policy plan*

In the light of Erasmus 2013, the UB has drawn up a policy plan in which it has set out which support it can offer the faculties. In-depth discussions were held with the faculties regarding this policy plan. These discussions led to a decision to raise the budget of the UB structurally by M€ 1 in total. 75% of this amount is financed by the faculties. The remainder is financed by a contribution from the BV's to the UB.

#### *MAETIS*

Under this name come the costs for occupational healthcare, occupational welfare and the costs arising from the Eligibility for Permanent Incapacity Benefit (Restrictions) Act ("Wet Poortwachter"). For reasons of efficiency, these costs are booked centrally and divided across the organisational departments on the basis of an amount per employee.

Effective 1 January 2013, EUR is the excess bearer for insurance policies under the Return to Work (Partially Disabled Persons) Regulations. The insurance premium is now included in the amount charged on to the organisational departments.

*Education marketing*

For a range of central activities (open days, information for schools, advertising, etc.), it has been agreed with the faculties that they will pay k€ 852, calculated using a fixed allocation formula, for Marketing and Communication from 2012 onwards. USC/M&C must reach agreement with the deans each year on the expenditure (CvB 1765-14).

*Overhead ABD/UB/Redundancy pay*

The overhead is determined in accordance with previous agreements. The redundancy payment charge is 3.5% based on the cost estimate.

# **APPENDIX D: INTERNAL ALLOCATION MODEL**

## D1: KEY FEATURES OF THE INTERNAL ALLOCATION MODEL

- The internal allocation model is not characterised by a pre-determined maximum partitioning of the policy areas of education, research, HR, accommodation and support services. A set allocation principles are applied without restrictions provided total available resources are sufficient.
- The funding of education and research is based on pre-defined education and research parameters.
- The education model is open and allows for variability in teaching tasks, and is not subject to maximised funding levels.
- Research funding is more or less closed, which makes total funding independent of activity levels; this has a stimulating effect and leads to relative quality improvements within EUR.
- Prevention of sharp fluctuations in education and research funding by working with three-year averages.
- Housing costs associated with the government grant and indirect funding are almost fully within central expenses, with units only paying for use of office space that exceeds the norm.
- Incentives for a competitive tuition fee policy for non-funded students through the transfer of the non-statutory part of the tuition fees.
- Funding of central services as a whole is direct in line with the performance based budgets of the Woudestein faculties; however, allocation across the support services is policy driven.
- Resources are allocated as lump-sums; the recipient is free in its use of the resources within agreed policy and budgetary frameworks.
- Fixed annual amount for the Strategic Innovation Budget scheme
- Executive Board decides what measures will be taken regarding any resource surplus/shortfall.
- Decisions surrounding (large-scale) investment programmes are always based on solid business cases with structural financial consequences.

The internal allocation model only relates to direct funding (first money stream), i.e. government grant and tuition fees. Since recently, EUR has also been receiving government financing from LDE joint degrees which it receives indirectly via LDE (also known as revenues from alliances). The size of the government grant is largely dependent on the University Macro Framework, student numbers and academic achievements.

EUR receives these funds as a lump-sum. This means that the institution is free to use (and indeed does use) the resources in a manner that differs from the actual allocation. However, this freedom does not apply to a portion of the government grant which is immediately transferred. This portion relates to the resources for the academic hospital, the government grant for the ISS and the IHS. This allocation is partly a statutory obligation (resources for the academic hospital) and partly the result of contractual agreements.

EUR's internal allocation model varies from the OCW allocation model, meaning that EUR pursues its own policy. Where the OCW's model parameters are relevant to EUR policy, these are also applied within the institution. A substantial change in the scale of the allocated resources or the method of allocation by the Ministry of Education, Culture and Science ('OCW') will not immediately result in an adjustment of the allocation model. EUR repeatedly assesses whether it can and wishes to continue its funding policy in unchanged form.

The current internal allocation of resources is divided into four blocks:

1. Resources that are transferred directly (ISS, IHS and university teaching hospital as a workplace).
2. Performance resource allocation to faculties and central services (described below).
3. Strategic innovation budget.
4. Other (especially central) costs.

The performance based allocation to faculties is based on pre-defined education and research parameters (first-year faculty students, diplomas, dissertations, research audit assessments and acquisition of indirect funding) and a portion of fixed amounts. The allocation across education and research can be traced back from this model. Allocation is based on achieved performances and differentiated prices. The model contains one exception: first-year students are initially funded according to an estimate, after which an adjustment is made according to outcome in the budget year if the difference is larger than 4%. A three-year funding average is used in order to avoid large funding fluctuations. The model-based allocation to faculties largely adheres to the 'old' OCW model, where the main funding consideration was linked to output. EUR is an advocate of funding education quality, with study success serving as an important parameter. The faculties are expected to cover all costs of first money stream activities (education, research and support services) from this allocated budget.

The education allocation model has an open character. This means that achieved performances are funded at fixed prices. The research model is primarily a closed model in the sense that the total amount available is basically fully fixed. Prices are determined by dividing the total amount by the number of performances. Consequently, there are no fixed prices. The only exception is for the price of dissertations: this is fixed and independent of the number of dissertations produced. EUR's approach with respect to the available education and research resources can be compared with OCW's approach towards developing the Macro Framework, with the education portion being aligned with national student numbers. The research portion is characterised exclusively by policy-based development.

The direct funding of the central services (USC, OOS, University Library (UB) and ABD) is based on historical agreements. The funding received is intended to cover the costs of support activities aimed at serving the general interest of the entire institution. The total available amount is adjusted annually directly in line with the performance based budgets of the Woudestein faculties. This correction for growth, however, is not simply allocated to the individual support services, but is specifically earmarked based on agreements made and policy priorities. Consequently, the correction for growth is not necessarily proportionately divided across the various units of the support units. The internal allocation model also takes into account any increase of the performance based allocation to support services arising from the implemented BV2013 projects. The reserve is based on the business case underpinning the BV2013 programme. The resources are allocated as soon as the projects have been transferred to the line and structural expenses are incurred. Should the structural costs be lower than initial estimates, the resources are earmarked for other purposes.

In addition to direct funding, the support services also receive indirect funding from the faculties out of their own income in exchange for services provided.

In supplement to the performance based funding, the units also receive funding for HRM policy. The level of these HRM policy resources is linked to the model-based allocation.

The performance based allocated resources are provided to the units as lump-sums. This means that the faculties and support services are free to set their own policy on using these resources.

In addition to performance based funding, it is EUR policy to transfer the non-statutory portion of the tuition fees to the faculties where faculties do not receive funding for the students concerned. A reserve has also been built in to the internal allocation model for this purpose.

A portion of the central fund available (approx. 5%) is used to stimulate strategic initiatives (Strategic Innovation Budget) and for the selective support of new policy. The Executive Board, partly in consultation with the deans, decides on the allocation of these resources to projects and initiatives, as well as on the associated conditions.

Resources are also reserved under the heading 'legal obligations' to cover regular redundancy payments as well as reorganisation and restructuring expenses. With respect to regular redundancy payments, approximately 75% of the associated costs are within central expenses, with the remainder paid by the units concerned. In view of the current austerity and curtailment measures, the Executive Board has decided to cover the full restructuring costs centrally on a once-only basis in order to support the units in implementing the required restructuring.

Finally, the available resources are used to fund a range of central costs and incentive schemes, an important component of which is the housing costs, which are (more or less entirely) with central expenses. The resources available/required for housing at Woudestein are sourced from the approved investment programme and the updated multi-year investment and operations schedule. It has been agreed that Woudestein's - net - housing costs must not exceed 13% of the relevant revenue.

It is worth noting that as part of the central costs resources are allocated to the Erasmus MC under the heading 'Numerus Fixus and housing'. This represents a total amount of more than M€ 22, which is indexed at set times. Like the resources for employment conditions and legal obligations, the allocation of housing resources is based on contractual agreements made with the Erasmus MC at the time of the transition of the FGG to the university academic hospital in 2003.

The EUR allocation model is not characterised by a pre-determined maximum partitioning of the various policy areas (education, research, support, accommodation and HR). The allocation principles are initially applied without restriction. Should an imbalance in the resource allocation occur or be imminent, the policy and its associated priorities will be reviewed in order to restore a structural balance.

The allocation model relates exclusively to the available and allocated resources in a given year. A portion of the resources are intended to cover central fixed and semi-fixed costs arising from earlier investments in, for example, property, and any short-term adjustments are limited in nature therefore. This is why decisions surrounding (large-scale) investment programmes are always heavily influenced by structural annual costs. Assessed is whether the costs are within the long-term financial possibilities and can be carried by the EUR. A final investment decision is only taken if an acceptable business case exists. The cash tied up with such investments is not (fully) visible in the annual allocation model, but is reflected in the development of the liquidity and solvency balance-sheet ratios.

## **D2: EXPLANATORY NOTES TO THE PERFORMANCE ALLOCATION MODEL (PAM)**

### **1 Performance allocation model (PAM)**

In a functional and financial sense there are no changes to the PAM in relation to the model used for the Budget Framework Letter 2017. In a financial sense the following changes have been made to PAM in relation to the B2016:

#### **Educational performance**

- The financed faculty student influx per 1 October 2016 for B2017 is based on an estimation. In consultation with iBMG, ESL, FSW and RSM the influx is adjusted.
- Diplomas in the 2014/2015 academic year are calculated and are again higher than in the previous year due to growth in the student population. Also coming years higher diplomas are expected which will lead to higher educational allocation.
- The pre master student in the 2014/2015 academic year are calculated.
- The non-model financed bachelor and master programmes are recalculated and the estimation of the Pedagogy and EUC influx is downwards adjusted.
- In accordance with the adopted methodology, the staff budget and the budgets of the SSCs were increased in line with the budget increases of the faculties.

#### **Research performance**

- The revenue 2nd money stream excluding VENI/VIDI/VICI for calendar year 2015 has been calculated based on faculty input. Projects above k€ 500 and income from VENI, VIDI and VICI tracks are excluded from this calculation.
- The number of dissertations based on calendar year 2015 are put into PAM.
- The research review results at ESE are available. This has resulted in a recalculation of the external research assessment price.
- The research supplement for Psychology is admitted in the internal allocation, Table 1: Internal Allocation
- The (research) diploma compensation for Business Administration Part Time (PTO) is available under Table 5: Specific Allocations and Other Central Costs.

As a result of an increase in the performance achieved, PAM shows an increasing trend from M€ 200,4 in 2017 to M€ 214,5 in 2021. In the Budget Plan 2016 we adjusted the diploma numbers in later years, but current results have led to higher allocation. The EUR is compensated for these expenses by a higher share in government grant, however note that the compensation for diplomas is far lower than internal allocation prices.

#### **Erasmus MC BAMA Transition Model**

The Medicine programme has been transitioned to the bachelor-master system since academic year 2008/2009. The last academic year in which the old programme will be given is academic year 2015/2016. Due to the transition phase a diploma peak has occurred, because at the same time Medicine degrees, bachelor and master degrees are being held. This phenomenon is known as the BAMA-peak and causes (temporary) double financing. In consultation with Erasmus MC a transition correction is embedded in the model. The correction will be yearly calculated on basis of realisation numbers and is based on 330 diplomas.

The number of bachelor's, master's and doctor's degrees in the 2014/2015 academic year as input for the 2017 budget and the projected estimates for the doctor's degrees that are still in the pipeline. These latest insights result in a revision of the BAMA Transition Model and the correction line in the 2017 Budgetary Framework.

	Realisation	Estimation			
	<---	---			
	B2017	B2018	B2019	B2020	B2021
Arts Diplomas	76	38	0	0	0
Bachelor Diplomas	371	330	330	330	330
Master Diplomas	213	330	330	330	330

Average over a 3-year period

Arts Diplomas	248,7	151,0	38,0	12,7	0,0
Bachelor Diplomas	366,0	343,3	343,7	330,0	330,0
Master Diplomas	77,3	187,3	291,0	330,0	330,0

	B2017	B2018	B2019	B2020	B2021
Correction BAMA Medicine Advancement	-k€ 4.349	-k€ 2.786	-k€ 855	-k€ 655	k€ 25

### Procedure for counting first year faculty students (influx of new faculty students)

The parameter 'first year faculty students' is used in PAM. The definitive number of first year faculty students is calculated on the basis of the following procedure. First, a forecast is included in the Budgetary Framework. This forecast is based on the funded numbers in recent years, whereby the two-year average is used for bachelor's students and the most recent year is relevant for master's students. In consultation with the faculty an adjustment can be made to the estimation if a break in the trend is expected. Next, a count is conducted in the spring after which an adjustment is made if the deviation is 4% or more. The adjustment is included in the budget update in the budget year. In the next Budgetary Framework, the *actual* numbers realised will be incorporated into PAM to provide for the correct calculation of the three-year average.

### Double Degrees

Externally, EUR does not receive funding for double degrees via the Government Allocation Model (OCW Allocation model). Internally, double degrees continue to be funded via PAM. The initiatives designed to start up additional double degree programmes cause expenditures via PAM to increase, while the OCW Allocation Model does not provide any coverage for this.

## 2 Performance

Performance for the 2017 budget year has been adjusted on the basis of the realised values.

For the baseline period and the method of determining the funded numbers please refer to the full explanation of the PAM.

As described earlier, the parameter 'influx of new faculty students' has been estimated for the academic year 2016/2017. These estimates will be adjusted following a count in the spring.



Multi-year overview:

**Budget 2016-2021 (k€)**

	Er.MC	IBMG	ESE	RSM EU	ESL	FSW	ESHCC	FW	Woudestein	Faculties
Budget Plan 2016: B2016	61.910	8.011	23.315	31.641	18.706	15.553	6.428	2.034	105.688	167.599
Budget Plan 2016: B2017 (prognose)	61.878	8.380	23.252	32.072	17.460	15.728	7.101	2.034	106.026	167.905
B2017	64.048	9.100	24.547	33.515	18.738	16.350	7.402	2.089	111.741	175.789
B2018	64.432	9.184	25.097	34.155	18.810	17.486	8.025	2.089	114.846	179.278
B2019	64.630	9.655	25.567	33.710	19.165	18.679	8.202	2.089	117.067	181.697
B2020	64.094	9.374	25.750	33.478	19.776	19.781	8.435	2.089	118.683	182.777
B2021	63.422	9.284	25.903	33.498	20.794	20.955	8.741	2.089	121.264	184.686

	Er. MC	Woudestein	Faculties	Staff en SSCs	UB	Totaal
Budget Plan 2016: B2016	61.910	105.688	167.599	19.245	7.241	194.085
Budget Plan 2016: B2017 (prognose)	61.878	106.026	167.905	19.307	7.227	194.439
B2017	64.048	111.741	175.789	20.421	7.441	203.652
B2018	64.432	114.846	179.278	20.988	7.530	207.778
B2019	64.630	117.067	181.697	21.399	7.577	210.673
B2020	64.094	118.683	182.777	21.697	7.604	212.078
B2021	63.422	121.264	184.686	22.171	7.688	214.545

The internal resource allocation calculation dossier (Appendix D.3) contains the following tables:

- Table 1a Calculation of the effects of the Performance based Allocation Model on budget year 2017.
- Table 1b Bachelor's and Master's Pedagogy (FSW) not financed via the model.
- Table 1c+1d Nanobiology and Clinical Technology (Erasmus MC) study programmes not financed in the model.
- Table 1e Liberal Arts (Erasmus University College) (FSW) courses not financed in the model.
- Table 2 Summary of the 2017-2021 multi-year overview and changes in relation to the 2016 Budget Plan.
- Table 3a Performance. The performance realised in recent years and an estimate of future performance.
- Table 3b Averages. The averages of the performance displayed in Table 3a to be included in the Performance based Allocation model.
- A full explanation of the Performance based Allocation Model is included in the Appendix '*Elaborate Explanation of the Performance based Allocation Model*'.

# **APPENDIX D3: TABLES PERFORMANCE ALLOCATION MODEL**







## Table 1d: Bachelor Clinical Technology (EMC)

- 1 salen pri level 2011
- 2 Start-up Funding CvB decision 1890-12.15-08-2013
- 3 in accordance with business case 06-12-2012

Budget year	realisation <—			—> estimation			Total
	B2013	B2014	B2015	B2016	B2017	B2017	
7 Start-up Funding	50	200	250	140			640
8 Claimed start-up funding	50	200	14				264

Funding factor	3.00	after 3yrs	after 4yrs
11 Factor EUR/Delft/Leiden	0.33	50%	75%

Graduation rate

### Series 3yrs-average in multi-annual budget (Table 2 Summary)

Realisation	Price (€)	realisation <—												—> estimation		
		B2013	B2014	B2015	B2016	B2017	B2018	B2019	B2020	B2021	B2022	B2023	B2024	B2024	B2024	
16 Influx Bachelor Total				99	99	100	100	100	100	100	100	100	100	100	100	
17 Influx Bachelor (financed)	3.949			95	97	100	100	100	100	100	100	100	100	100	100	
18 Ba-diplomas OW	9.212					50	50	74	75	75	75	75	75	75	75	
19 Ba-diplomas OZ	4.607					50	50	74	75	75	75	75	75	75	75	
20 Total (k€)				375	383	395	395	1.079	1.421	1.428	1.431	1.431	1.431	1.431	1.431	
21 OW Total (k€) 3yrs-avg				125	253	384	391	547	775	1.004	1.083	1.085	1.085	1.086	1.086	
22 OZ Total (k€) 3yrs-avg				0	0	0	0	76	190	305	344	345	345	345	345	
23 Total (k€) 3yrs-avg				125	253	384	391	623	965	1.309	1.427	1.430	1.430	1.431	1.431	

**Table 1e: Erasmus University College - Liberal Arts (FSW)**

- 1 wages and price level 2015  
 2 in accordance with business case 06-03-2015

Funding factor	1.50
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Graduation rate	after 3yrs	after 4yrs	after 5yrs
	72%	78%	80%

7 **Series 3yrs-average in multi-annual budget (Table 2 Summary)**

Realisation	Price (€)	realisation <—			—> estimation							
		B2014	B2015	B2016	B2017	B2018	B2019	B2020	B2021	B2022	B2023	B2024
10 Influx Bachelor Total	5.923	86	104	116	148	174	200	200	200	200	200	200
11 Influx Bachelor (financed)	13.818	79	95	111	133	157	180	180	180	180	180	180
12 Ba-diplomas OW	3.100					57	80	116	137	158	160	160
13 Ba-diplomas OZ						57	80	116	137	158	160	160
14 OW Total (k€)		468	563	658	788	1.716	2.177	2.331	2.664	2.954	3.243	3.271
14 OZ Total (k€)		0	0	0	0	176	249	284	359	424	488	495
14 Total (k€)		468	563	658	788	1.892	2.426	2.615	3.023	3.377	3.731	3.766
15 OW Total (k€) 3-yrs avg		156	344	563	669	1.054	1.560	2.075	2.391	2.650	2.954	3.156
16 OZ Total (k€) 3-yrs avg		0	0	0	0	59	142	236	297	355	423	469
17 Total (k€) 3-yrs avg		156	344	548	669	1.113	1.702	2.311	2.688	3.005	3.377	3.625



**Table 2: Summary**

		1 wages and price level 2015																		
		2 Multi annual budget 2017 - 2021 incl Clinical Technology, Nanobiology, Pedagogy (BA and MA) en EUC (excl. Start-up funding)																		
		ErMC	IBMG	ESE	RSM EU	ESL	FSW ex PED	BA PED	MA PED	EUC	FSW	ESHCC	FW	Woudstein	Facilities	ABD / SSCs	UB	Total		
		Kiln																		
5	B2017	63.278	9.100	24.547	33.514	18.738	14.737	741	202	669	16.350	7.402	2.089	111.740	175.789	20.421	7.441	203.652		
6	B2018	63.528	9.184	25.097	34.155	18.810	14.928	999	429	1.113	17.468	8.025	2.089	114.828	179.260	20.988	7.530	207.778		
7	B2019	63.304	9.655	25.567	33.710	19.165	15.005	1.281	691	1.702	18.679	8.202	2.089	117.067	181.697	21.399	7.577	210.673		
8	B2020	62.295	9.374	25.750	33.478	19.776	15.112	1.473	886	2.311	19.782	8.435	2.089	118.684	182.777	21.697	7.604	212.078		
9	B2021	61.131	9.284	25.903	33.498	20.794	15.681	1.587	998	2.688	20.955	8.741	2.089	121.264	184.686	22.171	7.688	214.545		
10																				
11																				
12	<b>2017 Policy Framework</b>																			
13		ErMC	IBMG	ESE	RSM EU	ESL	FSW ex PED	BA PED	MA PED	EUC	FSW	ESHCC	FW	Woudstein	Facilities	ABD / SSCs	UB	Total		
14	B2017	62.298	8.947	24.135	32.791	18.424	14.489	726	198	654	16.068	7.268	2.054	109.687	172.738	19.978	7.412	200.129		
15	B2018	62.598	9.029	24.677	33.367	18.495	14.680	980	422	1.163	17.245	7.890	2.054	112.758	176.242	20.541	7.502	204.285		
16	B2019	62.435	9.495	25.146	32.773	18.850	14.764	1.260	680	1.845	18.549	8.066	2.054	114.932	178.670	20.940	7.542	207.152		
17	B2020	61.451	9.222	25.335	32.504	19.457	14.884	1.449	871	2.558	19.762	8.299	2.054	116.632	179.852	21.251	7.568	208.672		
18	B2021	60.307	9.135	25.492	32.409	20.464	15.453	1.561	982	3.002	20.998	8.602	2.054	119.154	181.713	21.714	7.648	211.074		
19																				
20	<b>2017 Kaderbrief - 2017 Policy Framework</b>																			
21		ErMC	IBMG	ESE	RSM EU	ESL	FSW ex PED	BA PED	MA PED	EUC	FSW	ESHCC	FW	Woudstein	Facilities	ABD / SSCs	UB	Total		
22	B2017	980	154	412	724	314	248	15	3	15	282	134	35	2.054	3.051	443	29	3.523		
23	B2018	930	155	420	788	315	248	18	7	-50	223	135	35	2.070	3.017	447	29	3.493		
24	B2019	869	160	421	936	316	241	21	11	-143	131	136	35	2.135	3.027	459	35	3.520		
25	B2020	844	152	415	975	318	228	24	14	-247	20	137	35	2.051	2.925	445	36	3.406		
26	B2021	825	149	412	1.089	330	228	26	16	-314	-43	140	35	2.110	2.973	457	40	3.471		
27																				

**Table 3a: Performance**

(Faculty) Student Influx										Research										
Er.MC	IBMG	ESE	RSM	ESL	FSW	ESHCC	FW	Total		Er.MC	IBMG	ESE	RSM	ESL	FSW	ESHCC	FW	Total		
<b>(Faculty) Student Influx</b>										<b>Dissertations</b>										
B2012	423	313	1.204	1.572	881	692	380	81	5.546	B2012	193	7	22	26	12	25	3	4	292	
B2013	427	309	1.357	1.695	947	628	343	72	5.778	B2013	206	5	31	19	27	13	1	4	306	
B2014	445	370	1.583	1.741	1.102	739	430	118	6.528	B2014	221	10	18	15	24	27	10	3	328	
B2015	451	301	1.384	1.860	1.283	770	476	163	6.688	B2015	233	13	25	19	17	17	7	3	334	
B2016	434	337	1.553	1.864	1.339	824	493	265	7.109	B2016	227	12	30	23	21	21	10	2	346	
B2017	440	330	1.525	2.010	1.265	940	485	210	7.205	B2017	243	22	21	25	23	22	4	5	365	
B2018	442	330	1.487	1.911	1.257	1.005	485	213	7.129	B2018	235	16	20	23	20	23	7	3	347	
B2019	439	330	1.522	1.928	1.262	1.050	488	229	7.247	B2019	225	17	20	23	22	22	7	3	339	
B2020	440	330	1.511	1.950	1.261	1.080	486	217	7.276	B2020	215	18	20	23	22	22	6	4	330	
B2021	440	330	1.507	1.930	1.260	1.080	486	220	7.252	B2021	205	17	20	23	22	20	7	4	317	
<b>Student influx Ba</b>										<b>Revenue 2nd money stream excluding veni/vidi/vici</b>										
B2012	390	133	820	1.042	637	459	260	72	3.813	B2012	15.303	1.745	562	385	515	1.286	1.005	371	21.170	
B2013	396	130	869	1.058	731	398	224	69	3.875	B2013	11.392	1.849	553	830	426	1.432	407	262	17.151	
B2014	400	170	1.076	1.166	853	498	275	106	4.544	B2014	12.344	1.422	796	564	535	1.488	860	322	18.331	
B2015	404	131	956	1.144	1.040	547	326	148	4.696	B2015	8.973	2.178	986	777	417	842	574	345	15.092	
B2016	399	129	1.015	1.102	1.076	543	341	255	4.860	B2016	8.129	812	388-	647	305	486	131	185	10.308	
B2017	405	130	985	1.160	1.000	635	335	200	4.850	B2017	6.181	822	87	872	205	1.030	609	151	9.957	
B2018	403	130	985	1.135	1.000	670	334	201	4.858	B2018	7.761	1.271	228	765	309	786	438	227	11.786	
B2019	402	130	995	1.132	1.000	690	337	219	4.905	B2019	7.357	968	158	761	273	767	393	188	10.865	
B2020	403	130	988	1.143	1.000	690	335	207	4.896	B2020	7.100	1.020	158	800	262	861	480	189	10.869	
B2021	403	130	990	1.137	1.000	690	335	209	4.893	B2021	7.406	1.086	181	775	282	805	437	201	11.173	
<b>Student influx Ma</b>																				
B2012	33	180	384	530	244	233	120	9	1.733											
B2013	31	179	488	637	216	230	119	3	1.903											
B2014	45	200	507	575	249	241	155	12	1.984											
B2015	47	170	428	716	243	223	150	15	1.992											
B2016	35	208	538	762	263	281	152	10	2.249											
B2017	35	200	540	850	265	305	150	10	2.355											
B2018	39	200	502	776	257	335	151	12	2.271											
B2019	36	200	527	796	262	360	151	11	2.342											
B2020	37	200	523	807	261	390	151	11	2.379											
B2021	37	200	517	793	260	390	151	11	2.359											
<b>Diplomas</b>																				
<b>Doctoral/Medicine diplomas</b>										<b>Er.MC MA - Medicine</b>										
B2012	282				11				293	B2012										
B2013	317				5				322	B2013										
B2014	332								332	B2014										
B2015	331								331	B2015										
B2016	339								339	B2016	19									
B2017	76								76	B2017	213									
B2018	38								38	B2018	330									
B2019										B2019	330									
B2020										B2020	330									
B2021										B2021	330									
<b>Bachelordiplomas</b>										<b>Masterdiplomas (incl. Research Master diplomas)</b>										
B2012	174	72	435	703	507	309	90	23	2.139	B2012	60	149	563	966	580	366	131	9	2.824	
B2013	174	71	529	817	531	292	76	56	2.546	B2013	56	161	658	1.070	633	458	166	17	3.219	
B2014	334	70	635	641	627	326	169	38	2.840	B2014	58	167	732	1.228	733	521	176	12	3.627	
B2015	398	73	539	727	444	313	225	35	2.754	B2015	35	237	721	1.061	551	400	153	22	3.180	
B2016	329	72	577	679	418	341	193	28	2.637	B2016	23	190	802	1.592	625	455	183	16	3.886	
B2017	365	72	603	748	472	295	196	37	2.788	B2017	45	276	824	1.247	604	468	210	20	3.694	
B2018	330	75	687	627	436	269	164	35	2.623	B2018	45	236	724	1.325	566	360	240	12	3.510	
B2019	330	76	718	651	521	314	198	51	2.858	B2019	45	261	825	1.421	638	392	244	15	3.841	
B2020	330	65	696	633	582	327	219	81	2.934	B2020	45	259	839	1.458	729	446	275	21	4.071	
B2021	330	65	707	638	571	353	222	91	2.977	B2021	45	243	818	1.414	796	473	295	32	4.117	

Table 3b: Average

(Faculty) Student Influx										Onderzoek									
3yrs avg	Er.MC	IBMG	ESE	RSM	ESL	FSW	ESHCC	FW	Total	5 yrs avg	Er.MC	IBMG	ESE	RSM	ESL	FSW	ESHCC	FW	Total
<b>(Faculty) Student Influx</b>										<b>Dissertations</b>									
B2012	414.0	310.7	1204.3	1540.7	851.3	735.3	392.0		5446.3	B2012	189.7	6.7	21.3	26.0	14.3	14.7	3.3		276.0
B2013	408.7	313.3	1247.0	1600.0	896.3	700.7	376.0		5592.0	B2013	199.0	6.3	23.0	23.3	18.3	16.3	2.7		289.0
B2014	431.7	330.7	1381.3	1669.3	976.7	686.3	384.3		5860.3	B2014	206.7	7.3	23.7	20.0	21.0	21.7	4.7		305.0
B2015	441.0	326.7	1441.3	1765.3	1110.7	712.3	416.3		6213.7	B2015	220.0	9.3	24.7	17.7	22.7	19.0	6.0		319.3
B2016	443.3	336.0	1506.7	1821.7	1241.3	777.7	466.3		6593.0	B2016	227.0	11.7	24.3	19.0	20.7	21.7	9.0		333.3
B2017	441.7	322.7	1487.3	1911.3	1295.7	844.6	464.7		6787.9	B2017	234.3	15.7	25.3	22.3	20.3	20.0	7.0		345.0
B2018	438.6	332.3	1521.8	1928.4	1287.0	922.8	487.6		6918.4	B2018	235.0	16.6	23.7	23.7	21.3	22.0	7.0		349.2
B2019	440.1	329.9	1511.4	1949.9	1261.2	898.1	485.7		6976.3	B2019	234.3	18.1	20.3	23.7	21.7	22.3	6.0		346.4
B2020	440.1	329.9	1506.8	1929.9	1260.0	1044.8	486.0		6997.5	B2020	225.0	16.8	20.0	23.0	21.3	22.3	6.7		335.1
B2021	439.6	329.8	1513.3	1936.1	1261.0	1070.0	486.4		7036.2	B2021	215.0	17.1	20.0	23.0	22.0	21.3	6.6		325.0
<b>Revenue 2nd money stream excluding veni/vidi/vici</b>										<b>Revenue 2nd money stream excluding veni/vidi/vici</b>									
3yrs avg										3yrs avg									
B2012	14927.4	1216.0	330.1	265.5	227.4	688.2	638.2		18292.7	B2012	14927.4	1216.0	330.1	265.5	227.4	688.2	638.2		18292.7
B2013	14081.4	1517.6	447.5	484.5	366.0	1067.8	875.8		18640.7	B2013	14081.4	1517.6	447.5	484.5	366.0	1067.8	875.8		18640.7
B2014	13013.0	1671.8	637.1	592.8	492.0	1401.8	757.2		18565.8	B2014	13013.0	1671.8	637.1	592.8	492.0	1401.8	757.2		18565.8
B2015	10903.0	1816.3	778.3	723.7	459.3	1254.0	613.7		16548.3	B2015	10903.0	1816.3	778.3	723.7	459.3	1254.0	613.7		16548.3
B2016	9815.2	1470.8	464.8	662.6	419.2	938.6	521.7		14292.8	B2016	9815.2	1470.8	464.8	662.6	419.2	938.6	521.7		14292.8
B2017	7780.9	1270.8	228.5	765.2	309.2	786.0	438.0		11558.5	B2017	7780.9	1270.8	228.5	765.2	309.2	786.0	438.0		11558.5
B2018	7356.9	968.4	24.0	761.3	273.2	767.3	392.7		10495.7	B2018	7356.9	968.4	24.0	761.3	273.2	767.3	392.7		10495.7
B2019	7099.6	1020.4	157.7	793.5	262.5	861.1	479.9		10680.6	B2019	7099.6	1020.4	157.7	793.5	262.5	861.1	479.9		10680.6
B2020	7405.8	1086.5	181.3	775.4	281.6	804.8	436.9		10972.2	B2020	7405.8	1086.5	181.3	775.4	281.6	804.8	436.9		10972.2
B2021	7287.4	1025.1	165.6	778.7	272.4	811.0	456.5		10776.8	B2021	7287.4	1025.1	165.6	778.7	272.4	811.0	456.5		10776.8

Diplomas									
3yrs avg	Er.MC	IBMG	ESE	RSM	ESL	FSW	ESHCC	FW	Total
<b>Doctoral/Medical diplomas</b>									
B2012	264.0	0.0	44.0	0.0	20.3	2.3	2.7		333.3
B2013	292.0	0.0	0.0	0.0	11.3	0.7	2.3		306.3
B2014	310.3	0.0	0.0	0.0	5.3	0.0	0.0		315.7
B2015	326.7	0.0	0.0	0.0	1.7	0.0	0.0		328.3
B2016	334.0	0.0	0.0	0.0	0.0	0.0	0.0		334.0
B2017	248.7	0.0	0.0	0.0	0.0	0.0	0.0		248.7
B2018	151.0	0.0	0.0	0.0	0.0	0.0	0.0		151.0
B2019	38.0	0.0	0.0	0.0	0.0	0.0	0.0		38.0
B2020	12.7	0.0	0.0	0.0	0.0	0.0	0.0		12.7
B2021	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0
<b>MA Medicine</b>									
B2012									
B2013									
B2014									
B2015									
B2016		6.3							
B2017		77.3							
B2018		187.3							
B2019		291.0							
B2020		330.0							
B2021		330.0							

3yrs avg	Er.MC	IBMG	ESE	RSM	ESL	FSW	ESHCC	FW	Total	3yrs avg	Er.MC	IBMG	ESE	RSM	ESL	FSW	ESHCC	FW	Total	
<b>Bachelor diplomas</b>										<b>Master diplomas (incl. Research Masters)</b>										
B2012	54	465	607	459	255	79	13		1932	B2012	55	122	575	990	493	356	127	6		2683
B2013	58	64	474	657	511	280	80	31	2156	B2013	57	145	598	1011	578	403	144	11		2945
B2014	169	71	533	720	555	309	112	39	2508	B2014	58	159	651	1088	649	448	158	13		3223
B2015	302	71	568	728	534	310	157	43	2713	B2015	50	188	704	1120	639	460	165	17		3342
B2016	354	72	584	682	496	327	196	34	2744	B2016	39	198	752	1294	636	459	171	17		3564
B2017	564	72	575	718	445	316	205	33	2726	B2017	54	234	782	1500	593	441	182	19		3587
B2018	341.3	73.2	622.4	684.7	441.9	301.6	184.3	33.3	2682.8	B2018	37.7	234.2	783.5	1388.0	598.3	427.8	210.9	16.2		3696.5
B2019	341.7	74.4	669.4	675.5	476.1	292.4	185.9	40.9	2756.3	B2019	45.0	257.9	791.1	1330.9	602.5	407.0	231.4	15.7		3681.5
B2020	330.0	72.2	700.6	637.3	512.7	303.1	193.6	35.5	2804.9	B2020	45.0	252.1	796.0	1401.2	644.3	399.7	253.1	15.9		3807.3
B2021	330.0	68.8	707.1	640.8	557.8	331.3	213.0	74.1	2922.9	B2021	45.0	254.4	827.4	1430.8	720.8	457.1	271.6	22.4		4009.6

## D.4: DETAILED EXPLANATION PAM

### 1. Introduction

The calculation, on which the budget allocation is based, is determined on the basis of a model introduced in 2004. The resources are allocated on the basis of the financed performances and a fixed basic grant. The most recently available performances are used. In order to avoid sharp financial fluctuations, the allocation is based on a performance average over three years.

The faculties are free within the statutory framework to use the resources allocated on the basis of the performance based allocation model. No relationship is therefore necessary between the model-based allocation and the internal allocation at the faculties.

The model has the following funding parameters:

- a) Number of students enrolled for the first time at the faculty
- b) Number of pre master students
- c) Number of undergraduate and graduate diplomas (bachelor, master and (*temporary*) doctoral degrees)
- d) Number of dissertations
- e) Revenue from the second money stream
- f) Academic staff appointed in the first money stream working on research projects with good or excellent quality assessments

The allocation parameters were established in consultation with the faculties. In the case of education, these were discussed with the education funding working group at the time, in which all faculties were represented. The recommendations issued by the working group were set out in the Education Funding Report in 2005. The basis for the funding parameters for research is set out in the memorandum "Quality and the future scope for allocating research funding"<sup>3</sup>.

### 2. Time aspects

#### Policy Framework versus Budget Plan

To provide the faculties with a budget that is as realistic as possible, the largest possible number of parameters are updated in the Policy Framework. As this is not possible for the parameter first-year students (given the desired counting period), this parameter is estimated in the Policy Framework and adjusted in the budget year itself if necessary. The estimated student influx in the Policy Framework is only adjusted if the outcome varies by more than 4%. If the variance is smaller, no adjustment will be made to the budget in question. The outcome will be incorporated in the next Policy Framework in order to arrive at a correct calculation of the three-year average.

#### Reference periods and the three-year average

The parameters, which are used as input for the model in budget year T, have various counting periods as shown in the table below.

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<sup>3</sup> *Rapport Onderwijsbesteding* (Education Funding Report) FEB 209.936 dated 20 June 2005; *Kwaliteit en de toekomstige allocatie onderzoeksruimte* (Quality and the future scope for allocating research funding) FEB 192.061 dated 19 November 2002

Parameter	Reference period/time
<b>Education</b>	
(Faculty) Student Influx	October count for the academic year
Pre master students	October count for the academic year
Diplomas (Bachelor and Master)	Academic year
<b>Research</b>	
Dissertations	Calendar year
Revenue second money stream	Calendar year
Research assessments (Academic staff funded in the first money stream)	Recent external assessment presented in the Budget Framework Plan

The budget allocation is however not based on the performances in a single year, but on the performance average in three previous years. The performances that are relevant to the model-based allocation in T are consequently an average of the performances in the following academic and calendar years.

Academic year Parameter	T-5/T-4	T-4/T-3	T-3/T-2	T-2/T-1	T-1/T
Student Influx			X	X	X
Pre master students (no 3 years average)				X	
Diplomas	X	X	X		

Calendar year Parameter	T-5	T-4	T-3	T-2	T-1
Dissertations		X	X	X	
Revenue from second money stream		X	X	X	
Research Assessments (6 years average of the last external review)					

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### 3. Funded performances

The following conditions apply to the education-related parameters:

- All undergraduate and graduate programmes registered in CROHO count towards the funding<sup>4</sup>.
- The performances have been achieved by students who fall under the Higher Education and Research Act ('WHW') and who have satisfied all enrolment requirements<sup>5</sup>.
- Only performances of students with a nationality of one of the EEA countries or who are entitled to an educational grant are eligible for funding.
- Performances of students with a bachelor degree from a university of applied sciences (HBO) and students in a pre-master programme are not eligible for funding.

The bachelor-master structure was introduced at EUR effective the 2002-2003 academic year, with the exception of the Medicine study programme. The Medicine bachelor programme adopted the structure in the 2008-2009 academic year, with the Medicine master programme following in 2011-2012. The unified Medicine study programme will be phased out at the end of the 2015-2016 academic year. The transitional period saw a temporary peak in diplomas being issued since bachelor degrees, in addition to medicine degrees, were being funded. Agreements were made with the Erasmus MC in this regard to accommodate the transition in a financial sense; this was referred to as the BAMA transition model.

Below follows a more specific description of the funding parameters used in the performance based allocation model.

#### Education: Student influx (first-year students at the faculty)

Each year on 1 October, the number of students that have enrolled for the first time at a faculty are counted. The conditions referred to above apply to this count.

A more detailed description follows below:

- The programme year or phase in which a student enrolls at the faculty is irrelevant.
- Students who enrol in a master programme from a bachelor programme were already enrolled at the faculty and are not counted a second time when enrolling for the master programme.
- Students taking two programmes at different faculties are counted for both faculties.
- Students who enter the faculty after 1 October are counted in the following year, provided that they are enrolled on 1 October of that year. This also applies to students who have not satisfied all requirements before 1 October.
- As students transferring from universities of applied sciences and students in pre-master programmes are not included in the bachelor count, they are counted when they enrol in the master programme.

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<sup>4</sup> Programmes with the suffix "miscellaneous" are not linked to a CROHO code and are not funded. Furthermore, the performances of the part-time Business Administration programme and the programmes of the Faculty of Philosophy do not count as they are subject to different agreements.

<sup>5</sup> Exchange programme students are not eligible for funding.

The student influx is only divided into bachelor and master for informational purposes and facilitate the estimation of the number of diplomas required. In financial terms, there are no differences between two groups.

#### **Education: Pre master students**

Students with and bachelor degree transferring from universities of applied sciences (HBO) are not financed in the bachelor phase, but only from the time they started a master programme. On top of this an additional M€ 1 has been available to the faculties based on the number of pre master students per faculty on 1 October.

#### **Education: Bachelor and Master Diplomas**

In principle, only initial bachelor and master diplomas obtained at the faculty and which satisfy the above conditions are counted. Second bachelor and master diplomas are currently funded internally, regardless of the tuition fee rate. Exceptions to this are the non-EEA and HBO groups referred to above. The basic principle for the internal funding is that a faculty does not receive double funding for the same performance. Furthermore, the obligation on the part of the faculty to make sufficient efforts is verified in accordance with the statutory framework.

Diplomas for research masters have the same status within the performance based allocation model as other master diplomas. Outside the performance based allocation model (in the strategic innovation budget), the Executive Board has released resources for a temporary research master incentive measure.

#### **Education: Doctor's certificates**

The Medicine study programme has transitioned to the BAMA structure. The unified study programme exists alongside it, though it is being phased out in the 2015-2016 academic year. Its funding will be included in the BAMA transition model. This is currently still explicitly visible in the performance based allocation model.

#### **Research: Dissertations**

Dissertation funding from OCW is a condition for EUR funding of the faculties. Dissertations are included in the count for the faculty where first supervisor has been appointed. Where different faculties collaborate, the faculties must arrange any required settlement themselves. The funding of dissertations done abroad cannot be guaranteed.

#### **Research: Revenue from Second Money Stream**

The revenue from second money stream is determined based on the figures from EUR's financial statements. This relates to invoiced amounts, in respect to which Veni, Vidi and Vici grants are not included. A correction is made for projects that exceed M€ 0,5 in scale since these are not included. With respect to Erasmus MC and the iBMG, a correction is also applied for ZonMw, amounting to a deduction of approximately M€ 1,5 and M€ 0,3, respectively.

#### **Research: Assessments**

The number of academic staff employed in the first money stream who are involved in research that has been externally assessed as being 'good' or 'very good' are counted. The numbers are taken from the relevant research assessment report.

#### **Financial price differentiation**

The amounts, which are allocated for the performances, were determined the first time the model was used. The prices used per funding parameter are stated at the top of the model, and consist

of, like the OCW funding, three price levels: top, high and low. The Medicine and Clinical Technology study programme are in the first price level. The other Erasmus MC and iBMG study programmes, as well as the EUC, are in category 'high'. All other study programmes are in category 'low'.

Wage and price increases are incorporated into the price per performance. Applied cuts are also factored into the price. These changes will also be applied to the policy latitudes and the Tailored Budget FW, which is historically fixed.

A fixed size applies to a number of compartments. The total amount is adjusted for wage and price changes. The price per performance is determined by the total number of performances. A higher number of performances results in a drop of the price per performance.

#### **4. Fixed compartments**

##### **Research: Diploma-related research**

The total size of this compartment has been fixed at 45,3% of the other research compartments in connection with the introduction of the BAMA. The resources are distributed first by multiplying them by the historical price, and then by reducing the compartment to 45,3%. The prices shown above the performance based allocation model are the reduced prices.

##### **Research: Revenue from indirect funding**

According to the budget, M€ 5,1 is distributed from the revenues from the second money stream. The funds are distributed based on the count as described above.

##### **Research: Assessments**

For external research assessments, M€ 3,7 is distributed across the Woudestein faculties. The allocation for the Erasmus MC has been (subject to conditions) frozen at<sup>6</sup> M€ 9,9.

#### **5. Non model-based education funding**

In the initial phase of a course, there is a discrepancy between revenues and expenses. A faculty is directly confronted with the material and staff costs and the funding follows several years later. The discrepancy is exacerbated by the three-year average. Funding is largely based on the number of diplomas. Since the first diplomas in a bachelor programme are awarded after three years, the discrepancy between revenues and expenditure is larger than is the case for master programmes. This is why financing agreements are made with the Executive Board at the start of bachelor programmes. In general, this financing concerns start-up funding and the (temporary) funding of performances outside of the model.

##### **Pedagogical Sciences (FSW)**

The Pedagogical Sciences bachelor programme started in the 2011-2012 academic year. The master programme is expected to begin in the 2014-2015 academic year. In accordance with Executive Board decision 1717-07, a maximum of M€ 10,5 in resources will be made available to the faculty via the Strategic Innovation Budget. The faculty will contribute a further M€ 2 from its own resources. Furthermore, the Executive Board has made an additional M€ 0,6 available for a chair. The performances will be compensated based on a three-year average.

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<sup>6</sup> FEB 213.575 dated 24 January 2006



### **Nanobiology (Erasmus MC)**

The joint bachelor programme in Nanobiology started in the 2012-2013 academic year, in collaboration with Delft University of Technology. This is a programme with funding in the 'high' category, for which a factor of 1,5 to the price applies. A further factor of 0,5 is applied since the financial burden is being shared proportionately by the two parties. The business case gives a rate of return for this programme of 75% following four years of study and a student influx set at 50.

The master programme started in the 2015-2016 academic year.

In accordance with Executive Board decision 1800-25, a maximum of M€ 1,3 in resources will be made available to the faculty via the Strategic Innovation Budget. The start-up resources are freely disposable for both the bachelor and master programme. The performances will be compensated based on a three-year average outside the model. No agreements have been made yet regarding the time of embedding for this programme.

### **Clinical Technology (Erasmus MC)**

The joint bachelor programme in Clinical Technology started in the 2014-2015 academic year, in collaboration with Delft University of Technology and Leiden University.

This is a programme with funding in the 'high' category, for which a price factor of 1,5 applies. A further factor of 0,33 is applied since the financial burden is being shared proportionately by the three parties. The business case gives a rate of return for this programme of 75% following four years of study and a student influx set at 100.

A flow-through ('doorstroom') master programme has been developed.

Erasmus MC receives M€ 3,3 outside the model for the startup costs of the joint bachelor and master programme.

### **Erasmus University College (Liberal Arts) (EUC/FSW)**

The Erasmus University College bachelor programme started in the 2013-2014 academic year. The programme has been placed under FSW. An evaluation after six years will determine whether the programme should continue as part of FSW.

This is a programme with funding in the 'high' category, for which a price factor of 1,5 applies. The business case dated 10-04-2014 indicates a rate of return for this programme of 80% following five years of study; it should be noted that 72% of students will have already completed the programme after three years. The business case also assumes a gradual rise in the student influx to 225, of whom 83,5% are expected to be funded and 16,5% non-EEA students.

On 10 June 2014, a letter with reference ABD/CTB/AD/261.656 was sent on behalf of the Executive Board to the dean of FSW. In the letter, the Executive Board announced that a maximum of M€ 23 would be made available to the faculty in the period through to 2021. M€ 10 of this amount has been pre-financed by means of a loan. The loan will be repaid over 40 years via an annual payment of k€ 300 under the header 'financial burden'.

The performances will be compensated based on a three-year average outside the model. No agreements have yet been made regarding the time of embedding for this programme.

## 6. Particulars

### Transfer of direct government financing

Effective the 2008 budget, OCW is gradually transferring M€ 5,8 macro framework to NWO. The UB and ABD/SSCs budget is reduced by respectively M€ 0,1 and M€ 0,3. The remaining M€ 5,4 reduction will be distributed across the faculties in proportion to the allocations for research<sup>7</sup>.

### Allocation to the UB

The budget of the UB is determined on the basis of a fixed basic grant, increased by an amount that is related to the budget of the faculties. In addition to this allocation, it has been agreed with the faculties that, effective 2009, they would contribute to a number of specific UB projects via a settlement.

### Allocation to ABD and USC

The budget of the ABD and USC has a historical basis. The budget was cut by M€ 1,5 in 2008 due to the reorganisation. Subsequently, a number of positive adjustments took place in the 2012, 2014 and further budget years because the budget has partially adjusted in line with the budget of the faculties.

### Correction Erasmus MC BAMA Transition Model

The Medicine programme has been transitioned to the bachelor-master system since academic year 2008/2009. The last academic year in which the old programme will be given is academic year 2015/2016. Due to the transition phase a diploma peak has occurred, because at the same time Medicine degrees, bachelor and master degrees are being held. This phenomenon is known as the BAMA-peak and causes (temporary) double financing. In consultation with Erasmus MC a transition correction is embedded in the model. The correction will be yearly calculated on basis of realisation numbers and is based on 330 diplomas.

### Correction International Bachelor in Communication and Media (IBCOM)

IBCOM had a start-up funding via the Strategic Innovation Budget. The programme's performances in the start-up years were financed non model-based. In the 2016 budget year the performances were embedded in the PAM and again compensated based on a three-year average, with previously funded performances not being taken into account. To prevent performances being double financed a correction rule has been introduced for the 2017 and 2017 budget years. 2017 leads to a correction of M€ 0,6.

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<sup>7</sup> BGZ/RvH/226.566 dated 05/12/2007

# APPENDIX E: HOUSING

## APPENDIX E: WOUDESTEIN CAMPUS HOUSING POLICY

The campus of Erasmus University Rotterdam is in a state of flux. We are investing a total of M€ 300 in the Woudestein campus. With these investments, the annual housing expenses of Woudestein will increase by approximately M€ 13 (reference year: 2010). As it has been decided to maximise the housing expenses at 13% of the total Woudestein revenue, excluding interest, we must manage use of space and the total housing expenses more carefully.

The aim of the new policy and the associated plan of action is to create high-quality working environments for EUR in which units are stimulated to critically evaluate their use of space and to reduce this where possible. The new policy framework contains the following changes compared to previous policy:

1. A new investment policy
2. Introduction of the lessee/lessor model
3. A new office space norm, expressed in m<sup>2</sup> 'VVO' (=rentable floor area)
4. An adjusted cost price per m<sup>2</sup> of office space
5. A new settlement and charging system.

With regard to the investment policy concerning the furnishings and fittings of offices, it has been decided that the Executive Board will bear the investments centrally provided that projects meet specific basic principles. If a faculty wishes to invest before certain furnishings and fittings have been written off (e.g. for cosmetic reasons), an accelerated depreciation will be carried out, the costs of which will have to be covered by the faculty. With the introduction of this new investment policy, the previous local maintenance provision, the 20% fund, lapses.

EUR has also decided to introduce the lessee/lessor model ('HVM'), the aim of which is to stimulate efficient use of space by charging on the actual space used. The new space norm for EUR offices has been set at 19,5 m<sup>2</sup> VVO (or 15 m<sup>2</sup> 'FNO' (functionally useful area)). This is a challenging but feasible step, whereby use of space at the university will be slightly lower than the (current) university average, without 'the need for using every last square inch of space available'. A further future reduction (e.g. in the average space used in offices) is possible, also given the working conditions guidelines.

A real estate prognosis model was constructed in 2012, which included all housing-related expenses, including operating (service) costs. The full cost price is calculated in the real estate prognosis model, following approval of RES (Real Estate Services & Facility Services) budget for the following year. It has been decided to set the full cost price annually based on an average over the next five years in order to somewhat mitigate erratic price fluctuations as a result of investments and to arrive at a more stable cost-price level as the years progress. The distinction between office spaces with and without daylight (and the associated difference in the price per m<sup>2</sup>) will no longer apply in the new method. The full cost price for one m<sup>2</sup> VVO of office space on the campus has been determined at € 255 for 2017.

In addition to the policy guidelines described above (new financing method, new space norm and a new full cost-price determination), the charging system for office space has also changed. The key features of this system are an adjusted (annual) determination of the average staff costs per faculty and an adjusted determination of the housing budget norm.

The budget norm is determined on the basis of derived FTEs in the first and second money flow:

- With respect to first money flow, the model-based budget allocation for the budget year (T) as determined in the Policy Framework / budget T applies.
- Budget allocations from the Strategic Innovation Budget, including start-up financing, are NOT included in the basis for first money flow. An exception to this is start-up funding for study programmes that commenced before January 2014.
- With respect to second money flow, revenues achieved in the year T-2 in accordance with the financial statements applies.

To calculate the number of FTEs concerned, both first and second money flow are multiplied by an average staff expense percentage relative to total expenses (current historical factor PL/ML: faculties 85/15, SSCs 80/20, UB 60/40); the average staff costs is determined again each year per faculty on the basis of total staff expenses in accordance with the T-2 financial statements, excluding costs of external/hired staff, divided by the average FTEs in T-2.

To determine any overuse or underuse relative to the norm, the following parameters are calculated:

- Housing budget norm:  $\text{FTE norm} * 19,5 \text{ m}^2 \text{ VVO} * \text{full cost price per m}^2 \text{ VVO}$ ;
- Actual  $\text{m}^2$  of VVO in use ( $\text{m}^2 \text{ FNO from Planon} * 1,3$ ) \* full cost price per  $\text{m}^2 \text{ VVO}$ .

The difference between both parameters constitutes the amount that will be charged (in the case of overuse) or refunded (in the case of underuse).

The new housing norm will be introduced in phases, and will depend on the time when a faculty is able (was able) to arrange its accommodation in line with the norm (following a renovation). As of 1 January 2014, the new financial principle will apply to everyone (new cost price, new determination of accommodation budget norm and adjusted average staff costs). It is assumed that all components will be charged in accordance with the new space norm no later than 1 January 2020 (after renovation of Building H).

### Table 1: Specification Housing budget Woudestein

k€

in k€	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Total housing budget Woudestein	22.476	26.465	25.400	27.111	29.071	29.539	28.548	27.177	26.453	25.266

Costs model 'demo 0.35 scenario 2' and available resources (in k€)										
Expenses	2016 *)	2017	2018	2019	2020	2021	2022	2023	2024	2025
Housing costs	32.025	35.910	34.854	36.642	38.446	39.326	38.426	37.148	36.518	35.427
cf. demo 0.38 scenario 2										

Resources										
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Housing budget Woudestein	22.476	26.465	25.400	27.111	29.071	29.539	28.548	27.177	26.453	25.266
facilities	489	363	363	363	363	363	363	363	363	363
from model	3.864	3.864	3.864	3.864	3.864	3.864	3.864	3.864	3.864	3.864
external income	2.962	2.688	2.697	2.774	2.618	3.350	3.396	3.444	3.493	3.542
other internal income	2.234	2.530	2.530	2.530	2.530	2.210	2.255	2.300	2.346	2.393
<b>Total available</b>	<b>32.025</b>	<b>35.910</b>	<b>34.854</b>	<b>36.642</b>	<b>38.446</b>	<b>39.326</b>	<b>38.426</b>	<b>37.148</b>	<b>36.518</b>	<b>35.427</b>

\*) 2016 has been adjusted conform demo 0.38, the new estimation of USC

## Table 2: Calculation of charge net space usage

k€

User	Use of space			Used Norm	Old definition			New definition			Charge	
	Total FNO in m2	Total VVO in m2	cost of use in k€		Norm meter VVO/fte:		Space norm in k€	Norm meter VVO/fte:	Space norm in k€		B 2016	KN 2017
					fte per unit	in meter			fte per unit	in meter		
iBMG	1.943	2.526	644	new				114,3	2.229,7	33	76	
ESE **)	6.128	7.967	2.032	old	304,6	8.348,0	2.129			47		
RSM EU *)	7.385	9.600	2.448	old	376,9	10.329,9	2.634					
ESL	3.955	5.142	1.311	new				243,8	4.753,4		99	
FSW	3.662	4.761	1.214	new				234,6	4.573,8	198	48	
ESHCC	1.934	2.514	641	new				100,6	1.962,3	211	141	
FW **)	644	837	213	old	27,4	751,8	192					
<b>Total</b>	<b>25.652</b>	<b>33.348</b>	<b>8.504</b>		<b>709,0</b>	<b>19.430</b>	<b>4.955</b>	<b>693,3</b>	<b>13.519,2</b>	<b>489</b>	<b>363</b>	
<b>Rate KN2017</b>		<b>255</b>										

The space usage figures are provided by the USC. The startposition is the use of space per January 1, 2016. Major reductions during the year 2016 are taken in consideration as well as rent to bv's.

\*) The transition to the new system was originally planned for 2017 but this has been postponed to a date still to be determined.

\*\*\*) The transition of ESE and FW to the new system is provided by 2020.

Until now the EUR used to measure in FNO (Functionally usefull area); The new parameter will be VVO (Rentable Floor Area) where: VVO = 1,3 \* FNO.

## Table 3: Count of normfte

k€

	IBMG	ESE	RSM EU	ESL	FSW	ESHCC	FW
<b>Count of budget fte 2017</b>							
budget corrected for personnel	8.924	22.614	30.488	16.973	17.007	7.364	2.279
gpl 2015	78,04	74,24	80,88	69,63	72,51	73,18	83,08
<b>normfte 2017</b>	<b>114,34</b>	<b>304,63</b>	<b>376,95</b>	<b>243,76</b>	<b>234,55</b>	<b>100,63</b>	<b>27,43</b>

<b>Count of budget related to staff costs</b>							
model	9.362	25.348	34.411	19.320	16.883	7.637	2.157
Research provision Psychology					679		
PTO Business Administration Research			236				
Pedagogy					1.557		
EUC					-654		
2e money stream income 2015	1.137	1.257	1.221	648	1.544	1.027	525
<b>Budget + 2e money stream</b>	<b>10.499</b>	<b>26.605</b>	<b>35.868</b>	<b>19.968</b>	<b>20.009</b>	<b>8.664</b>	<b>2.682</b>
<b>budget related to staff costs</b>	<b>8.924</b>	<b>22.614</b>	<b>30.488</b>	<b>16.973</b>	<b>17.007</b>	<b>7.364</b>	<b>2.279</b>

via

correction% for personnel 85% 85% 85% 85% 85% 85% 85%

<b>Count of gpl 2015</b>							
personnel costs 2015	10.289	20.155	31.256	19.398	21.332	8.256	2.966
realisation fte 2015	131,83	271,50	386,45	278,60	294,20	112,81	35,70
<b>gpl 2015</b>	<b>78,04</b>	<b>74,24</b>	<b>80,88</b>	<b>69,63</b>	<b>72,51</b>	<b>73,18</b>	<b>83,08</b>

staff costs 2015 see annual report 2015: personnel costs without costs of external personnel

actual fte 2015 see annual report 2015: personnel costs without costs of external personnel



## Table 4: Transfer housing budget Erasmus MC

k€

Description	Budget 2016	Index	2017
Article 7.4 agreement government grant investments other	1.855 2.973	Price index Price index	1.862 2.985
Subtotal art. 7.4	→ 4.828		→ 4.828
Article 7.5 agreement	400	Price index	400
Cumulated difference <sup>1)</sup>	1.031	Price index	1.056
<b>Subtotal</b>	<b>6.259</b>		<b>6.284</b>
Extra investments	958		958
Numerus Fixus Medicine	4.041		4.041
<b>Housing budget</b>	<b>11.258</b>		<b>11.283</b>
insurance premium	65	Own index	65
1)			
Budget 2007	893		<b>B 2016 in k€</b>
Price index B2008:	61		<b>11.258</b>
Price index KN2009	45		
Price index B2010:	32		
Price index KN2017:	25		25
<b>Total cumulated difference:</b>	<b>1.056</b>		<b>K 2017 in k€</b>
			<b>11.283</b>

# APPENDIX F: MACRO FRAMEWORK

## APPENDIX F: MACRO FRAMEWORK

### Funding

Universities receive government financing for education and research. This amount is allocated each year to the universities as a lump-sum via an allocation formula.

Since 2013 higher education government financing has a model-based funding structure and a subsidiary scheme known as the performance box.

### WO Education component in the model-based funding

Universities receive a government grant for a range of accredited courses. There is a single funding model for HBO and WO. Government financing is primarily based on the nominal length of the study programme and the enrolment in and successful completion of one bachelor programme and one master programme. The education component consists of:

- a. a student-related portion: based on the number of enrolled and funded students and degrees (diplomas); there are three prices (low, high, top);
- b. an education add-on in amounts: amounts based on agreements regarding quality, vulnerable study programmes and special facilities; and
- c. an education add-on as a percentage.

The total education component is fixed with sporadic adjustments for inflation and new policy. An increase in performance leads to a decrease in the price.

### WO Research Component

Universities receive government financing to perform scientific research. The WO research component is based on:

- a. a student-related portion: based on the number of funded degrees;
- b. a dissertations portion: based on the number of PhD's that result in a thesis and the number of post-master design engineering certificates. The price per dissertation is at this moment a point of discussion. A price decrease is expected from 2017. The difference will probably be added to the component research in amounts. OCW has announced that the budgetary effect per university in 2017 will be zero.
- c. an add-on for research in amounts: amounts based on agreements on sector plans and leading research schools, etc.; and
- d. an add-on for research in percentages.

The total research component is fixed with sporadic adjustments for inflation and new policy. An increase in the number of funded degrees leads to a decrease in the price. The dissertation price is on the other hand fixed. An increase in the dissertation component is compensated by a decrease in the component research in percentages.

### Medical education and research support section

The universities arrange the funding of education and research at the eight university teaching hospitals, where students train in medicine and gain practical experience. The funding consists of a part that is based on the number of enrolled students and degrees, and a part in percentage terms (including housing).

## Performance box - Quality and profile

From 2013, additional resources amounting to 7% of the education funding have been deployed for quality and profile. Of this, 5% is intended for quality (conditional financing) and 2% for profile (selective budget). In the period 2013-2016, the conditional resources (5% quality) will be allocated based on performance agreements with the individual universities. A sum of M€ 104,2 was made available in 2016 for WO (excluding green education) for education quality and study success (**quality**). The agreements are made based on concrete indicators. This funding is conditional. If the performance agreements are not met, an institution may have its budget for quality cut (partially). The achievements are being measured in 2016.

It is not yet known how these funds will be allocated from 2017. It is likely that the budget will remain available for universities but the allocation between universities could be adjusted based on possible new performance agreements. In the budgetary framework it is assumed that the budget for the EUR from 2017 will remain at the level 2016

A sum of M€ 37,6 has been made available in 2016 for WO (excluding green education) for stimulating prioritisation and profiling in education (**profile**). In 2014, a mid-term review of the progress took place. It is not yet known how these funds will be allocated from 2017. In the budgetary framework it is assumed that the budget for the EUR from 2017 will remain at the level 2016.

# APPENDIX G: TUITION FEES

## APPENDIX G: TUITION FEES

### Bachelor programmes

Faculty	EEA/EU students Statutory fee	NON-EEA/EU students Institute tuition fee	EEA/EU students Institute tuition fee
<b>Fees 2016/2017</b>			
Erasmus School of Economics	€ 1.984	€ 8.800 3)	€ 6.200
Rotterdam School of Management	€ 1.984	€ 8.800	€ 6.200
Faculty of Social Sciences	€ 1.984	€ 6.200	€ 6.200
Erasmus School of Law	€ 1.984	€ 6.200	€ 6.200
Erasmus School of History, Culture and Comm.	€ 1.984	€ 5.900	€ 5.900
IBCoM	€ 1.984	€ 6.900	€ 6.900
Faculty of Philosophy 4), 5)	€ 1.984	€ 6.200	€ 6.200
Institute of Health Policy & Mgt	€ 1.984	€ 6.200	€ 6.200
Erasmus MC 1), 2)	€ 1.984	€ 21.200	€ 21.200
Eras. University College: Liberal Arts & Sciences	€ 3.900	€ 11.750	€ 3.900

1. Nanobiology, joint degree with TUD
2. Clinical Technology, joint degree with TUD and UL
3. Transitional arrangement statutory fee NON-EEA students for current students: 2015-2016 €7.200 and 2016-2017 € 7.500.
4. Bachelor Philosophy parttime: institutional fee equals the statutory fee= € 1.984
5. Bachelor Philosophy of a specific discipline, parttime: institutional fee equals the statutory fee = € 1.984

### Statutory fee EU/EEA students bachelor programmes

There are two requirements in order to be eligible for the EEA/EU students statutory fee in 2016-2017:

1. You have an EEA/EU, Swiss or Surinamese nationality or you meet the other requirements mentioned in article 7.45a, paragraph 1(b) of the WHW
2. You have, since 31 August 1991, not been awarded a degree in Dutch higher education that is equivalent of your current programme of study . In case you have an uninterrupted registration for a second (or more) bachelor programme before finishing your first bachelor programme, you pay the statutory fee for the second (or more) bachelor programme after you have finished the first bachelor programme as long as your registration for this programme is uninterrupted.

If both both requirements are not fulfilled, the institute tuition fee will be charged. Prices differ per programme and per person.

## Master programmes

Faculty	EEA/EU students Statutory fee	NON-EEA/EU students Institute tuition fee	EEA/EU students Institute tuition fee
<b>Fees 2016/2017</b>			
Erasmus School of Economics 2)	€ 1.984	€ 14.300	€ 11.300
Rotterdam School of Management 7)	€ 1.984	€ 17.000	€ 11.300
Faculty of Social Sciences 3)	€ 1.984	€ 14.100	€ 11.300
Erasmus School of Law	€ 1.984	€ 11.300	€ 11.300
Erasmus School of History, Culture and Comm.	€ 1.984	€ 10.600	€ 10.600
Faculty of Philosophy - regular master 4) 5)	€ 1.984	€ 11.300	€ 11.300
Faculty of Philosophy - Research master	€ 1.984	€ 3.900	€ 3.900
Institute of Health Policy & Mgt 6)	€ 1.984	€ 11.300	€ 11.300
Erasmus MC - regular master 1)	€ 1.984	€ 21.200	€ 21.200
Erasmus MC - research master	€ 1.984	€ 8.500	€ 8.500

- 1) Nanobiology: joint degree with TUD
- 2) Research master Philosophy in Economics, joint programme with UvA and VU: € 12.000
- 3) Research master Public Administration and Organisational Science, joint programme with UUn and UvTilburg
- 4) Master Philosophy part time: institute fee is equal to the statutory fee: € 1.984
- 5) Double degree Philosophy part-time: institute fee is equal to the statutory fee = € 1.984
- 6) Master iBMG in part-time, fee for 2 year programme: € 11.300
- 7) Master Business administration, part-time fee for 2 years: € 33.400

### Statutory fee EU/EEA students master programmes

There are two requirements in order to be eligible for the EEA/EU students statutory fee in 2016-2017:

1. You have an EEA/EU, Swiss or Surinamese nationality or you meet the other requirements mentioned in article 7.45a, paragraph 1(b) of the WHW
2. You have, as of 1 September 1991, not been awarded a degree in Dutch higher education that is equivalent of your current programme of study. In case you have an uninterrupted registration for a second (or more) master programme before finishing your first master programme, you pay the statutory fee for the second (or more) master programme after you have finished the first master programme as long as your registration for this programme is uninterrupted.

If both requirements are not fulfilled, the institutional tuition fee will be charged.

The institute tuition fee equal to the basic rate of the statutory tuition fee.

Faculty	Institutional fee equal to statutory fee
<b>Fees 2016/2017</b>	
Erasmus School of Economics	€ 1.984
Rotterdam School of Management 1)	€ 1.984
Faculty of Social Sciences	€ 1.984
Erasmus School of Law	€ 1.984
Erasmus School of History, Culture and Comm.	€ 1.984
Faculty of Philosophy	€ 1.984
Institute of Health Policy & Mgt	€ 1.984
Erasmus MC	€ 1.984
Eras. University College: Liberal Arts & Sciences	€ 3.900

- 1) The tuition fee for the part-time master programme *MSc Business Administration* is € 32.850 for two years

#### NON-EA/EEU and EA/EEU students:

All students eligible to pay the institute tuition fee equal to the basic rate of the statutory tuition fee, are those who:

- a) are clients of the Foundation for Refugee Students UAF ('Stichting voor Vluchteling-Studenten UAF') in Utrecht; or
- b) under the reduced institution tuition fee scheme for outstanding students (EUR Excellence Scholarships) are exempt from the difference between the institution tuition fee and the statutory tuition fee for their second programme; or

#### EU/EEA, Swiss or Surinamese students:

All EU/EEA, Swiss or Surinamese students and other students who meet the requirements mentioned in article 7.45a, paragraph 1(b) of the WHW who have, as of 1 September 1991, been awarded a degree in Dutch higher education that is equivalent of their current programme of study, are eligible for the institute tuition fee equal to the basic rate of the statutory tuition fee in case they:

- a) enrol for the Medicine master programme after obtaining one of the Erasmus MC research master degrees, or enrol for one of the Erasmus MC research masters after obtaining the degree from the Medicine master programme; or
- b) enrol, as a participant in the 'Mr. Drs.-programma voor Economie en Recht', for the Economics and Business Economics bachelor programme after obtaining the Bachelor of Laws degree, or



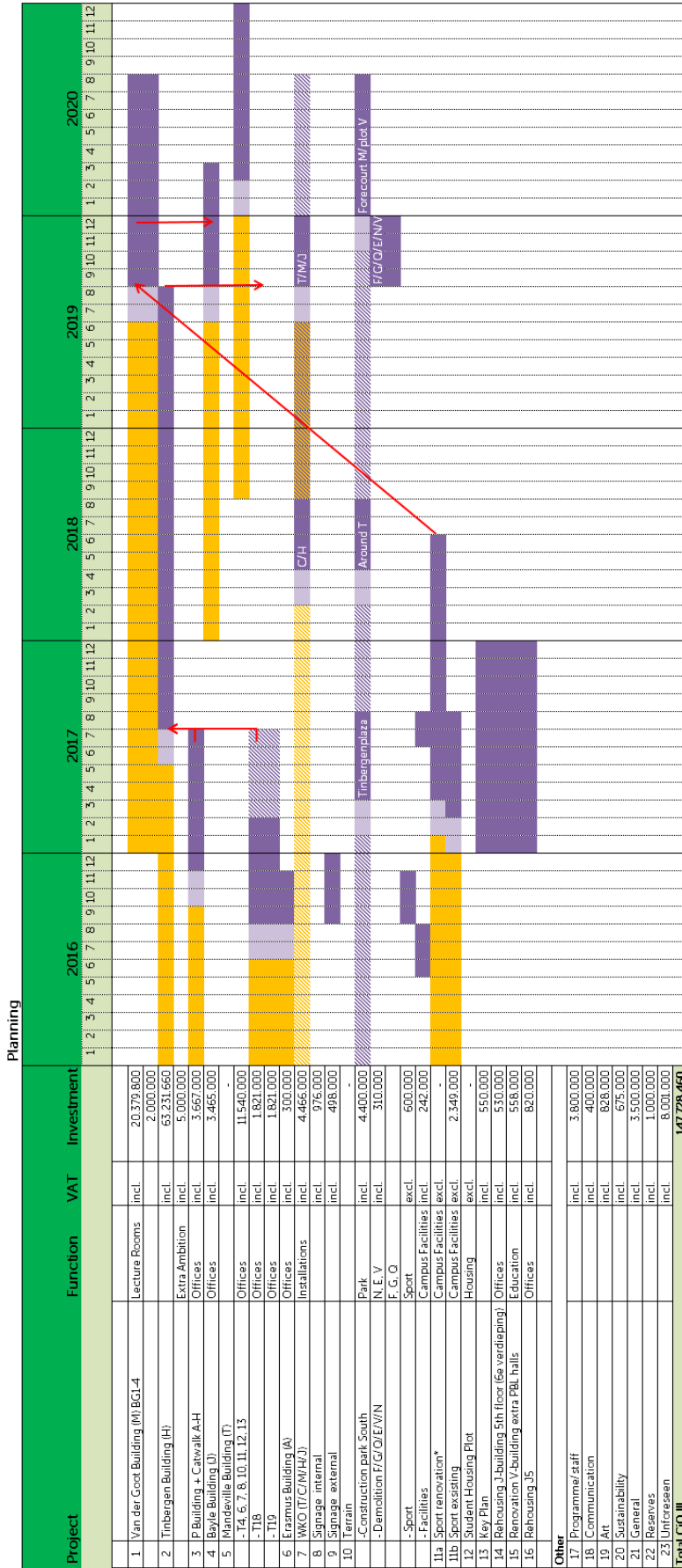
enrol in the Bachelor of Laws programme after completing the Economics and Business Economics bachelor degree;

c) enrol, as a participant in the 'Mr. Drs.-programma voor Economie en Recht', for the Economics and Business Economics master programme after obtaining the Master of Laws degree, or enrol in the Master of Laws programme after obtaining the Economics and Business Economics master degree.

# APPENDIX H: OVERVIEW INVESTMENTS

# Programme > CIO III April 2016

Project : 15EUR-ROT.01 / CIO III  
Erasmus University Rotterdam  
Date : April 7, 2016



Description	Investmentcategory	Total Investment (k€)	Investment 2017 (k€)
Park Noord	Infrastructure/property	2.308	457
Kunst nieuw uit cio1	Other	241	-
Kunst onderhoud uit cio1	Demotion	203	-
Nieuwbouw plot 10/MFO	Education	20.370	-
B-gebouw	Education	19.144	-
Extra budget terrein II	Infrastructure/property	1.500	-
Extra budget algemeen CiOII	Programme management	1.500	-
Def.inrichting MFO	Education	600	-
Polak Erasmus Shopping Plaza	Other	650	-
Polak Hub	Other	250	-
Polak herinrichting tijdelijke collegezaal	Other	400	400
Riolering	Other	1.500	-
Terrein II, incl. trafo L, Tinbergen plaza, stedel. strac	Infrastructure/property	3.804	-
WRM Sportlaan	Infrastructure/property	801	-
Entree KZ	Infrastructure/property	1.000	-
wifi	Infrastructure/property	278	-
Bewegwijzering campus	Infrastructure/property	510	-
Parkeren fase 2	Infrastructure/property	14.600	-
Extra reserve	Other	1.538	-
WKO MFO	Infrastructure/property	608	-
WKO L/B	Infrastructure/property	1.699	670
Waterinfrastructuur	Infrastructure/property	1.000	-
Containerpark	Infrastructure/property	310	-
L-gebouw	Offices/research	27.536	-
iBMG J5-J7	Offices/research	1.634	-
iBMG J6	Offices/research	426	-
Tijdelijk huisvesten Bibliotheek	Offices/research	352	-
Gezondheidscentrum en retail U-gebouw	Provisions	1.318	-
BV 2013 veilige campus	Provisions	783	-
Kunst	Art	1.017	-
Duurzaamheid in projecten	Other	425	-
PV cellen MFO	Other	400	-
Programmamanagement CiO II	Programme management	3.552	-
T-19	Offices/research	11.879	1.301
vd Goot Building	Education	17.067	-
vd Goot Building meubilair onderwijs	Education	846	-
vd Goot Building verhuizing	Demotion	61	-
vd Goot Building voorzieningen	Education	1.573	-
vd Goot Building tijdelijke huisvesting	Demotion	150	-
vd Goot Building tijdelijke huisvesting	Demotion	600	-
WKO M/T	Infrastructure/property	1.071	-
WKO H	Infrastructure/property	1.500	-
WKO advies/onvoorzien	Infrastructure/property	1.345	161
WKO J	Infrastructure/property	550	-
Binnen bewegwijzering	Provisions	976	-
Terrein III	Infrastructure/property	4.400	750
Digitale infoborden	Infrastructure/property	498	-
Terrein voorzieningen aanleg	Infrastructure/property	242	-
P-gebouw, 3100 m2, ontsl.vanuit plein	Offices/research	3.123	2.323
H-gebouw	Offices/research	56.698	15.000
H-gebouw mobiele plekken	Offices/research	346	-
Antennes	Offices/research	50	-
Restaurants H en T gebouw herinrichten	Offices/research	998	-
H-gebouw duurzaamheid	Offices/research	750	-
Kunst H Karel Appel	Offices/research	263	-
J-gebouw (installaties)	Offices/research	3.322	-
Herhuisvesten ABD in A	Offices/research	290	-
Veilige campus H gebouw	Provisions	440	-
S-gebouw techniek	Provisions	2.252	75
Sluitplan	Provisions	550	200
Uitbreiding tennisbanen	Provisions	600	-
Herhuisvesting J-gebouw 6e verd	Offices/research	349	-
Verb. V PGO zalen	Offices/research	558	-
Herhuisvesting J5	Offices/research	427	-
Duurzaamheid in projecten	Provisions	675	169
Kunst 1%	Provisions	480	50
Kunst 1%	Demotion	85	10
Algemeen	Programme management	3.500	875
Extra reserve	Programme management	1.000	250
Communicatie	Demotion	400	100
Programmamanagement CiO III personeel	Demotion	3.800	950
Marktwerking	Other	8.001	-
Nieuwbouw Sport	Education	14.001	-
Nazorg M commercieel	Other	63	-
Nazorg plein	Other	48	-
Koeling oudbouw	Other	484	-
Vervanging installaties	Other	9.820	524
Kleine aanpassingsinvesteringen	Other	1.925	175
A-gebouw voorzieningen	Provisions	291	-
L-gebouw voorzieningen	Provisions	510	510
vd Goot Building voorzieningen	Provisions	876	-
Diverse gebouwen - voorzieningen	Provisions	119	-
T-gebouw voorzieningen	Provisions	3.013	-
C-gebouw voorzieningen	Provisions	1.000	-
V-gebouw voorzieningen	Provisions	400	-
H-gebouw voorzieningen	Provisions	4.700	-
Polak-gebouw voorzieningen	Provisions	924	-
EUC voorzieningen	Provisions	50	-
<b>Total</b>		<b>282.197</b>	<b>24.951</b>

# **Appendix I – Detailed overview additional investments**

## Overview additional investments in budget 2017-2020 (description on following pages)

<b>Overzicht investeringstoekenningen incidentele en/of structurele middelen</b>					
	2017	2018	2019	2020	Totaal
<b>Programma Impact &amp; Relevance</b>					
<b>Alumni Management Systeem</b>					
Extra incidenteel	200,000				200,000
Extra structureel	50,000	50,000	50,000	50,000	200,000
<b>Multichannel content strategie project</b>					
Extra incidenteel	1,150,000	1,150,000			2,300,000
<b>Programma D=N</b>					
<b>Digitale Leer en Werk Omgeving</b>					
<b>Portal</b>					
Extra incidenteel	500,000	300,000			800,000
<b>Learning Management System</b>					
Extra incidenteel	1,200,000	400,000			1,600,000
<b>Video Portal</b>					
Extra incidenteel	100,000	100,000			200,000
<b>Roosteren</b>					
Extra incidenteel	108,750	70,000			178,750
Extra structureel	27,000	27,000	27,000	27,000	108,000
<b>Programma Internationalisation Education</b>					
<b>Continuering a internationalisering</b>					
Extra incidenteel	350,000				350,000
<b>Programma Topsupport</b>					
<b>SAP 2/3</b>					
Extra structureel	108,000	108,000	108,000	108,000	432,000
<b>Benodigd extra budget IA&amp;M</b>					
Extra incidenteel	350,000				350,000
Extra structureel	400,000	400,000	400,000	400,000	1,600,000
<b>Programma RS(O)</b>					
<b>Research Support</b>					
Extra incidenteel	1,034,000	1,130,000	1,034,000	1,018,000	4,216,000
<b>Wetenschappelijke integriteit</b>					
Extra incidenteel	29,000	30,000			59,000
Extra structureel			15,000	15,000	30,000

## Overzicht investeringstoekenningen incidentele en/of structurele middelen

	2017	2018	2019	2020	Totaal
<b>Overlopend uit begroting ABD</b>					
Inhuur IV-architecten & MDM(CIO)					
Extra incidenteel	520,000	520,000			1,040,000
CISO (Chief Information Security Officer) (CIO)					
Extra structureel	140,000	115,000	115,000	115,000	485,000
PPM IV/ICT (CIO)					
Extra incidenteel	50,000	50,000			100,000
<b>Overlopend uit begroting USC</b>					
Basis op orde Functioneel beheer (USC)					
Extra incidenteel	143,000	143,000			286,000
Basis op orde HR (USC/HR)					
Extra incidenteel	616,000	225,000			841,000
Basis op orde IT (USC/IT)					
Extra incidenteel	1,100,000	600,000			1,700,000
Europese aanbestedingen (USC)					
Extra incidenteel	192,000				192,000
Organisatieverbetering (USC)					
Extra incidenteel	93,000				93,000
Overige (USC)					
Extra incidenteel	42,000				42,000
Extra structureel	75,000	75,000	75,000	75,000	300,000
Initiatie opbrengsten strategische projecten (USC)					
Extra incidenteel	40,000				40,000
Extra structureel	13,000	13,000	13,000	13,000	52,000
<b>Overigen</b>					
Kenniswerkplaatsen					
Extra incidenteel	140,000	140,000			280,000
Medical Delta (voortzetting bijdrage)					
Extra incidenteel		200,000			200,000
Voortzetting Honours Academy					
Extra structureel		120,000	120,000	120,000	360,000
Diversiteit					
Extra incidenteel	200,899	310,000	180,000	105,000	795,899
Extra structureel	347,300	345,500	345,500	345,500	1,383,800
<b>Totaal</b>					
	9,318,949	6,621,500	2,482,500	2,391,500	20,814,449
Totaal toegekend extra incidenteel					
	8,158,649	5,368,000	1,214,000	1,123,000	15,863,649
Totaal toegekend extra structureel					
	1,160,300	1,253,500	1,268,500	1,268,500	4,950,800
<b>Budget Plan EUR 2017-2020</b>					
Totaal	9,318,949	6,621,500	2,482,500	2,391,500	20,814,449

## Alumni Management System

The Erasmus Trust Fund and the faculties have jointly agreed that the university will intensify its alumni policy in the coming years. In anticipation of this, the alumni database has been incorporated into a new CRM system (Microsoft Dynamics), where a “personal environment” has been created on the basis that RSM is a launching customer. This project will be completed by 1 December. The additional resources are required in order to make the CRM system operational in the other faculties.

## Multi-Channel Content project

Within the strategic programme Impact & Relevance, work is being undertaken to renew the EUR website. However, the modernisation of internal and external communication cannot be limited to this intervention, but must be broadened to include all the channels used to approach various target groups (Multi-Channel Content Strategy). The resources applied for will be used for this purpose, subject to the condition that the structural costs are borne by the relevant parts of the organisation.

## DLWO Education

Within the strategic programme Digital is Normal (D=N), work is currently being carried out to modernise the digital learning and working environment (DLWO education). In the first phase of this project, a new portal for the new Learning Management System will be set up. The additional resources will be used to facilitate the next stage, i.e. the setting up of a user-friendly MyEUR environment in which both students and lecturers can work. These resources have been made available on the condition that, on completion, the structural costs of the project will be borne by the relevant parts of the organisation.

## Timetabling

In the first phase of the timetabling project, the timetabling and allocation of rooms will be computerised. The second phase will focus on the realisation of a MyTimetable for students (as part of DLWO), reporting, an Exam Scheduler linked to source systems and the expansion of the functionality of the core system Syllabus Plus.

## Programme Internationalisation of education.

To provide non-recurrent subsidies to students following language courses.

## SAP 2/3

Computerising the P&D cycle will create an additional structural burden due to the licence costs. After 2020, these costs will be compensated for in the Business Case provided cloud solutions are chosen for all the SAP Applications. Consequently, for the time being, the costs are accounted for as structural expenditure.

## Extra budget required for Identity & Access Management

Additional resources are required for an identity verification and access system; one which complies with all the new requirements of the digital world, including the privacy aspects. The current system is at the end of its life and has to be replaced by a system which is far more modern and has a greater range of functionalities. The invitation to tender for the new application has made it apparent that this will lead to higher expenditure. This new system makes a Single Sign On possible.



## Programme Research Services (in development).

Research support services does not, as yet, form any part of the investment programme EUR Strategy 2014-2018. Investment is essential if the ambitions for research and valorisation, described in EUR's strategic document Impact & Relevance, are to be realised. In particular, this relates to broadening EUR's research finance (reducing dependence on the first flows of funds) and assessing the potential of having multi-disciplinary research undertaken which could help solve the grand societal challenges, as formulated in Horizon 2020, for example.

## Scientific Integrity

This relates to financing an activity plan focussed on: enhancing *awareness in respect of responsible research conduct*; preventing academic misconduct; and providing facilities and services essential for the aforementioned *responsible research conduct*.

## Hiring IV-architects

With a view to the continuity of both the operational management and risk management, the IV-architecture requires some impetus. The resources focus on developing both target architecture and theme architecture. In this context, consider supplementary data modelling for Master Data Management and support for this from Management & Steering Information etc. Another example is the development of specific architecture for the benefit of new developments, such as the integration of a new CMS.

## CISO (Chief Information Security Officer)

At this moment in time, EUR has failed to develop the policy area of information security sufficiently. This poses a compliance risk within the context of new legislation and the continuity of operational management. Consequently, this specialist area needs to be structurally developed, realised and evaluated by a CISO, working from the CIO Office, and reporting to the CIO.

## Project Portfolio Manager

For many years, EUR has had a broad portfolio of IT/IV related change initiatives. These initiatives compete for the use of scarce resources and manpower. This prompts direction on the basis of priorities, sequence and the speed of programmes and projects. In 2016, we used external parties to support the PPM process. In 2017 and 2018, we will do the same. At that point, consideration will be given as to whether or not this extra input is still necessary.

## Getting the basis of HR in order

Over the past few years, HR has, in an organisational sense, been modernised. It is essential that, in the coming years, this modernisation process is continued in respect of the administrative processes, the HR policy, the HR advisory unit and specialist support. However, this will only be possible if there is substantial extra investment, under the motto: Getting the basis of HR in order.

## Getting the basis of IT in order

The organisations which provide IT services (ITD, ITS and functional managers) are under considerable pressure. This pressure is primarily due to: the organisational dynamics over the last few years (centralisation and reorganisation); the increasing obsolescence of the ICT infrastructure; the increasing importance of IT in the primary process; and new, more demanding legislative frameworks surrounding information security.

The on-going programme “Getting the basis of IT in order” will run until the end of 2017. In the past period, a great deal has been achieved, but there is still more to be done if the future is to be faced with confidence. For this reason, a final investment boost will be allocated.

## The European Tendering process

2017 will witness a peak in the number of mandatory European tenders, partly because four years ago there was a catching-up exercise in respect of legitimate procurement. To this end, extra support from tender advisors is required. Currently, part of the tender strategies of the various portfolios is to ensure that this becomes a more disseminated activity.

## The organisational development of the USC, miscellaneous USC and operational income from strategic projects, compensation of actual salaries

Additional investment is required to support the organisational development of the USC in line with the EUR-wide improvement plan for support staff. In addition, frictional costs have been incurred for a variety of reasons and these will have to be compensated for, if the service provided by USC is not to be endangered, for example by scrapping the IB-47 form, as a result of which EUR Ambassadors must be payed via the more expensive EUR-flex, and the delayed realisation of savings systems.

## Knowledge workshops/joint venture Rotterdam

The knowledge workshops contribute to the generation and dissemination of knowledge about social themes which are important to the municipality (and EUR). In this context, consideration should be given to: big urban data and liveable neighbourhoods. This year, a new Joint Venture Agreement will be signed, which will form the basis for the knowledge workshops. At the same time, additional conditions for the subsidy will be laid down. The joint venture and its potential inclusion with/in the Erasmus Initiatives will be analysed next year.

## Medical Delta

To ensure Medical Delta’s development and continuation, EUR is to provide resources for infrastructure and activities until the end of 2016. It is being assumed that this unique and valuable cooperative arrangement will be prolonged, not least because Medical Delta is developing itself into a structural activity which is vital to the collaboration between the academic knowledge institutions in Leiden, Delft and Rotterdam.

## Erasmus Honours Academy

In the last few years, the Erasmus Honours Academy has been successfully set up as a network organisation which incorporates EUR’s honours programmes; both EUR-wide and faculty honours programmes. This has significantly increased the participation of students in these types of programmes. These honours programmes

offer something extra to those students who want to acquire additional benefits from their period of study. Generally, this offer focuses on giving the education extra depth, as in the bachelor degree Honours programme.

## Expansion & continuation of the diversity policy programme

On the basis of the diversity of our workforce, we can conclude that the adopted (gender) diversity policy of recent years has not had the desired effect and that, considering the downward trend, we urgently need to review our (gender) diversity policy. EUR has committed itself to meeting the target of 25% female professors by 2025. Furthermore, in the Horizon 2020 programme, the European Union has made gender a central theme. To ensure the university is a powerful player in Europe, it is crucially important that EUR takes adequate action in this respect.

## Overview additional investments in budget 2016 (description on following pages)

<b>Overzicht investeringstoekenningen incidentele en/of structurele middelen 2016</b>								
		<b>Extra incidenteel &amp; structureel</b>						
		<b>2016</b>						
<b>Programma D=N</b>								
<b>Roosteren</b>								
	Extra incidenteel	654,750						
<b>Programma Topsupport</b>								
<b>Benodigd extra budget IA&amp;M</b>								
	Extra incidenteel	350,000						
<b>Programma RS(O)</b>								
<b>Research Support</b>								
	Extra incidenteel	105,000						
<b>RIS vervanging Metis</b>								
	Extra incidenteel	2,300,000						
<b>Wetenschappelijke integriteit</b>								
	Extra incidenteel	14,000						
<b>Overigen</b>								
<b>Kenniswerkplaatsen</b>								
	Extra incidenteel	140,000						
<b>Totaal</b>		<b>3,563,750</b>						
	Totaal toegekend extra incidenteel	3,563,750						

Some of the items on the previous pages, which have explanatory notes to the extra investments in the 2017-2020 Budget Plan, have also received an additional non-recurrent investment from the result appropriation of the current 2016 Budget Plan. These form part of the 2017 Budget Plan, but will be accounted for in the 2016 Financial Statements.

## Research Information System

Currently, EUR uses Metis for the management of its research information. The current system is at the end of its life and has to be replaced. In the first instance, the search to find an adequate system which could take over this function reached an impasse; however, there will be a follow on programme for which non-recurrent resources will be required. To this end, resources have been made available out of the current 2016 Budget Plan.

# **APPENDIX J: GLOSSARY OF ABBREVIATIONS**

## APPENDIX J: GLOSSARY OF ABBREVIATIONS

1CHO	1 Cijfer HO (central administration of student numbers)
ABD	Algemene bestuursdienst (general management office)
AOE	Administratieve Organisatorische Eenheid (administrative unit)
ARBO	Occupational health and safety
AZ-deel	deel Academische Ziekenhuizen (Academic hospital share)
B	Begroting (budget plan)
Ba / BA	Bachelor
BaMa	Bachelor-Master
BI	Business Intelligence
BICC	Business Intelligence Competence Centre
BKO	Basis kwalificatie onderwijs (basic teaching qualification)
BSA	Bindend studieadvies (binding study advice)
BV2013	Bedrijfsvoering 2013 (operations program 2013)
CAO	Collectieve Arbeidsovereenkomst (collective labour agreement)
CiO	Campus in Ontwikkeling (campus in development)
CIO	Chief Information Office
CPB	Centraal Plan Bureau (Netherlands Office for Economic Policy Analysis)
CPC	Corporate Planning & Control
CRM	Customer Relationship Management
CROHO	Centraal Register Opleidingen HO (Central Register of Higher Education Study Programmes)
CvB	College van Bestuur (Executive Board)
CWTS	Centre for Science and Technology Studies
DWH	Data Warehouse
ECSP	Erasmus Centre for Strategic Philanthropy
ECTS	European Credit Transfer System
EDC	Erasmus Dierexperimenteel Centrum (Erasmus animal experiment centre)
EER	Europese Economische Ruimte (European Economic Area)
EFB	SSC Erasmus Facilitair Bedrijf (Erasmus facility services)
EFS	Erasmus Foreign Services
EMC / Er.MC	Erasmus MC / Erasmus Medical Centre Rotterdam
EPB	Erasmus Programma Bureau (Erasmus programme office)
ERC	European Research Council
ESE	Erasmus School of Economics
ESHCC	Erasmus School of History, Culture and Communication
ESL	Erasmus School of Law
ESSC	Erasmus Studenten Service Centrum (Erasmus Student Service Centre)
EU	European Union
EUC	Erasmus University College
EUR	Erasmus University Rotterdam

EVC	Erasmus Valorisation Centrum
FGG	Faculteit der Geneeskunde en Gezondheidswetenschappen (Faculty of Medicine and Health)
FNO	(Functioneel Nuttige Oppervlakte) Functionally Useful Area
FSW	Faculteit Sociale Wetenschappen (Faculty of Social Sciences)
FTE	Full time equivalent
FW	Faculteit der Wijsbegeerte (Faculty of Philosophy)
GPL	Gemiddelde personeelslast (average staff costs)
GS	Graduate School
HBO	Hoger Beroepsonderwijs (higher education)
HO	Hoger Onderwijs (higher education)
HOPE	Holland Programme on Entrepreneurship
HOVO	Hoger onderwijs voor ouderen (higher education for seniors)
HR&F / HRF	SSC Human Resource Management & Finance
HRM	Human Resource Management
IB	Inkomstenbelasting (income tax)
IBCOM	International Bachelor Communication & Media
iBMG	(instituut) Beleid & Management Gezondheidszorg (Policy and Management Healthcare Institute)
IBO	Interdepartementaal beleids onderzoek (interdepartmental policy research)
ICT	(SSC) Informatie- en Communicatie Technologie (information and communications technology)
ICTO	Informatie- en Communicatietechnologie in het Onderwijs (information and communications technology in education)
IHS	Institute for Housing and Urban Development Studies
ISB	International Student Barometer
ISO	Interstedelijk studenten overleg (Dutch National Student Association)
ISS	International Institute for Social Studies
k€	Duizenden euro's (thousands of euros)
KB	Kaderbrief (Policy Framework letter)
KN	Kadernota (Policy Framework)
KNAW	Koninklijke Nederlandse Akademie voor de Wetenschappen (Royal Dutch Academy of Arts and Sciences)
LDE	Leiden, Delft, Erasmus
LMS	Learning Management System
Ma / MA	Master
MBO	Middelbaar beroepsonderwijs (vocational training),
MBO-bol	Middelbaar beroepsonderwijs - beroeps opleidende leerweg (vocational training track),
M€	Miljoenen euro's (millions of euros)
M&C	Marketing en communicatie (marketing and communication)
MFO	Multifunctioneel onderwijsgebouw (multifunctional education)

	building)
MIP/MEP	Meerjaren investeringen / exploitatiekosten planning (long-term investments/operating expenses)
MKB	Midden en Kleinbedrijf (small and medium-sized enterprises)
ML	Materiële last (material costs)
MOOC	Massive Open Online Course
Mrd€	Miljarden euro's (billions of euros)
MSI	Management- en stuurinformatie (management information)
MVO	Maatschappelijk Verantwoord Ondernemen (Corporate Social Responsibility)
NOA	Nationaal Onderwijs Akkoord (National Education Agreement)
NVAO	Nederlands Vlaamse Accreditatie Organisatie (Accreditation Organisation of the Netherlands and Flanders)
NWO	Nederlandse Organisatie voor Wetenschappelijk Onderzoek (Netherlands Organisation for Scientific Research)
OBP/obp	Ondersteunend - en beheerspersoneel (support and management staff)
OCW	Ministerie van Onderwijs Cultuur en Wetenschappen (Ministry of Education, Culture and Science)
O&O	Onderwijs en onderzoek (education and research)
OODD	Online Onderwijs en Digitale Diensten (online education and digital services)
OO&S / OOS	SSC Onderwijs, Onderzoek en Studentenzaken (education, research and student affairs)
OSIRIS	Student enrolment and information system.
OV	Openbaar vervoer (public transport)
PGO	Probleem Gestuurd Onderwijs (problem-driven education)
PhD	Promovendus (doctoral candidate)
PL	Personele last (staff costs)
PO	Primair Onderwijs (primary education)
PTO	Parttime opleiding (part-time study programme)
REI	Research Excellence Initiative
RES	Real Estate Services & Facility Services
RIS	Research Information System
RR	Referentie raming (national estimation of student numbers)
RSM EU	Rotterdam School of Management Erasmus University
RSM BV	Rotterdam School of Management Erasmus BV (werkmaatschappij) (operating company)
RSO	Research Support Office
RVO	Rijksdienst voor Ondernemend Nederland (Netherlands Enterprise Agency)
SAP	Systeme, Anwendungen, Produkte in der Datenverarbeitung (name of financial software supplier)
SAP BW	SAP Business Warehouse (DWH tool)
SEO	Stimulating European Research
SIS	Student Information System



SMC	Stafafdeling Marketing en Communicatie (Marketing & Communications staff department)
SR	Strategische Ruimte (strategic budget)
SSC	Shared Service Center
SSO	Shared Service Organisatie (shared service unit)
TUD	Technische Universiteit Delft (Delft University of Technology)
UB	Universiteitsbibliotheek (University Library)
UD	Universitair Docent (assistant professor)
UHD	Universitair Hoofddocent (associate professor)
UMC	Universitair medisch centrum (university medical centre)
VO	Voortgezet onderwijs (secondary education)
VVO	Verhuurbare vloer oppervlakte (rentable floor area)
VpB	Vennootschapsbelasting (corporate income tax)
VSNU	Vereniging (van Samenwerkende) Nederlandse Universiteiten (Association of Universities in the Netherlands)
VWO	Voorbereidend Wetenschappelijk Onderwijs (A-level education)
WEV	Wet Evenredige Vertegenwoordiging Vrouwen in Leidinggevende Posities (Proportional Representation of Women in Managerial Positions Act)
WHW	Wet Hoger Onderwijs en Wetenschappelijk Onderzoek (Dutch Higher Education and Research Act)
WNU/BWNU	Wettelijke / bovenwettelijke Werkloosheidsregeling Nederlandse Universiteiten (Dutch Universities (Enhanced) Unemployment Scheme)
WO	Wetenschappelijk Onderwijs (academic education)
WP	Wetenschappelijk Personeel (academic staff)
WSF	Wet Studiefinanciering (Student Finance Act)



Advisory memorandum on the review of the gender diversity policy

*Diversity + Inclusion = Benefit from Difference*

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Date: 21 November 2016

Version: 10.1



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## 1. Introduction: Diversity in our DNA

Research has shown that organisations with diversity within their workforce, especially in leadership roles, perform better. It produces more innovation and leads to a better **team performance**. Moreover, **such organisations make better use of the talent** available to them, and their employees have higher job satisfaction. In addition, they can respond **better to their situation** and they achieve **better financial results** (please see appendix 1: McKinsey & Company, Diversity Matters). Erasmus University could also reap the benefits of a more diverse workforce. Accordingly, one of our institute's significant strategic ambitions is to encourage more diversity and inclusion. Part of this ambition is the creation of a more balanced division between men and women at the highest levels of academic careers. It means we can benefit from the aforementioned advantages and furthermore - and this is not insignificant - **our organisation can offer everyone equal opportunities**.

### *Diversity in the Dutch academic community*

At present, not enough women are represented at the higher levels of Dutch academia. This is detrimental to academia itself. KNAW President José van Dijck stressed this fact in her annual address on 30 May: *"Research shows that teams perform better if their composition is more diverse as regards gender. We are on the right path when we look at the proportion of women, but there really is plenty of room for improvement, particularly at the higher levels of the university's administrative ranks and among research leaders."*<sup>1</sup>

The Monitor Female Professors 2015 revealed that women occupied only 17.1% of the professorial FTEs at Dutch universities. This places the Netherlands third from the bottom in the EU ranking based on the representation of women in academia. Furthermore, the proportion of female professors in Dutch academia is only increasing very slowly. Despite the fact that with each step in an academic career, the proportion of women drops, there is more than enough potential among female university associate professors to succeed professors in the near future when these positions become vacant.

If we zoom in for a closer look at the position of Erasmus University Rotterdam among Dutch universities, it becomes apparent that we have one of the lowest percentages of female professors. Out of 14 universities, EUR occupies the 12th place in terms of the percentage of female professors. In fact, over the past few years (2011-2014), EUR even shows a drop in percentage (from 10.1 % in 2011 to 9.5% in 2014). This is in contrast to almost all other Dutch universities, which reveal an upward trend. In 2014 and 2015, there were **16** appointments, in total, to the position of full professor at EUR. Of this number, only **3** were women (see appendix 2).

### *Why now?*

Based on these figures, we can conclude that the adopted (gender) diversity policy of recent years has not had the desired effect and that, considering the downward trend, we urgently need to review our (gender) diversity policy. Moreover, external pressure forced all Dutch universities, in early 2016, to set targets focusing on increasing the percentage of female (full) professors. EUR has committed itself to meeting the target of 25% female professors by 2025. We have set an interim target of 20% by 2020. The Minister also stated, at the Rectors' Committee meeting (College van Rectoren-overleg), that this percentage should not only be applied as a total for the university but that the faculties should also aim for the same percentage. Accordingly, great responsibility has been laid on the individual faculties to ensure that they achieve that percentage. Lastly, in the Horizon 2020 programme, the European Union focuses on gender as a central theme to ensure a more integrated strategy for research and innovation by means of a better gender balance in research teams and in decision-making procedures and the

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<sup>1</sup> <https://www.knaw.nl/nl/actueel/publicaties/jaarrede-2016>

integration of gender into the content of research and innovation<sup>2</sup>. If the university is to become a significant player in Europe, it is crucial that EUR makes adequate efforts to achieve that.

We urgently need to review our diversity policy, specifically with respect to gender, to ensure that 25% of full professors are female by 2025, to acquire a better gender balance in research teams and in decision-making procedures and to integrate gender more fully into the content of research and innovation. This memorandum contains a proposal for this review. It is important to note that this proposal is to become part of the overall diversity policy pursued by Erasmus University. Within this wider context, we should prioritise inclusiveness (i.e. everyone should be able to feel welcome and have equal opportunities to develop his/her talents) and aim to make diversity self-evident (diversity in our DNA).

This memorandum contains a brief sketch and evaluation of our current policy, followed by an explanation of our workforce in figures. We shall put forward a proposal for a package of potential interventions, based on an evaluation of the current policy and an analysis of proven best practices (other universities and literature). After that, we will explain how those interventions (approach) could be implemented and, lastly, we have linked a risk inventory and budget to the proposal.

## 2. Current EUR policy for stimulating talented female employees

Research reveals that we cannot put our finger on a **single** cause for the underrepresentation of women in academia; it is caused, in fact, by a complex system of factors. There are three distinct categories of factors, i.e. factors related to an *individual* perspective, factors related to an *institutional* perspective and factors related to a *cultural* perspective (Portegijs Boelens & Olsthoorn, 2004). In this memorandum, we will use this classification to describe the possible obstructions and the proposed interventions.

The *individual* perspective relates to the individual characteristics of women, the differences in sex between men and women and how those difference are perceived. Subjects connected to this perspective are personal qualities, motivation and ambition, part-time jobs and stereotyping. Obstructions related to an *institutional* perspective are properties of procedures within a university that can affect all scholars. Factors that influence these properties are the way a university career is shaped and the way in which staff are recruited and selected. Lastly, there may be obstructions that are connected to the cultural characteristics of the university: the level of the opinions, standards and values (the organisational culture). (Timmers, 2007)

In recent years, EUR diversity policy consisted of the following interventions for the advancement of talented female academic staff. The purpose of these interventions was to achieve a more balanced female/male ratio in higher academic positions (associate professor/full professor). These interventions are explained in Appendix 3. If we examine the total package of current interventions, we can conclude that there is a unilateral focus on encouragement and support for women in their academic career, i.e. on the *individual* perspective.

Timmers' study (2007) reveals that universities often do not have sufficient successful measures that intervene in the obstructions women face in the organisational structure or the organisational culture; this applies to Erasmus University as well. Accordingly, we recommend that, in addition to implementing interventions that will increase the number of women (the individual perspective), our main focus should be on investing in changing the organisational culture (cultural and institutional perspectives) (Timmers, 2007). We expect that the combination of interventions in these perspectives will influence the diversity and inclusion at our university for the better in the long term - more specifically, it should change the position of female scholars for the better.

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<sup>2</sup> <https://ec.europa.eu/programmes/horizon2020/en/h2020-section/promoting-gender-equality-research-and-innovation>

In 2015, a number of separate HR measures were exhaustively evaluated, i.e. the exemption from teaching duties following maternity leave, the Career Development Programme for female associate professors and the Diversity Checklist for Professorial Appointments<sup>3</sup>. To summarise, most people were very satisfied with these measures. Nevertheless, improvements still need to be made in raising awareness for these measures as well as the way in which they are executed and communicated.

In the past, the implementation of the policy was very fragmented. The faculties were only assessed on the increased ratio of women and not on how they achieved that ratio. We also lacked the right (management) information to be able to set targets and to evaluate (e.g. figures for advancement and how long staff remain in a position). Consequently, important points to focus on in the revised policy include monitoring the way the faculties implement the measures and acquiring the right information required to evaluate the effectiveness of the measures.

Lastly, when we look at the covenant agreements on diversity, we must conclude that they are quite different in nature and as a result, they cannot be compared amongst each other. At the same time, many covenant agreements focus on the percentage of appointments. Unfortunately, this says nothing about the total male to female ratio in higher academic positions and the ability to retain talented women at the faculties.

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<sup>3</sup> [http://www.eur.nl/fileadmin/ASSETS/po/Leerstoelen\\_Hoogleraren\\_NL\\_2012.pdf](http://www.eur.nl/fileadmin/ASSETS/po/Leerstoelen_Hoogleraren_NL_2012.pdf)



### 3. Figures for the current state of affairs

#### The professorial body

If we look at the different figures with respect to the M/F ratio in professorial positions, we can draw the following conclusions:

- The percentage of female full professors is very low compared to the number of female endowed professors (see table 1).
- Over the years (the past 5 years), very little progress has been made in increasing the number of female full professors and endowed professors (see chart 1).
- There are significant differences in the M/F ratio in the professorial workforce per faculty (see table 1).

#### Professorial appointments:

- In the past two years (2014-2015), only three women of a total of 16 appointments (19%) were appointed as professors. Only 11 women were appointed as endowed professors out of a total of 45 appointments (24%) (see appendix 2).
- There is little to no difference in the M/F ratio when we look at closed or open procedures for the position of professor. It appears that women have not benefited in both cases (see appendix 2).

Faculty	Full professor			Endowed professor			Totals		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
ESHCC	7	3	10 (30%)	10	3	13 (23%)	17	6	23 (26%)
ESL	33	6	39 (15%)	11	7	18 (39%)	44	13	57 (23%)
FSW	26	3	29 (10%)	13	4	17 (24%)	39	7	46 (15%)
FW	2	0	2 (0%)	8	3	11 (27%)	10	3	13 (23%)
ESE	36	0	36 (0%)	15	1	16 (6%)	51	1	52 (2%)
RSM	30	1	31 (3%)	12	0	12 (0%)	42	1	43 (2%)
Erasmus MC	80	7	87 (8%)	90	27	117 (23%)	170	34	204 (17%)
iBMG	8	2	10 (20%)	5	3	8 (38%)	13	5	18 (28%)
ISS	13	3	16 (19%)	1	0	1 (0%)	14	3	17 (18%)
EUR subtotal	155	18	173	75	21	96	230	40	270
Erasmus MC	80	7	87	90	27	117	170	34	204
Total	235	25	260	165	48	213	400	74	474
% EUR	89.6%	10.4%		78.1%	21.9%		85.2%	14.8%	
% Erasmus MC	92.0%	8.0%		76.9%	23.1%		83.3%	16.7%	
% Total	90.4%	9.6%		77.5%	22.5%		84.4%	15.6%	

Table 1: Number of professors (number of persons) according to gender, per faculty, salaried and non-salaried (reference date 31 December 2015, annual report)

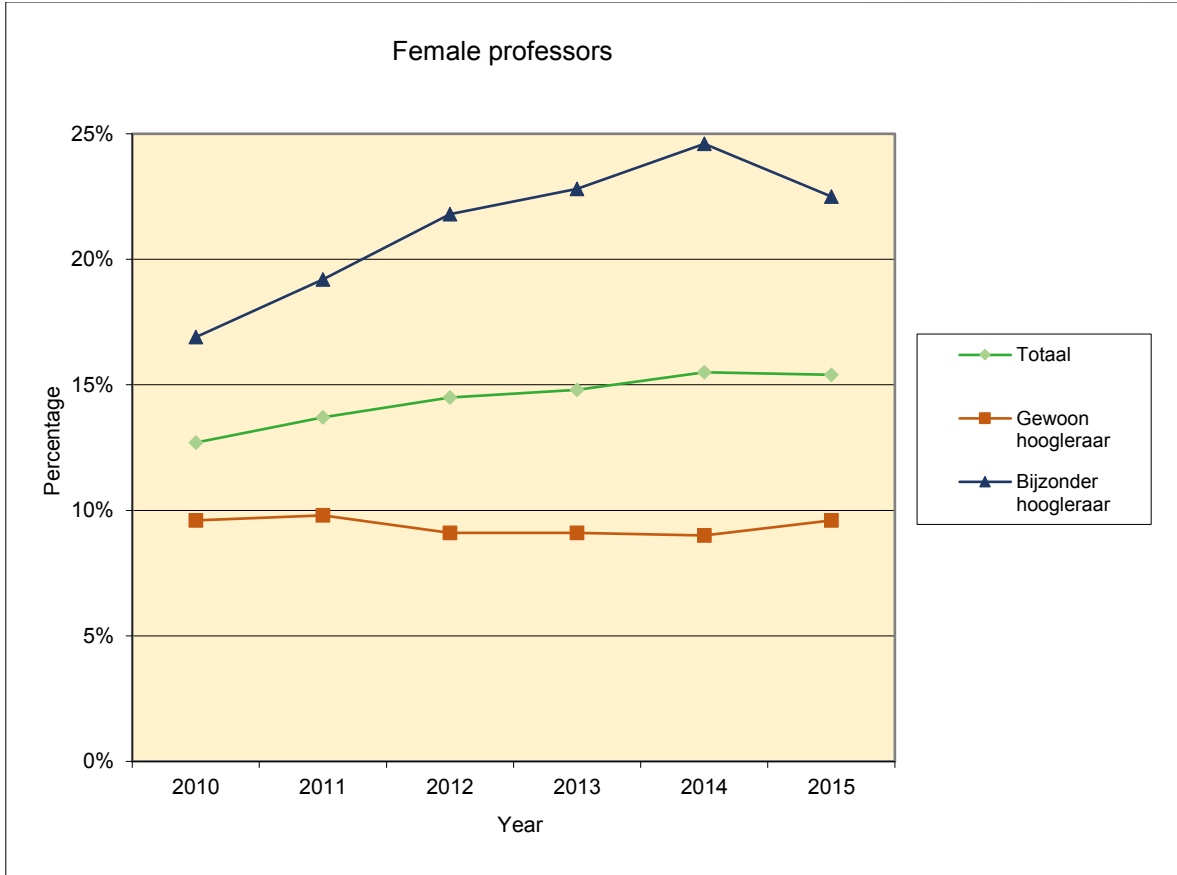


Chart 1: Percentage of female professors, salaried and non-salaried and EUR & Erasmus MC. (reference date: 31 December 2015)

*Departure of professors who leave due to retirement*

If we want to be able to analyse staff "flows", we must have all the relevant data on the recruitment, advancement and departures. We can only predict the following (based on the numbers of retiring professors) using the cross-sectoral data that is currently available (reference date: 31 December 2015, HR information).

Total number of professors	N = 475
Full professors	N = 283, of which 256 are male and 27 female (9.5%)
	Aged 60+ (emeritus <2020): 87 male, 6 female
	Aged 55+ (emeritus <2025): 150 male, 15 female
Endowed professors	N = 192, of which 145 are male and 47 female (24%)
	Aged 60+ (emeritus <2020): 23 male, 7 female
	Aged 55+ (emeritus <2025): 61 male, 15 female



### *How does this affect our target (25% in 2025)?*

Out of the 283 full professors, 87 male and 6 female full professors will have left by 2020. If we may assume that replacements are found for all 93 of these positions and if we assume M/F neutral lateral departures (leaving for other reasons), the proportion of female professors will have risen to 24% by 2020 if 50% of those replacements are effected by appointing female professors to those vacated positions (47 women and 46 men).

There is sufficient female potential among endowed professors for promotion to full professorships; in figures, there are sufficient numbers to meet the target of 20% female professors by 2020. There are, after all, 40 female endowed professors who have not yet turned 60 years old. If all those female endowed professors are appointed as full professors before 2020, the proportion of female full professors will increase to 22%. It is important to mention that these calculations are based on the aforementioned assumptions (equal lateral departure), for which we also assume that all 40 female endowed professors are suitable, in terms of substance, for such promotion.

Unfortunately, the data available at present and the systems at EUR are not sufficient to generate numbers for associate professors or assistant professors, who serve as the most relevant pipeline for appointments to full professors.

### *The pipeline*

#### *The student body and academic positions*

- At present, the M/F ratio of our workforce is not very representative of the student body, particularly with regards to the higher academic job levels (please see table 2).
- The higher the job level, the larger the difference is in the M/F ratio. However, there are noticeable differences per faculty (please see table 2).

		HL		UHD		UD		Promovendi		Studenten*		Overig WP	
ESHCC	mannen	7	70%	6	75%	14	44%	11	46%	519	33%	18	44%
	vrouwen	3	30%	2	25%	18	56%	13	54%	1.072	67%	23	56%
	totaal	10	100%	8	100%	32	100%	24	100%	1.591	100%	41	100%
FW	mannen	4	100%	7	88%	5	83%	5	71%	370	54%	6	86%
	vrouwen	0	0%	1	13%	1	17%	2	29%	310	46%	1	14%
	totaal	4	100%	8	100%	6	100%	7	100%	680	100%	7	100%
RSM	mannen	33	97%	37	77%	50	68%	49	56%	3.934	62%	27	60%
	vrouwen	1	3%	11	23%	24	32%	39	44%	2.428	38%	18	40%
	totaal	34	100%	48	100%	74	100%	88	100%	6.362	100%	45	100%
ESL	mannen	32	82%	18	62%	17	63%	21	43%	2.206	44%	49	36%
	vrouwen	7	18%	11	38%	10	37%	28	57%	2.787	56%	87	64%
	totaal	39	100%	29	100%	27	100%	49	100%	4.993	100%	136	100%
Erasmus MC	mannen	0	nvt	0	nvt	0	nvt	0	nvt	1.301	37%	0	nvt
	vrouwen	0	nvt	0	nvt	0	nvt	0	nvt	2.254	63%	0	nvt
	totaal	0	nvt	0	nvt	0	nvt	0	nvt	3.555	100%	0	nvt
iBMG	mannen	7	78%	9	47%	13	41%	7	26%	230	25%	12	43%
	vrouwen	2	22%	10	53%	19	59%	20	74%	699	75%	16	57%
	totaal	9	100%	19	100%	32	100%	27	100%	929	100%	28	100%
FSW	mannen	23	88%	27	68%	15	37%	20	31%	1.008	32%	43	35%
	vrouwen	3	12%	13	33%	26	63%	45	69%	2.134	68%	81	65%
	totaal	26	100%	40	100%	41	100%	65	100%	3.142	100%	124	100%
ESE	mannen	34	100%	30	88%	52	69%	36	59%	4.392	69%	4	80%
	vrouwen	0	0%	4	12%	23	31%	25	41%	1.992	31%	1	20%
	totaal	34	100%	34	100%	75	100%	61	100%	6.384	100%	5	100%
ISS	mannen	10	77%	7	70%	11	44%	0	0%	niet bekend	niet bekend	3	50%
	vrouwen	3	23%	3	30%	14	56%	3	100%	niet bekend	niet bekend	3	50%
	totaal	13	100%	10	100%	25	100%	3	100%	niet bekend	niet bekend	6	100%
Totaal	mannen	150	89%	141	72%	177	57%	149	46%	13.960	51%	162	41%
	vrouwen	19	11%	55	28%	135	43%	175	54%	13.676	49%	230	59%
	totaal	169	100%	196	100%	312	100%	324	100%	27.636	100%	392	100%

\*aantal inschrijvingen, BA&MA per 1 oktober 2016

Peildatum: 31 december 2015

Table 2: Number of employees (per position in numbers of persons according to gender, per faculty (reference date 31 December 2015, annual report) and the number of student enrolments according to gender, per faculty (reference date 1 October 2016).

Note: In table 2, the full professors are classified under the heading "HL" (Professor) (the endowed professors are classified with the full professors due to the system-technical aspects of the registration). Unfortunately, we could not find any comparable figures about the student body in ISS. We shall ask the faculties to supply those figures. Erasmus University does not have any data from Erasmus MC for the different job levels, except for the number of professors.

### Figures for the Tenure Track

- When we look at the M/F ratio for the Tenure Tracks over the past five years, we see that a total of 191 Tenure Trackers have begun. Of these, 72 were women (38%) (see table 3).
- There is a noticeable imbalance in the number of men and women who entered via a Tenure Track, mostly at the larger faculties (ESE and RSM). At RSM, there were 33 female Tenure Trackers out of a total of 98 over the past five years (34%). At ESE, there were 20 women out of a total of 54 Tenure Trackers (37%) (see table 3). However, there are more women in Tenure Tracks at the smaller faculties (ESL and ESHCC).

	Total	Completed	In progress	Completed and targets met	
				Yes	No
RSM	98 (m-65, f-33)	38		13	25
			60		
ESE	54 (M-34, F-20)	20		13	7
			34		
ESHCC	6 (m-2, f-4)	6		3	3
FSW	19 (m-12, f-7)	13		11	2
			6		
ESL	14 (M-6, F-8)	9		9	
			5		
<b>Total</b>	<b>191</b>	<b>86</b>	<b>105</b>	<b>49</b>	<b>37</b>

Table 3: Figures for Tenure Tracks in the past five years.

### Differences in financial rewards for M/F in academia.

A recent study by the Dutch Network of Women Professors revealed that, on average, female scholars receive a lower monthly salary than male scholars. On average, the difference in the gross monthly salary (for a full-time position and of the same age) is 390 Euros. The difference in monthly salary between men and women is larger among professors than among associate professors and assistant professors. Moreover, female scholars receive allowances less often than male scholars (de Goede et al., 2016). Erasmus University also contributed to this study. In view of these results, we recommend launching an investigation at our university, both throughout EUR and per faculty.

## 4. Principles for the revised (new) policy

1. *Moving from problem-driven to the benefits of difference*

The policy must assume that diversity and teams with diverse compositions add value to EUR. This means we need to change the way we think and act, that we need to change the organisational culture, which means a change in policy. The revised policy is therefore not aimed at solving a “problem”; rather, it aims to create added value by means of diversity and inclusion.

2. *A multi-track policy*

As we explained above, we are presenting a package of interventions that should be introduced at the individual level, the cultural level and at the institutional level (Timmers, 2007).

3. *The short and long term*

As we want to achieve real results in the short term (such as the “20% women as full professors by 2020” target and “25% by 2025”) as well as bringing about a lasting change in culture, we need to introduce interventions for both the short term and the long term. These interventions should be carefully implemented in stages so that they will reinforce each other. The interventions that focus on the short term, the “levers”, should lead to a better balanced male/female ratio in higher academic positions. The long-term interventions, which focus on the culture, will not only benefit women but will also benefit all minorities in the organisation and this will eventually lead to an inclusive organisational culture.

4. *Focusing on recruitment, advancement and departures*

The package focuses on employees’ recruitment, advancement and departures. The measurement of this data based on male/female ratios is an important aspect of this package. Examples of interventions for recruitment are specifically recruiting talented female scholars and educating selection committees about implicit bias. Talent policy and identifying talent are examples of measures that will boost the advancement of women. While departures are often not considered, they can provide a great deal of information that will help us improve our policy. When and why do women and men leave the organisation? An example of a measure for departures is introducing structural exit interviews.

5. *Local responsibility*

The Diversity Team has a central organisation; its main task is to share knowledge and to unite stakeholders across the faculties. In addition, they have an advisory role and can help set up and implement diversity policies in the different parts of EUR. The faculties are charged with the responsibility to formulate the faculty targets, in consultation with the Executive Board, to implement interventions so that the formulated targets are eventually met.

6. *Based on proved effective interventions and best practices*

Diversity policy in organisations, even specifically for universities, is not new. Consequently, plenty of research on the effectiveness of interventions at universities is already available. For instance, there have been studies on success factors: a clear vision, support at the top, collaboration and networks, insight into figures and developments, reducing explicit and implicit bias and policy continuity. The measures that do not work, such as pressure and blaming employees for the diversity problem and lack of attention for communication on the policy, have also been investigated. (Kirton & Greene in Groeneveld & Verbeek, 2012; Willemsen & Timmers, 2009; Frouws & Buiskool, 2010; Henderikse et al., 2007; Moss-Racusin et al., 2014). To put it briefly, there is plenty of literature and best practices to find inspiration for a revised policy for Erasmus University. A complete list of these factors for success and failure is to be found in appendix 4.

## 5. The approach: how to implement the package of potential interventions

We have compiled a package of potential interventions, following the evaluation of the current policy and guided by the principles mentioned above and the proven successful interventions found in the literature.

### *How do we put this package of interventions into practice?*

The package of interventions is a combination of intended arrangements between the faculties and the Executive Board, interventions that are relevant to all the faculties and a free interpretation of the action plan per faculty.

The interventions that are relevant to all the faculties focus mostly on strategic staff planning and the faculty policy on talent. In addition, each faculty has the scope to set its own priorities, with due observance of this memorandum as a framework. Each faculty is to set out an action plan based on the faculty's own context and challenges.

The implementation must be done in stages as it is essential to retain some scope for changes in the organisation and to spread the work load caused by this theme across the various divisions of EUR. We recommend starting with the basics. The "foundations" must be well structured if we want to "build" on them. That is why it is crucial to start with strategic staff planning and a policy on talent.

### *Roles and responsibilities*

Each individual measure has been incorporated into the diagram, along with the party responsible for its implementation. The faculties have been given the responsibility for the implementation of most of the interventions. The support services, such as HR, are to help the faculties with that task. The reason for giving the faculties as much responsibility as possible is to create permanent change. The role of the Diversity Team is to connect, advise, coordinate and monitor the progress from a central position.

HR is responsible for the implementation of a number of interventions. We have coordinated some matters with USC Unit HR; the HR Department has indicated that they cannot implement the package of interventions with their current workforce. As a consequence, 1 FTE has been included in the budget; the FTE will be employed at USC's Unit HR (working closely with the Diversity Team) to implement the interventions.

## 6. The package of potential interventions

By emphasising diversity at different levels (*individual, cultural and institutional*), there will be more attention on diversity and inclusion in the coming years. The ultimate goal is to make diversity a component of EUR's identity/culture (the university's DNA). The diagram below has been divided according to this three-way classification: *individual, cultural and institutional* perspectives. A number of interventions require some explanation and have been marked with an \*. Appendix 5 contains the explanation.

### *Interventions: Individual perspective*

The individual perspective is based on the assumed differences in sex between men and women (Timmers et al., 2010). Interventions appropriate for this perspective focus on guiding and encouraging women because they have a smaller chance of advancing to higher positions.

Interventions	Parties responsible
<a href="#">Supporting women</a>	

1	A mentoring programme for female scholars.	Training & development Platform (TOP) in conjunction with the HR Policy
2	Extension of exemption from teaching duties following maternity leave after 31 December 2016.	HR Policy
3	Introduction of the recommendations in the advisory report on the Career Development Programme (including utilising the expertise available at EUR/Erasmus Centre for Women & Organisations to our best advantage).	TOP, HR Policy and Diversity Team

### Interventions: The institutional perspective

In the institutional perspective, the structure of the organisation is of prime importance. The focus here is on interventions that change the shape of processes and procedures. Recruitment & Selection, the process of professorial appointments and strategic staff planning are the most relevant subjects here.

Strategic staff planning (SPP) requires some explanation, perhaps. SPP actually means: preparing, shaping and implementing a policy on employee recruitment, advancement and departures so that the right people are present at the right time and at the right place at our university. Which talent is already available to us? For whom are we concerned? Who are our stable employees who achieve a good performance? If we look at the overall number, how many are we talking about per position? And how are they divided, with respect to age, gender and nationality? What does that say about the quality and diversity of our staffing? What do we do next with our talented employees? And how do we make our workforce as diverse as possible?

#	Interventions	Parties responsible
<u>Strategic staff planning</u>		
4	We will organise a large "fleet review" at each faculty so that we can obtain an overview of the composition of the staff and their quality based on principles and criteria we have set out in advance. Possible principles and criteria that will help build a diverse workforce are:	Dean
	4.a. More differentiation in the selection criteria and how they are weighed: they should not only be focused on the research output but also on teaching careers, knowledge valorisation, connecting skills, etc.	Dean
	4.b. Addition of selection criterion: the employee must complement the team or the department in terms of expertise and qualities.	Dean
	4.c. The M/F ratio in all the academic job levels should be representative of the ratio in the student body.	Dean
	4.d. At least 30% of the faculty boards/faculty MTs is female.	Dean

	4.e. A new appointment policy for deans, including a target figure of at least 30% female deans.	The Executive Board
	4.f. 50% of the professorial positions that become vacant due to retirement should be filled by female talent.	Dean
	4.g. Accelerated internal advancement of talented associate professors and endowed professors who are promoted to full professors; the aim is a good representation of the student body as regards the M/F ratio per faculty (4c).	Dean
5	The data required for each faculty can be charted in order to structurally carry out the personnel review and the strategic personnel planning.	HR in collaboration with Dean
6	The Dean and the rector annually discuss the outcome of the personnel review at all levels, their diversity, and what is needed to retain and develop their talent.	Dean and Rector Magnificus
7	Conducting a structural exit interview.	HR Advice (within the existing talent management project)
<b>Review the process for appointing professors</b>		
8	A new chair or any chairs soon to be empty will be discussed immediately with the rector before the recruitment and appointment process commences.	Dean and Rector Magnificus
9	Rector discusses with the Dean: shortlist/longlist composed of at least 50% women, Appointment Committee composition, attention paid to recruitment wording and diversity, and added efforts relating to attracting female talent.	Rector Magnificus and Dean
10	The job vacancy texts are appealing to women and other minority groups.	HR partners
11	Clear agreements between the rector and the Dean with regard to the M/F ratio in professorial appointments.	Rector Magnificus working with the Dean
12	Extensive communication of the diversity checklist in appointing professors.	The Dean and HR partner
13	Place responsibility for implementing the diversity checklist for appointing professors with the chair of the Appointment Committee (BAC)	BAC Chair
<b>Adjustments in recruitment and selection</b>		
14	Make the selection criteria for assistant professors/associate professors/professors transparent and/or improve communication.	The Dean working with HR partner
15	Faculty provides shortlist/longlist composed of at least 50% female candidates for associate professors and professor appointments in open procedures.	Dean
16	When assessing research output, take into consideration how much time was available for this assessment.	Dean, supervisors and HR partner
17	Make applying for the job appealing to women and other minorities (by using gender-neutral language)	HR partners
18	Send a vacancy for an academic positions such as professor, associate professor or assistant professor to 10 women from the personal network.	Supervisor/head of the department advertising the vacancy
19	Translate the diversity checklist for professorial appointments and apply to appointments of assistant professors and associate professors in the set career policy committee (VCL).	HR policy/HR partner and supervisors

*Interventions: Cultural perspective*

The above bodies all contribute to the cultural change that we wish to bring about. In spite of this, we are aware that this is not enough. Taking a look at the cultural iceberg, we can see that there is a large amount beneath the surface that we must focus on in order to make the cultural change a success. Not only do changes have to be made to the visible upper part, but most importantly, they must be made to the invisible factors that make up culture, which include convictions, personalities, and hidden values and norms. In short, it is about changing collective patterns of behaviour and exposing the invisible issues that lie beneath the surface.

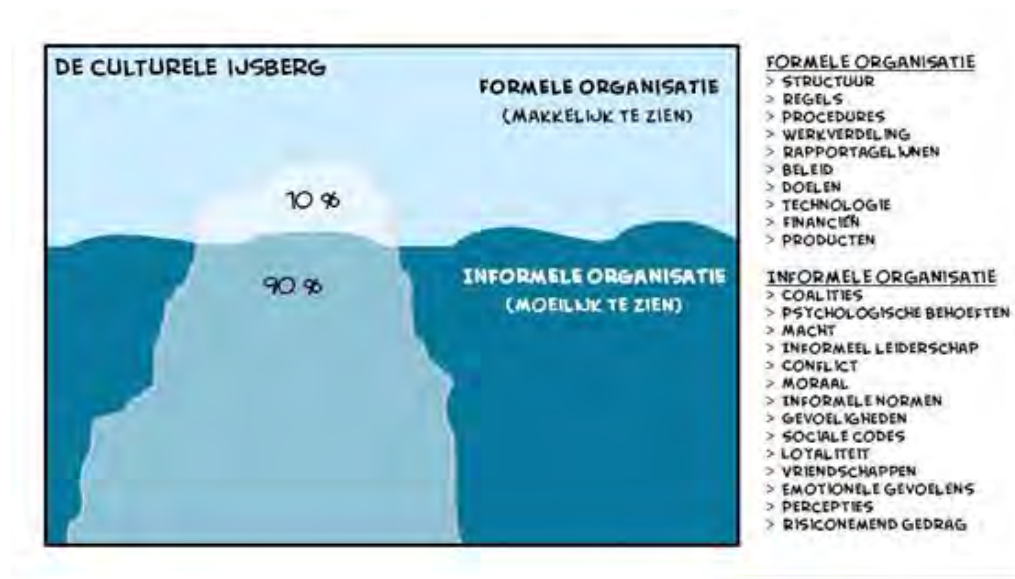


Figure 1: Cultural iceberg

*Leadership in a cultural change*

This requires that the individual undergoes a change in behaviour and therefore has self-insight, empathy and willingness to step out of their comfort zone. Leadership is crucial here. Supervisors have to set an example and determine the path for the rest of the organisation. They serve to express the importance of diversity and inclusion, to make it explicit and to put it on the agenda. And the result of this positive concept is that the benefit arises from the differences and not from what is 'going wrong'. For this reason, the managers and supervisors are also the most important target group in the initiatives suggested. The following aims are top of the agenda in this perspective: 1.) raising awareness of an 'implicit bias' (self-insight) 2.) emphasising the importance of diversity in the talent policy and 3.) securing the theme and its importance using monitoring and evaluation.

Creating awareness at all levels		
20	Embed diversity awareness in existing programmes, such as Academic Leadership	HR Policy working with TOP
21	Raising awareness of implicit bias among managers and supervisors	HR Policy working with TOP
22	Raising awareness of implicit bias in selection processes (e.g. by training or on-the-job coaching).	HR Policy working with TOP
23	Making role models visible.	Dean, Chief Diversity Officer and ENVH
24	Offer trainings to scholars for integrating diversity in research proposals	AZ (Clemens Festen)/Research Support working with Diversity Team



25	Disseminate and communicate diversity as a strategic theme.	Executive Board, deans, directors and supervisors
26	Research within EUR relating to the gender pay gap as a follow-up to LNVH research	HR working with Diversity Team
<u>Monitor and evaluate</u>		
27	Make one person responsible (as 'diversity officer') within a faculty for monitoring the implementation of the above initiatives (e.g. department head, policy officer or diversity officer).	To be confirmed per faculty
28	Embed the theme into the HR annual calendar, with a report being prepared twice each year.	HR partners working with Dean
29	Make covenant agreements that are both consistent and realistic (based on recommendations in the advisory report dated 2015).	Diversity Team, Deans, Executive Board
30	Cultural assessment relating to diversity and inclusion (baseline measurement and follow-up measurement)	Diversity Team working with HR Policy
31	Structural introduction of the theme into the faculty BILAs	AZ & Dean

## 7. Evaluation and Monitoring

As mentioned above, our aim is to make diversity and inclusion an integral part of the identity/culture of the EUR and to ensure this becomes a natural process (the DNA of the university). For this reason, it is important that the initiatives and ideas are given a chance to gain traction within the faculties and that they themselves go on to take the responsibility for tackling the theme going forward. We therefore advise the faculties to set up their own plan of action stating how the implementation can take place within their faculty.

In addition, we consider it to be of crucial importance that there is one person within the faculty who is made responsible for the theme and monitoring the progress and implementation of the initiatives. This may involve the appointment of a Diversity Officer (see for example RSM with their Associate Dean of Diversity) or, from a more accessible point of view, a colleague who is responsible for diversity as part of their work package (a policy officer, department head or a colleague from the academic staff).

We would also like to embed the topic into a number of standard processes such as covenants, faculty BILAs, the employee satisfaction services and the HR annual calendar. This also provides a method of monitoring objectives and faculty planning.

From this central organisation, the Diversity team advises the faculties and is responsible for the progress monitoring in discussion with the persons responsible for diversity in each faculty. A progress report of the diversity policy is drawn up each year for the Executive Board and the CvD.

In our view, a cultural assessment is a good way of gaining an idea of EUR's organisational culture. Both a baseline measurement and a follow-up measurement are required in order to measure the effectiveness of the diversity policy as a whole on the organisational culture.

## 8. Communication

Communication and transparency form an important basis for a successful diversity policy (appendix 4). The review of the gender diversity policy should also be carried out hand-in-hand with a communication strategy that provides transparency both inside and outside the Erasmus University and emphasises the 'benefits of difference'. This policy already takes into account the specific communication needs of gender within the EUR.

It is important that:

1. Colleagues and students are aware of the projects, policy measures and developments relevant to them within the framework of diversity, and of gender in particular. Where possible, they will

themselves contribute to knowledge sharing by actively communicating on this point within their own working environment.

2. Colleagues and students are aware of the importance of a more diverse team, and in this case, the equal distribution of men and women in particular.
3. Colleagues and students are aware of the implicit biases that exist in relation to gender and are proactive in contributing towards minimising these biases.

To get to this point, it is necessary that best practices relating to gender, obtained at the various faculties, are explained in greater detail. The appointment of female professors, for example, could be explained further. It is also important to offer a podium to role models within faculties and across the university.

## 9. Legal framework

In implementing a policy relating to the appointment and career policy of staff, a ban is in place regarding direct and indirect distinctions made on the basis of religion, personal convictions, political beliefs, race, gender, nationality, heterosexual or homosexual orientation or marital status. In accordance with jurisprudence from the Committee for Human Rights, hereinafter referred to as 'The Committee' (previously: The Committee for Equal Treatment or CGB), the European jurisdiction relating to equal treatment stipulates that the preferential treatment of women during recruitment and selection must be checked in accordance with a number of criteria.

The initiatives suggested, as specified in chapter 5, are checked in accordance with this criteria. It can be concluded that the criteria set for applying a preferential policy are being met.

The measure relating to pregnancy and maternity leave is already permitted according to the AWGB, because it pertains to a distinction based on gender made to protect women who are pregnant or on maternity leave.<sup>4</sup>

More information on the criteria and arrangements relating to the cases at the TU Delft and University of Groningen can be found in appendix 6.

## 10. Risks

There are a number of important risks to be taken into account. One of these risks is the support base within the university for Diversity and Inclusion at all levels. It is of fundamental importance that faculties and support departments recognise the urgency and subsequently feel the responsibility to start working on this theme. The limited tools and human resources in supporting departments for policy implementation (e.g. HR) may form an obstacle. It is important to use the project to support these departments in gaining the required (supplementary) tools and human resources. It is also very important that the urgency as well as the advantages ('benefit of difference') of the policy are repeatedly emphasised by the board, the project and the ambassadors.

Another significant risk to keep in mind concerns the limitations found in existing systems in use at EUR (for example SAP) and obtaining data for measuring the effectiveness of policy initiatives. Linking effect measurements to policy initiatives is, after all, one of the most important underlying principles of our revamped diversity policy.

In view of the fact that initiatives are specifically introduced in these advisory documents with respect to gender, it may create the impression that the appointment of female professors is a goal in and of itself. Of course, this is not the case - the objective is to promote diversity and inclusivity within the

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<sup>4</sup> Article 2, paragraph 2.2 under b AWGB.

organisation, so that we as a university can benefit from the advantages that this creates (see introduction).

An important footnote to the initiatives proposed is the image that may arise regarding the quality of female scholars. The initiatives may in fact have a stigmatising effect, and create the wrong impression and resistance among both current staff members ('she's only been hired because she's a woman and not because of her skills') and among the women concerned ('why am I getting special treatment?'). For this reason, it is important to introduce and communicate all initiatives with a positive message/objective. It is also important to take responsibility for the positioning of these women within the faculties (a proper provision of information for all staff members relating to the selection, object of the measure concerned, quality standards set, etc.).

## 11. Budget Plan

First of all, the costs of the intervention for accelerated advancement of talent are set out (from assistant professor or associate professor to standard professor). The central and faculty-level resources are broken down. The costs per person and per 10 people are displayed here.

The financial figures presented below cover costs for some of the interventions that are initiated by central and / or organized. These costs are part of the entire central long-term budget of the diversity policy (appendix 7). Funds are set aside in the decision making process of the additional investments 2017-2020. Required faculty resources, depending on their own objectives and priorities, will be covered by the individual plans of the faculties.

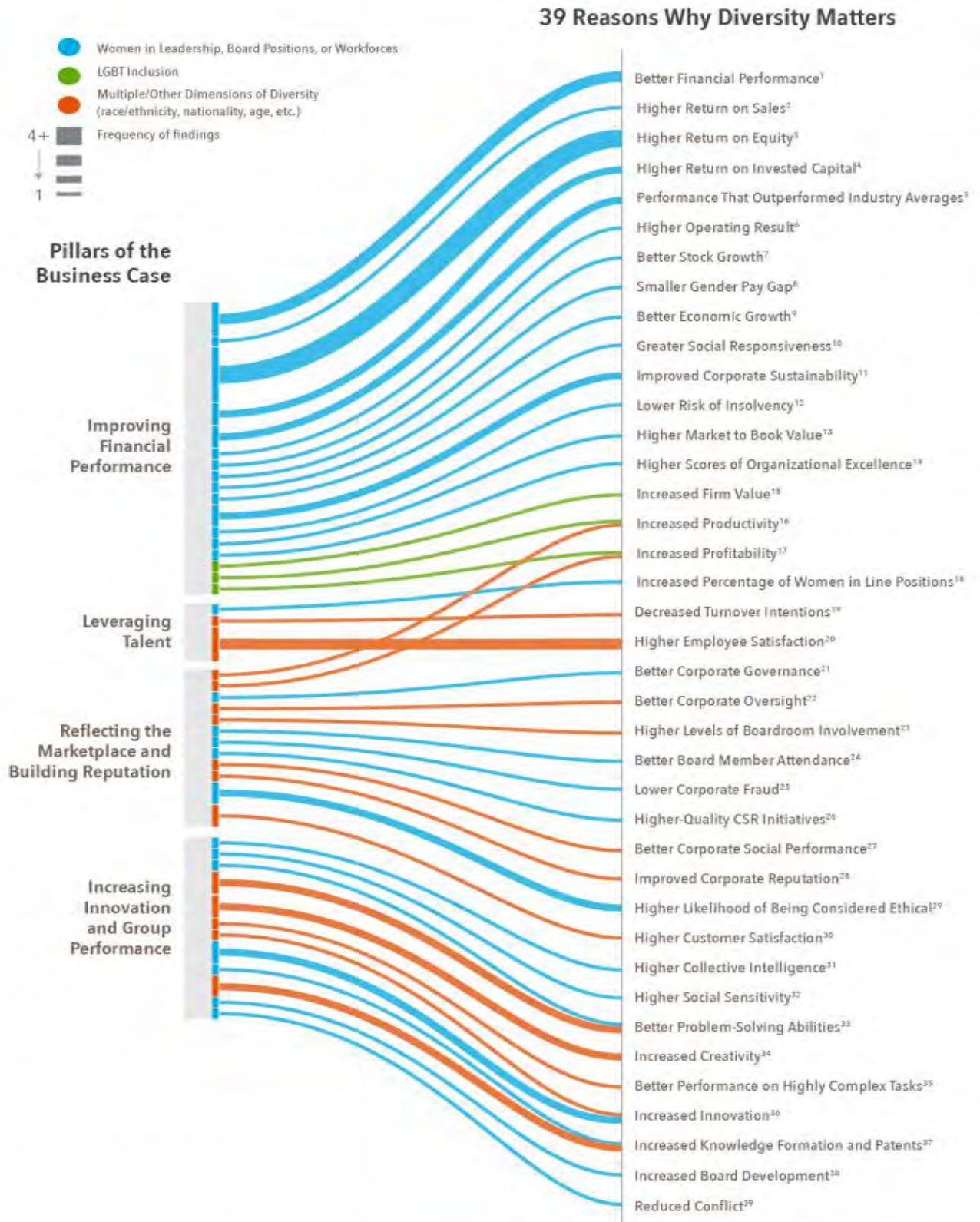
<b>Begroting versnelde doorstroom UHD/bijz. HL --&gt; gewoon HL</b>					
<b>Verdeling van middelen</b>	<i>100/0</i>	<i>50/50</i>	<i>0/100</i>		
<b>Jaar</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	
Centrale middelen per persoon	€ 20.000	€ 10.000			
Facultaire EXTRA middelen per persoon (naast huidige salariskosten ervaren UHD)	€ 0	€ 10.000	€ 20.000	€ 20.000	
<b>Jaar</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Centrale middelen per 10 personen start in 2017	€ 200.000	€ 100.000	€ 0	€ 0	€ 0
Facultaire EXTRA middelen per 10 personen start in 2017 (naast huidige salariskosten ervaren UHD)	€ 0	€ 100.000	€ 200.000	€ 200.000	€ 200.000
Centrale middelen per 10 personen start in 2019			€ 200.000	€ 100.000	€ 0
Facultaire EXTRA middelen per 10 personen start in 2019 (naast huidige salariskosten ervaren UHD)				€ 100.000	€ 200.000
<b>TOTAAL centrale middelen</b>	<b>€ 200.000</b>	<b>€ 100.000</b>	<b>€ 200.000</b>	<b>€ 100.000</b>	<b>€ 0</b>
<b>TOTAAL facultaire middelen</b>	<b>€ 0</b>	<b>€ 100.000</b>	<b>€ 200.000</b>	<b>€ 300.000</b>	<b>€ 400.000</b>
Maximaal verschil tussen gemiddeld maand salaris ervaren UHD/ bijz. HL (uitgaande van 6100euro UHD 1) en beginnend gewoon HL2 (uitgaande van 7100euro). Dit verschil zal kleiner zijn tussen bijz. HL en gewoon HL.	€ 1.000				
Verskil in jaarsalaris incl. werkgeverslasten	€ 18.567				
Gezien de facultaire verschillen, uitgaande van:	€ 20.000				

Meerjarenbegroting Gender Diversiteit 2016-2020						
	2016	tot 01-09-2017	tot 31 dec 2017	2018	2019	2020
<b>Personeel &amp; Organisatie</b>						
Interventies tbv ondersteuning van vrouwen (CDP voor UD's en UHD's)	€ 100.000	€ 50.000	€ 25.000	€ 80.000	€ 80.000	€ 80.000
Interventie m.b.t. bewustwording bias in selectieprocessen		€ 20.000	€ 5.000			
Activiteiten/events m.b.t. diversiteit o.a. seminars, Internationale Vrouwendag, ECHO conferentie.	€ 10.000	€ 7.000	€ 3.000	€ 10.000	€ 10.000	€ 10.000
Ondersteuning netwerken o.a. ENVH, Erasmus Pride.	€ 10.000	€ 7.000	€ 3.000	€ 10.000	€ 10.000	€ 10.000
Training HR partners en leidinggevenden in bewustwording en 'gendered words' /gender neutrale vacatures.		€ 25.000		€ 25.000		
Training impliciet bias bestuur		€ 15.000		€ 5.000		
Versnelde doorstroom naar HL (uitgaande van 10 personen in 2017 en 2019)*		€ 200.000		€ 100.000	€ 200.000	€ 100.000
Cultuur assessment (diversiteit & Inclusie) 0 en eindmeting			€ 25.000			€ 25.000
<b>Subtotaal</b>	<b>€ 120.000</b>	<b>€ 324.000</b>	<b>€ 61.000</b>	<b>€ 230.000</b>	<b>€ 300.000</b>	<b>€ 225.000</b>
<b>Overig</b>						
Personeel programmaondersteuning.						
1. Projectleider Diversiteit (1,0 fte)	€ 75.000	€ 50.000	€ 30.000	€ 80.000	€ 80.000	€ 80.000
2. Chief Diversity Officer (hoogleraar, 0,2fte)	€ 27.500	€ 18.300	€ 9.200	€ 30.000	€ 30.000	€ 30.000
3. Personele inzet HR policy 1fte per 1 jan 2017 **		€ 53.333	€ 26.666	€ 0	€ 0	€ 0
Projectcommunicatie (materiaal, vormgeving, interne & externe communicatie)	€ 20.000	€ 20.000		€ 10.000	€ 10.000	€ 10.000
<b>Subtotaal</b>	<b>€ 122.500</b>	<b>€ 141.633</b>	<b>€ 65.866</b>	<b>€ 120.000</b>	<b>€ 120.000</b>	<b>€ 120.000</b>
<b>TOTAAL</b>	<b>€ 242.500</b>	<b>€ 465.633</b>	<b>€ 126.866</b>	<b>€ 350.000</b>	<b>€ 420.000</b>	<b>€ 345.000</b>
*Alleen benodigde centrale middelen zijn opgenomen.						
** In overleg met USC Unit HR: eris in de huidige formatie bij de unit HR geen ruimte voor de implementatie van deze maatregelen. Daarom stelt HR voor 1.0fte aan te stellen die verantwoordelijk is voor de implementatie. In 2017 is deze meegenomen in de diversiteitsbegroting. De personele inzet voor HR Policy vanaf 2018 mee te nemen in de op te stellen begroting 2018.						

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Appendix 1: Business Case for Diversity



And One More: *It's the Right Thing to Do*

SOURCES:

For more detail on each study, see Catalyst, *Why Diversity Matters* (2013).

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## Appendix 2: Overview of the number of appointments 2014-2015

### 2014 appointments

#### Full Professor

Open		Closed		(tot.)
M	F	M	F	
3	1	3	1	(8)

#### Professor occupying an endowed chair

Open		Closed			(tot.)
M	F	M	F		
1	0	18*	9**	(28)	

\* (13 career and 5 network endowed chair)

\*\* (7 career and 2 network endowed chair)

### 2015 appointments

#### Full Professor

Open		Closed		(tot.)
M	F	M	F	
3	1	4	0	(8)

#### Professor occupying an endowed chair

Open		Closed			(tot.)
M	F	M	F		
1*	0	14**	2***	(17)	

\* consisting of 1 network

\*\* consisting of 3 network, 11 career

\*\*\* consisting of 1 network, 1 career



### Appendix 3 Summary of current initiatives

- Exemption from teaching duties following maternity leave and post-natal leave

As a result of maternity leave and post-natal leave, female scholars may fall behind in their research, which could affect their chances of advancing to a higher position. This is why the scheme 'exemption from teaching duties following pre-natal and post natal maternity leave' was introduced in 2010. Excellent female scholars receive €15,000 from the faculty to cover the costs of a substitute for their teaching duties following their leave period. This allows them to focus fully on their research.

- Career Development Programme for assistant professors and associate professors

The Career Development Programme [CDP] is a personal leadership track for excellent female scholars with the ambition of advancing to the position of full professor.

- Diversity Checklist for Professorial Appointments

A checklist with diversity guidelines has been included in EUR's policy for appointing professors.

- Erasmus Network of Female Professors (ENVH)

The ENVH aims for a balanced representation of women in academic positions at EUR, strengthening the position of women and increasing their visibility. Its primary focus is representation of collective interests.

- Target figures / covenant agreements

EUR has committed itself to meeting the target of 25% female professors by 2025. Internally, an interim target has been set for 20% by 2020. For the period spanning 2014-2018, covenant agreements have been drawn up between the Executive Board and the faculties, focusing on increasing the number of female associate professors and full professors.

- Monitoring using figures for M/F ratios per faculty and per job level

The ratio of male to female employees is monitored annually at EUR for each faculty and for all positions.

## Appendix 4: Literature relating to diversity policy

There are various preconditions and factors that have a significant impact on the success or failure of a diversity policy measure. Literature studies identify the following preconditions, success factors and failure factors. These are stated in a table below. (Kirtton & Greene in Groeneveld & Verbeek, 2012; Willemsen & Timmers, 2009; Frouws & Buiskool, 2010; Henderikse et al., 2007; Moss-Racusin et al., 2014).

Preconditions and factors for success	Factors for failure
A clear vision of diversity where a direct link is made with company objectives.	There is too much of an emphasis on associating diversity with affirmative action and this does not correspond to the wishes of employers.
Support at the top: <ul style="list-style-type: none"> <li>- Enthusiasm and commitment of at least one Executive Board member</li> <li>- Efforts made by the Faculty Board, primarily the dean</li> </ul>	Lack of clarity regarding diversity and diversity policy
Sufficient time and commitment of policy officers	Sharing responsibility without appointing a single problem owner
Line managers must be made responsible for implementing policy measures	Recruitment and selection in the public sector
Inclusive organisation with a tolerant corporate culture	"Window dressing", stating support for diversity policy but not doing anything in practice.
Enshrining diversity policy and evaluation of diversity policy	Communication; insufficient internal communication
Setting 'firm' targets	Placing pressure and blame on employees for diversity problems
Collaborating and networking	
Communication and transparency	
Integrating diversity policy in all facets of HR	
Specific focus on diversity within communication	
Involvement of employees and the target group	
Diversity must be viewed as a business case	
Continuity in diversity policy	
Commitment, both at the top management level as well as on the work floor	
Initiatives are most effective in the long-term if the cause is effectively dealt with.	
Insight into figures and developments is important for underscoring urgency and for the success of diversity policy.	

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Prevent diversity from being perceived as a discretionary objective. This seems to be one of the most persistent obstacles preventing diversity from being successful in an organisation.

Present diversity as a shared challenge and an opportunity.

Empirical evidence for impact. This counteracts any unexpected or negative effects.

Use of active learning techniques instead of lecturing.

Implement measures that deal with both implicit bias and explicit bias.

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Moss-Racusin et al. (2014) have developed a scientific framework for structuring, assessing, and implementing diversity initiatives. Effective measures must meet the following preconditions:

- Effectiveness is scientifically proven
- Use of active learning techniques
- Avoid placing blame or responsibility for existing diversity issues
- Include a plan for structural evaluation
- Raise consciousness among employees regarding research into diversity issues
- Reduce the explicit and implicit bias of employees
- Increase the willingness of employees to take action regarding diversity issues.

## Appendix 5: notes on initiative for internal advancement

A personnel review is carried out each year within each faculty. In collaboration with the Executive Board, the faculty determines their talents on an associate professor or endowed professor level, explicitly referencing the male/female ratio, and determines those with the qualities to move on immediately to full professorship. These talents are used to make formal arrangements, on which basis they can hold a full professorship within the faculties. An important condition here is that the advanced progression contributes to obtaining a reflection of the student population of the faculty in terms of the male/female ratio in the full professorial workplace. These formal arrangements are fed back to the Rector Magnificus. The funding for this initiative is made on the basis of a co-funding scheme. This can be found in the budget.

Advantages	Disadvantages
Creates opportunities in the short term for advancing primarily female talent within the EUR.	The faculty must create staff positions within a relatively short space of time.
It provides results in the short-term relating to achieving target figures.	
It gives the faculty insight into their talents (using the personnel review).	

## Appendix 6: Legal framework

Art. 2, paragraph 3 of the Equal Treatment Act (AWGB) - and the comparable article 5 of the Equal Treatment (Men and Women) Act (WGB) stipulates that the ban on making a distinction does not apply in the event that the distinction relates to a specific measure that aims to grant a privileged position to a woman or person belonging to a particular ethnic or cultural minority with the objective of eliminating or reducing actual disadvantages relating to race or gender and that the distinction is made in reasonable relation to that objective. That is also set out in the Dutch Civil Code (article 7:646, paragraph 1). The employer is furthermore not permitted to make a distinction between men and women when entering into a collective labour agreement, in the working conditions, in the advancement and in the termination of the collective labour agreement. Based on art. 7:646, paragraph 4 of the Dutch Civil code, this stipulation may be waived in the event that the clauses relating to female employees seek to place them in a privileged position in order to eliminate or reduce disadvantages and that the distinction is made in reasonable relation to the objective. The AWGB, therefore, goes a little further and forms the assessment framework for the public service appointment held by EUR employees. The current Collective Employment Agreement for Dutch universities (CAO NU) contains no special provisions relating to the promotion of equal treatment. The EUR has set out a number of special initiatives, such as those set out above in chapter 2.

### When is positive discrimination permitted?

The ban on making a distinction therefore does not apply when the distinction relates to a specific measure which aims to elevate or diminish the status of women, people belonging to a particular ethnic or cultural minority or persons with a disability or chronic illness. The distinction must, however, be reasonable in relation to the objective. It concerns measures that temporarily accord people a privileged status because they belong to a certain group that is disadvantaged from a societal point of view. The aim is to use this method to reduce or eliminate the social disadvantage. There is no legal obligation to conduct out a preferential policy, but it is permitted under certain conditions.

In accordance with jurisprudence from the Committee for Human Rights, hereinafter referred to as 'The Committee' (previously: The Committee for Equal Treatment or CGB), the European jurisdiction relating to equal treatment stipulates that the preferential treatment of women during recruitment and selection must be tested in accordance with the following criteria:

- Reference framework: the disadvantage of the group forming the subject of the preferential policy should be demonstrated and connected with the labour supply available. In order to determine whether this is the case, the specific portion of the group forming the subject of the preferential policy within a particular position type and level is compared with the relevant potential supply on the labour market (the demand for structural disadvantage)
- Due diligence requirement: the regulation must ensure that applications are subject to an objective assessment of all candidates, taking into account all criteria relating to the attributes of the candidates. In the event that one or more criteria tip the balance in favour of the male candidates and the same criteria is not (indirectly) discriminatory with regard to female candidates, the priority accorded to the female candidates must be disapplied. In doing so, it is important that privilege is only accorded for equal capability to the candidate making up part of the group that is the subject of the preferential policy (the requirement of an objective assessment)
- Proportionality requirement: the distinction must be in reasonable proportion to the objective. The preferential measure must be justified by the degree of disadvantage. The measure must also have the potential to result in the disadvantage in question being reduced or eliminated (the effectiveness requirement).

- Disclosure requirement: furthermore, the requirement arising from article 3, paragraph 2 of the Equal Treatment (Men and Women) Act applies in that if a preferential policy (relating to women) is promoted, this must be explicitly stated on the job offer. Failing to provide this disclosure therefore leads to conflict with the law. It is also important that, taking into account the requirements of the objective assessment previously mentioned, that it is clear that the vacancy is open to all potential candidates.

The Committee has assessed two cases relating to university preferential policies: the measures taken to increase the number of female scholars at the Technical University (TU) Delft and at the University of Groningen. In the assessment relating to the University of Groningen on 15 December 2011,<sup>5</sup> the Committee, in this case the CGB, determined that the criteria had not been met. Personal promotion was an option for increasing the number of female scholars. A chair was created for the female associate professor based on the recommendation of a personal file. Men were excluded from this procedure for a custom promotion. According to the CGB, this violated the requirement for due diligence. The CGB made reference to the 'Kalanke' case from the Court of Justice of the European Union, in which it was determined that absolute and unconditional priority of women during recruitment and selection is not permitted. The CGB also determined that the proportionality requirement had been violated because the disadvantage of women at the University of Groningen with regard to the qualified labour supply was not great enough for a preferential policy measure reserving female positions for women to be considered proportional.

Part of the assessment of the Committee made on 18 December 2012 contained an assessment regarding the preferential policy towards women at the TU Delft. The TU Delft created the Delft Technology Fellowship (DTF) with the aim of reducing the disadvantage of women among academic staff. Under the DTF, ten vacancies have been opened up exclusively for women in a tenure track position, i.e. a development process of five years (track) that will ultimately result in a permanent appointment (tenure) as an Associate Professor.

In assessing the preferential policy of the TU Delft, the Committee finds the following. In doing so, the Committee takes into consideration that a broader assessment framework is provided for in the European legislation for the application of the criteria. In exceptional situations, it is possible that a measure only benefitting women may be justified. According to the Committee, women at the TU Delft are experiencing a serious, persistent disadvantage, and it concludes that the means and the objective were in proportion to one another. For this reason, the due diligence requirement could be waived.

In this Advisory note, it is substantiated (in figures) that there is still a persistent and structural disadvantage as regards the participation of female scholars at the EUR. In addition, the initiatives suggested, as specified in chapter 5, are checked against the criteria mentioned above. It can be concluded that the criteria set for applying a preferential policy are being met.

The measure relating to pregnancy and maternity leave is already permitted according to the AWGB, because it pertains to a distinction based on gender made to protect women who are pregnant or on maternity leave.<sup>6</sup>

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<sup>5</sup> Equal Treatment Committee, 15 December 2011, 2011-98, published in JAR 2012/78 with memorandum from E. Cremers-Hartman

<sup>6</sup> Article 2, paragraph 2.2 under b AWGB.

Meerjarenbegroting Programma Diversiteit 2015-2020

	2016	tot 01-09-2017	tot 31 dec 2017	2018	2019	2020
<b>Projectoutput Onderwijs &amp; Studenten</b>						
Interventies tbv verkleinen verschillen studieresultaten van studenten (doorstroom)	€ 40.000	€ 50.000		€ 40.000	€ 40.000	€ 40.000
Interventies tbv bevordering arbeidsmarktintegratie	€ 20.000	€ 20.000		€ 20.000	€ 20.000	€ 20.000
Ontwikkeling van best practice m.b.t. de integratie van diversiteit in de gehele onderwijsaanpak**, o.a. ondersteuning van faculteiten en interfacultaire samenwerking.	€ 40.000	€ 40.000		€ 40.000	€ 40.000	€ 40.000
<b>Subtotaal</b>	<b>€ 100.000</b>	<b>€ 110.000</b>	<b>€ 0</b>	<b>€ 100.000</b>	<b>€ 100.000</b>	<b>€ 100.000</b>
<b>Projectoutput Onderzoek</b>						
De EUR doet gezamenlijk onderzoek naar culturele diversiteit & onderwijs met de VU en Leiden (lhkv de tasforce Diversiteit).	€ 100.000	pm		pm	pm	pm
Erasmus Center for Women & Organisations doet onderzoek naar de effecten van het carrière development programma voor vrouwelijke wetenschappers op de EUR.	€ 20.000	€ 20.000		€ 20.000	€ 20.000	€ 20.000
Er worden structureel workshops aangeboden aan wetenschappers voor het integreren van het diversiteitsperspectief in onderzoeksvoorstellen.	€ 10.000	€ 7.000				
<b>Subtotaal</b>	<b>€ 130.000</b>	<b>€ 27.000</b>	<b>€ 0</b>	<b>€ 20.000</b>	<b>€ 20.000</b>	<b>€ 20.000</b>
<b>Personeel &amp; Organisatie</b>						
Interventies tbv ondersteuning van vrouwen (CDP voor UD's en UHD's)	€ 100.000	€ 50.000	€ 25.000	€ 80.000	€ 80.000	€ 80.000
Interventie m.b.t. bewustwording bias in selectieprocessen		€ 20.000	€ 5.000			
Activiteiten/events m.b.t. diversiteit o.a. seminars, Internationale Vrouwendag, ECHO conferentie.	€ 10.000	€ 7.000	€ 3.000	€ 10.000	€ 10.000	€ 10.000
Ondersteuning netwerken o.a. ENNH, ErasmusPride.	€ 10.000	€ 7.000	€ 3.000	€ 10.000	€ 10.000	€ 10.000
Training HR partners en leidinggevenden in bewustwording en 'gendered words'/gender neutrale vacatures.		€ 25.000		€ 25.000		
Training impliciet bias bestuur		€ 15.000		€ 5.000		
Versnelde doorstroom naar HL (uitgaande van 10 personen in 2017 en 2019)*		€ 200.000	€ 25.000	€ 100.000	€ 200.000	€ 100.000
Cultuur assessment (diversiteit & Inclusie) 0 en eindmeting			€ 25.000			€ 25.000
<b>Subtotaal</b>	<b>€ 120.000</b>	<b>€ 324.000</b>	<b>€ 61.000</b>	<b>€ 230.000</b>	<b>€ 300.000</b>	<b>€ 225.000</b>
<b>Overig</b>						
Personeel programmaondersteuning						
1. Projectleider Diversiteit (1,0 fte)	€ 75.000	€ 50.000	€ 30.000	€ 80.000	€ 80.000	€ 80.000
2. Chief Diversity Officer (hoogleraar, 0,2 fte)	€ 27.500	€ 18.300	€ 9.200	€ 30.000	€ 30.000	€ 30.000
3. Ondersteuning (0,4 fte secretariële / 1 fte trainee)	€ 22.000	€ 18.300	€ 10.000	€ 28.000	€ 28.000	€ 28.000
4. Projectmedewerker (1,0 fte)	€ 9.000	€ 36.000	€ 18.000	€ 55.000	€ 55.000	€ 55.000
5. Personeel inzet HR policy 1fte per 1 jan 2017 ***		€ 53.333	€ 26.666	€ 0	€ 0	€ 0
Representatiekosten (catering, relatiegeschenken etc.)	€ 2.500	€ 2.500		€ 2.500	€ 2.500	€ 2.500
Projectcommunicatie (materiaal, vormgeving, interne & externe communicatie)	€ 20.000	€ 20.000		€ 10.000	€ 10.000	€ 10.000
<b>Subtotaal</b>	<b>€ 156.000</b>	<b>€ 198.433</b>	<b>€ 93.866</b>	<b>€ 205.500</b>	<b>€ 205.500</b>	<b>€ 205.500</b>
<b>TOTAAL</b>	<b>€ 506.000</b>	<b>€ 659.433</b>	<b>€ 154.866</b>	<b>€ 555.500</b>	<b>€ 625.500</b>	<b>€ 550.500</b>
Gereserveerde middelen begroting 2015 tot 1 september 2017 (zie CvB besluit 1991.11 en 2017.19)	€ 506.000	€ 366.100	€ 0	€ 0	€ 0	€ 0
Additionalle investeringen diversiteit	€ 0	€ 293.333	€ 154.866	€ 555.500	€ 625.500	€ 550.500
Structurele kosten	nvt	€ 249.100	€ 98.200	€ 345.500	€ 345.500	€ 345.500
Incidentele kosten	nvt	€ 410.333	€ 56.666	€ 210.000	€ 280.000	€ 205.000

Appendix 7: Total budget Diversity

\*Alleen benodigde centrale middelen zijn opgenomen.  
 \*\* Kosten zijn alleen voor de ontwikkeling. De kosten voor beheer komen vanaf 2018 op de meerjarenbegroting van HR.  
 \*\*\* In overleg met USC Unit HR: er is in de huidige formatie bij de unit HR geen ruimte voor de implementatie van deze maatregelen. Daarom stelt HR voor 1,0 fte aan te stellen die verantwoordelijk is voor de implementatie. In 2017 is deze meegenomen in de diversiteitsbegroting. De personeel inzet voor HR Policy vanaf 2018 mee te nemen in de op te stellen begroting 2018.

### **Diversity Officer (faculty level)**

*This profile serves as a recommendation, each faculty is free to add and adjust according to its specific context.*

#### Tasks & Responsibilities

- Translates ambitions into concrete objectives and projects/interventions within the faculty.
- Development of a faculty action plan regarding diversity in the broadest sense and on the three pillars: personnel, research and students/education.
- Supports the Dean and faculty management with the implementation of the action plan and interventions within the faculty.
- Monitors the progress of the various interventions and activities within the faculty and communicates it to different stakeholders;
- Shares knowledge and best practices in the network of faculty diversity officers within the Erasmus University.
- Collaborates with the central Diversity Office and HR.
- Stimulates the dialogue on diversity within the university community;
- Is an ambassador for diversity and promotes diversity both inside and outside the faculty.

#### Skills

The diversity officer can communicate and collaborate at different levels. He/she knows how to connect with the diversity of staff and students. Organizational sensitivity, planning and advisory skills are key in this role. Preference is given to a senior scientist who knows the organization well and can make the connection to the academic field.



## Erasmus School of Economics School Council 138

Date: Thursday 2 February 2016 at 10.00

Location: H10-31

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## Draft Agenda

1. Welcome and adoption of the agenda
2. Announcements
3. Minutes of the 137th School Council (text) ./.
4. Follow up issues of the 137th School Council

## EDUCATION

5. Update Quality Impetus Project *(information/discussion)* ./.
6. Questions/items Student Council: *(information/discussion)*
  - Note on Master Thesis Trajectory ./.
  - Update long term computer facilities
  - Update merchandise
  - Report meeting School Council student members and Programme committee student members

## ORGANISATIONAL MATTERS

7. Resolutions Management Team November and December *(information)* ./.
8. Mailing lists Management Team November and December *(information)* ./.
9. Questions Minutes School Council 137
10. Any other business
11. Closing

*For information:*

- *Budget 2017 approved by UR* ./.
- *Time frame elections (only in Dutch)* ./.
- *Diversity at EUR (memo and profile diversity officer)* ./.

**Present:**

Student Council: Gaby Budel (GB, Chair), Lemeng Li (LL, Chair Student Council), Job Heidkamp, Harmanan Singh (HS), Hendrik van 't Foort (HF), Korrein Volders (KV)

Personnel Council: Harry Trienekens (HT/vice-chair), Teresa Marreiros Bago d'Uva (TBdU), Vladimir Karamychev (VK), Rommert Dekker (RD), Marc Gabarro Bonet (MGB),

Other participants: Dean Philip Hans Franses (PHF), Deputy Dean Ivo Arnold (IA), Head Dean's Office Margaretha Buurman (MB), Secretary Nine van Gent (NvG)  
Paula Endelveld (PE, ft secretary)

**Not present:** Ata Choudhry (AC), Milky Viola Gonzales (MVG)

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**1. Welcome and adoption of the agenda**

GB opens the meeting at 10.00 am and the agenda is adopted as proposed.

**2. Announcements**

- Programme assessment: the panel visited ESE last week and the preliminary verdict is that the test is passed and the scores were a mix of 'sufficient' and 'good'. The detailed report is expected in January 2017.

**3. Minutes of the 136<sup>th</sup> School Council (text)**

The minutes of School Council 136 were approved without any comments.

**4. Follow up issues of the 136<sup>th</sup> School Council**

- *Bonding ESE students:* in progress, including ESE Drinks and the University Innovation Challenge (agenda item 6).
- *Quality Impetus:* see agenda item 5.
- *Merchandise:* **MB** planned a meeting with the staff to start a project on this item. A follow up will be given next meeting.
- *Update length of internships:* the programme committees advised not to increase the length of the internships. At EUR level, there are thoughts about reforming the minor system and the organization of the first part of the 3<sup>rd</sup> year ('free elective space') EUR wide. The report still needs to be discussed with the deans. **IA** can imagine incorporation of the length of internships in the reforming. Involvement of the University Council is expected and also the programme committees for the different programmes. Hopefully, tailor made solutions will be possible. The follow up will be given once there is more clarity.
- *Master introduction days:* the evaluation has been sent to the School Council. This year no separate course evaluations were asked. The Programme management would like to continue and financially support the Master Take-Off. Hopefully the opening of the Sanders Building will solve the lack of (medium) lecture rooms.
- *CFA:* **IA** will send a reminder to the financial department once again.

- *Level/quality international students*: this will take more time and will be discussed in a next meeting.
- *Long term computer facilities*: the students are requested to discuss their needs with Reino de Boer, demand manager ICT. The Econometrics programme will remain using Eviews. The student version of Eviews is not sufficient, due to a limited database capacity and the full version is very expensive: 550 euros. The full version is needed for internships, thesis and regular assignments tailored on big data. Reino de Boer already tried to negotiate a discount on licenses, but this seemed only possible if students are buying in a bulk. PHF would like to investigate the possibilities of a discount when ESE purchases yearly 250 licenses. And also, Eviews offers stand-alone licenses, ESE has to look into that. Matlab offers discounts. The student council will discuss this with Reino de Boer.
- *Renovation*: see agenda item 7.
- *Accessibility website*: this is one of the requirements of the new content management system. However, due to the recent computer hack, the introduction of the new content management system will be accelerated under high pressure. There are currently other priorities to solve. It is not guaranteed that the accessibility will be taken care of immediately. However, this issue will continue to hold the attention. HT remarks that accessibility is not only a technical issue, but that it also depends on how the data (and which data) are entered into the system. HT says that it is possible to have an independent review of the accessibility of our web site.
- *Thesis following system*: when a co-reader is assessing the thesis, the thesis is not visible for the supervisor. Some co-readers tend to approve only 5 minutes before the defence. This is partly due to the fact that the thesis is not visible anymore once approved, the visibility alternates between supervisor and co-reader. Andre Cheung Tam He is looking for technical solutions. Apart from that, co-readers should also be required to approve earlier in the process. Sometimes students have problems in uploading their thesis. This also needs to be checked. A project group will look into the issues regarding the thesis following system and IA will give a follow up next meeting.
- *ESE Drinks*: 17 January 2017 in Sienna, 4 pm onwards. The save-the-date / invitation will be sent shortly.

## 5. Update Quality Impetus Project

- *Umbrella project*: the project group is finalizing the project. The idea is to schedule this in the first year block 5 as part of skills education. IA hopes the plans will be available next meeting.
- *Tutor Academy*: steps are made to systematically offer trainings to TA's. In 2017, a more systematic evaluation is planned. Regarding this, not only the state of affairs of the plan but also of the implementation should be taken into account and included in the update. At the end, it is essential that the quality of the tutorials has been improved and for that evaluation, more data and time is needed.
- Next to Bas van Goozen an extra educational expert (Margriet Ackerman) is hired on a temporarily base. There is a clear need from the teachers for extra help. The new Blackboard (Bright Space) is currently tested. RD asks to share experiences and this can be done in the workshops that will be organised.

## 6. Questions Student Council.

- *University Innovation Challenge*: HS explains the innovation platform that has been set up for ESE students and also EUR students. The financial awards are meant to offer students incentives. The focus is on both educational as campus problems. Also student representatives of RSM are contacted and other students (not school council members) are involved in the platform. The platform would like to make use of the marketing channels of ESE and RSM. PHF and IA consider this a very interesting proposal and the budget is approved. PHF offers to help and to contact the Dean of RSM to join jury. HS will schedule an appointment with PHF (via Tineke Kurtz).

## 7. Renovation Tinbergen Building

- The Programme of Usage is currently being translated into 'spot plans' ('Vlekkenplannen') and the available m<sup>2</sup> and wishes are taken into account. A new meeting with the architect is planned for mid-December. MB also has informed the convent about the study associations. Some challenges are to be faced and extra space will lead to thousands and thousands of euros extra. Balance is needed, especially since all ESE staff needs to decrease. Currently, the study associations use 300m<sup>2</sup> and compared to other schools, that is quite a lot. On the other hand, at ESE there are more and active study associations and this is appreciated. PHF urges to think more about future needs and stresses that less space can still feel spacious. For meetings, more shared informal rooms can be used. Currently, the plan provides 4 working stations per study association. A working station is a proper desk, plus a computer and a chair.
- The personnel section will schedule a meeting with MB within 1 or 2 weeks, to discuss more details of the plans. Individual rooms are 8m<sup>2</sup>. All rooms will have windows and a lot of glass, with privacy walls between the rooms. Noise reduction is important. Depending on the monument committees' verdict, the rooms will have open windows or outlets. In any case, fresh air can flow. The draft has to bear in mind flexibility in numbers of staff. ICT for staff and students plays a role.

## 9. Questions Minutes School Council 136

There are no questions.

## 10. Any other business

- KV asks how it works with the new rule that one has to finish the thesis within 1 year after start, while one still has to complete a course. The supervisor can approve the thesis even if the coursework has not been completed yet, however, one cannot plan the defence. And the rule says that the thesis *can* be stopped after 1 year, not *must* be stopped. IA will check and report back.
- Everybody is invited for the Christmas drinks next week Tuesday, 4.15 pm Erasmus Pavilion. A picture will be made in front of the Christmas tree.
- The Polak Building will be open between Christmas and New Year, all other buildings are closed.
- A temporary photograph of the School Council will be taken today, once the sweaters have arrived, the formal photograph will be taken.
- RD mentions that the resits of July are very closely scheduled. HT will look if it is possible to schedule differently. However, the message to the students is that they should start working immediately and that resits are an opportunity of last resorts.
- LL informs about the plans of the Chief Diversity Officer. This item will be scheduled for next meeting. If the English version of the plan is available, it can be shared with the School Council. ESE plans to have its own Diversity Officer.

10. Closing

GB closes the meeting at 11:25

----- / -----

Next Meetings

Meeting	Date	Time	Location
School Council 138	02.02.2017	10.00 - 12.00	H10-31
School Council 139	30.03.2017	10.00 - 12.00	H10-31
School Council 140	18.05.2017	10.00 - 12.00	H10-31
School Council 141	15.06.2017	10.00 - 12.00	H10-31
School Council 142	24.08.2017	10.00 -12.00	H10-31

Action items FR / School Council meeting 137

Action item	Agenda item	Action	Who	When
1.	Tenure track	- further adjustments CBBA criteria - is internal competitiveness felt? - student evaluations differ for male/female teachers?	MB	Spring 2017
2.	Quality Impetus	- update - Status Umbrella Project	IA	SC 137
3.	merchandise	Forming of project group to further form ideas.	MB, Student council	Update SC 138
4.	Length of internships	Seek advice of education committees, policy officers and study advisors if longer internships are possible and/or can be granted with more credits	IA	Winter 2017
5.	CFA	Is ESE willing to be a partner in level 1 exam?	IA	SC 138
6.	Level/quality of international students	Look into output problems of international students, balance in the classroom, analysis (admission) criteria, input academic directors	IA	Winter 2016/2017
7.	Long term computer facilities in class room	What are the plans? Student section meets Reino de Boer	MB – Reino de Boer	SC 138
8.	renovation	Update when available Meeting Personnel Section and MB to discuss details	MB HT	2016/2017
9.	Thesis following system	Visibility thesis after reference check	IA	SC 138
10.	Resits July	Can the resits be scheduled less tight?	IA/HT	SC 138
11.	Diversity	Send English version plan Chief Diversity Officer to School Council (Agenda item SC 138	MB	SC 138

## Progress Report Programme Quality Impetus ESE

January 2017

The overview below is based on the activities and planning as included in the document Implementation Programme Quality Impetus of 05-03-16.

### Overall planning

Tutor Academy: up and running by September 2016.
Innovation Hub: Innovation team up and running by September 2016, website live by the end of 2016.
Intensification of the large-scale master programmes operational from academic year 2017/2018 onwards.
Umbrella Project/skills: to be realized by the start of Academic year 2017/2018.

### Progress Tutor Academy

<sup>1</sup>	Implementation Activities	State of affairs
	Select and hire graduate teachers (5.0 fte)	Done. 8 teachers have started, the last on January 1 2017. A dedicated administrative assistant has started October 1th.
	Develop procedures for selection of tutors (division of activities between lecturers, capacity group and Tutor Academy)	Done. The report "Outline Tutor Academy" provides an outline of the procedures concerning the promotion, selection, training and guidance, and evaluation of tutors as discussed by the Implementation Team. School management has approved of this outline. Last July the report has been send to all parties involved.
	Implement procedures for selection of tutors/stop current procedures	The new procedures for selection have been implemented. From now on all vacancies will be published on the TAC-website.
	Develop and implement training programme(s) for starting tutors (didactical, practical and course related)	The content and quality of the current training programme has been inventoried. Several adjustments have been made. Requirements on the future training programme are outlined. All new tutors receive training.
	Develop and implement a guidance programme for tutors	Current ways of coaching of tutors have been inventoried. The Implementation Team has formulated an outline of the new guidance programme (part of the

		aforementioned report). The teachers have started the guidance of the current BA tutors.
	Develop and implement procedures and/or tools (e.g. digital platform such as Project Campus) to improve the involvement of and communication between lecturers, teachers, tutors and students	<a href="#">A website</a> with relevant information and vacancies for tutors and tutors to be is now available. Course coordinators, tutors and teachers Tutor Academy can also use project Campus as a digital communication platform.
	Develop a database for tracking tutors during their tutor career including a process on how to evaluate tutors	Done. Database has been realised. Evaluation of tutors has started.
	Provide evaluation criteria for the objectives of the Tutor Academy	<p>Done. Criteria are:</p> <ul style="list-style-type: none"> <li>- Number/% extremely low scores in student satisfaction with tutor performance (must decrease)</li> <li>- Attendance BA2 Tutorials</li> <li>- Tutor satisfaction with guidance</li> <li>- Satisfaction lecturers with quality of tutors</li> </ul> <p>Evaluation will be executed when the Tutor Academy is fully functioning for some time. So probably not before the end of 2017.</p> <p>In block 2 registration of attendance of BA2 tutorials has started.</p>
	Teambuilding TA team	Regular meetings of the TAc team are scheduled.

### Progress Innovation Hub

	Selection IC consultant and Education Expert Innovation Hub	<p>An educational expert started May 1 2016. An extra educational expert has started October 4 2016 on a temporary basis.</p> <p>Search for an IC consultant is pending, because more clarity about the tasks of this consultant was needed. A job description has currently been discussed with management. We expect to start recruitment soon.</p>
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Selection Academic member Innovation Hub	Pending. First more clarity is needed if selection of a leading academic member for the innovation hub is really necessary.
Promoting Innovation Hub (seminar, workshop, news)	<p>The following promotional activities have taken place:</p> <ul style="list-style-type: none"> <li>• A series of meetings by the educational expert with staff members to explore their ideas about redesigning courses and to offer help when and where needed.</li> <li>• Asking attention to the possibilities to innovate in the project newsletters (May and September)</li> <li>• Organising a short inspiration session about redesigning courses</li> <li>• Distributing a flyer with information about the Programme QI and the possibilities to innovate during the ESEbility afternoon.</li> <li>• Stressing the importance of innovation and the possibilities of the Innovation Hub by the Vice Dean and the Dean during the yearly meetings of the Cap-groups</li> <li>• Discussing the possibilities in the BA1 and BA2 course coordinator meetings in November 2016</li> <li>• Item in the last ESE-newsletter in January 2017</li> </ul> <p>Until now we've received 12 proposals for course innovation. An evaluation report of all approved proposals will be available at the end of the project.</p>
Innovation Hub website; information gathering, selection	In progress. Due to problems with the EUR website developing the innovation hub website takes more time than planned. We expect the website to be up and running at the end of march 2017.
Innovation Hub website: develop/testing	In progress
Innovation Hub website; content gathering	In progress

### Progress intensifying large-scale masters

Develop procedure for applying for the available funds	Done. A procedure for applying for funds is finalized and communicated with the parties involved.
Organizing and promoting ESE Innovation fund (round 2016)	<p>Fund promotion has been started. See above for further details.</p> <p>Until now we've received 5 proposals for intensification of masters.</p>

Organizing and promoting ESE master intensification fund	
Monitoring progress of approved projects	Procedure for monitoring process is communicated with the parties involved. Each project will be evaluated. An evaluation report of all approved proposals will be available at the end of the project.

### Progress umbrella project/skills

Select and install umbrella project team	Done. The Umbrella project team has formulated an advice about the Umbrella project which has been discussed with management. The project team has advised to start with the introduction of Skills education in BA Econometrics and to continue the development of Skills in BA Economics and Business Economics. The project team has advised to reconsider an umbrella project, as described by the workgroup Educational Renewal, when the Skills and Knowledge courses are fully developed.
Describe broad design Umbrella/skillsproject including the organisation of research clinics for Ba3 students	<p>A project leader has been appointed to develop a Skills course for Econometrics. This new course will be effective in the academic year 2017-2018.</p> <p>Plans for the further development of the skills course, including an operationalisation of the umbrella project ideas for Economics/Business Economics, have been made. These plans will be discussed with the Examination Board and the Education Committees.</p> <p>In addition to these plans there will be also some adjustments in the course Research Project to realise more opportunities for students to practice their skills and to realise more direct feedback on their performance during the course. Also the range of topics for the Research Project will be broadened.</p> <p>Additional temporary staff to realise these plans is available.</p>
Course content and schedule	Not yet started
Development study guide information	Not yet started

Development material	Not yet started
Training execution team umbrella project	Not yet started

## Communication

- The third newsletter has been sent on September 20<sup>th</sup>. Recently a few project items were integrated in the ESE newsletter (january 2017).
- Flyer about the project has been distributed during the ESEbility afternoon.
- [Website with general information](#) about the QI programme is updated and available.
- Students have been informed about the website Tutor Academy by ESE- News - students January 2017 and by facebook. The students associations have also been asked to inform their members.

## **Note on Master thesis trajectory**

### Matter

For this academic year the Erasmus School of Economics introduced a final deadline for the completion of the Master thesis in order to increase the rate of students finishing their Master programme within one year, or at least to prevent students from spending forever on their thesis. To further improve this rate and to possibly help the students making this deadline of one year after the allocation to their thesis supervisor, the student section of the School Council informed itself at the Erasmus School of Law (in the person of mr. Maarten Verbrugh, professor in Corporate Law and Master programme director) about their Master thesis trajectory. This document summarizes this information and tries to touch on elements which might be suitable to introduce at the ESE.

### Design of ESL

In 2015, with the revision of the Master programmes, ESL introduced their Master thesis trajectory. An important starting point is that a Master programme has a duration of one year for which it is necessary that students follow an efficient thesis trajectory. Of necessity is a timely start: students really start writing at the beginning of block 5 (~block 5 at ESE) to finish at the end of that block, but have to formulate their subject and research question before that. Other features of the trajectory are joint meetings with students and professors, which are motivating to students and provide efficiency for the staff. Important to note is that ESL works with best practices instead of one size fits all rules for all their different programmes. To keep improving their trajectories thesis coordinators sometimes meet to discuss. Lastly, students are allowed to choose a different trajectory when they do not wish to finish in one year for certain reasons (internships for example).

### Results at ESL

Results are quite positive according to the Master programme director. Although it is true the self-dependence of students is somewhat reduced, they still have to plan within the given deadlines and remain independent in choosing and defining their research. Student panels also show that students are content with the trajectory, since it supports them and serves as a big stick to keep them on track. Most students finish the trajectory successfully as well. A programme that started with the trajectory a couple of years earlier than the others, showed no decrease in thesis quality. Although it gives a peak load around the deadline, staff is content as well, since it works efficiently, is better to be scheduled and gives rest on other moments (in summer for example).

### Usability for ESE

As it seems that certain characteristics of the ESL Master programmes are shared with the ESE Master programmes (five blocks, differences among programmes, duration of approximately one year), introduction of certain (best) practices could be advised, but must depend on both demand for more support from students and demand for more efficiency from staff. Whether the introduced deadline already satisfies some of those demands is also of importance. If the ESE chooses to introduce a thesis trajectory, a meeting with ESL (and maybe other faculties) to discuss their trajectory is recommended.

Decision number	Date	Decision
318-1	14/11/2016	The MT suggests 2 more ESE participants in the users' consultation body concerning the renovation of the Tinbergen building, with respect to the theme group 'offices'. Besides Margaretha Buurman, Linda Klaver and Albert Wagelmans will be added to this group. Both accepted their participation.
318-2	14/11/2016	<p><b>1 Top Researcher Award</b></p> <p>The management team selects the following researchers for the top researchers award:  Sjoerd van Bekkum  Vijay Hariharan  Jolanda Hessels  Dana Sisak  Michel van der Wel</p> <p>Each person will get a voucher worth 5000 Euros. This voucher will cover the expenses of one or more working trips to academic institutions outside the Netherlands. The voucher is valid for a period of 2 years after the award is presented and may only be used by the recipient while in ESE's employment.</p> <p>The management team selects the following researchers for the top researcher award:  <i>Sjoerd van Bekkum</i>  <i>Vijay Hariharan</i>  <i>Jolanda Hessels</i>  <i>Stefan Obernberger</i>  <i>Dana Sisak</i>  <i>Michel van der Wel</i></p> <p>Each person will get a voucher worth 5000 Euros. This voucher will cover the expenses of one or more working trips to academic institutions outside the Netherlands. The voucher is valid for a period of 2 years after the award is presented and may only be used by the recipient while in ESE's employment.</p> <p><b>2 Top Lecturer Award</b></p> <p>The management team selects the following team of lecturers for the top lecturer award:  <i>Teresa Bago d'Uva</i>  <i>Paul Bouman</i>  <i>Anne Gielen</i>  <i>Han Smit</i></p> <p>Each person will get a voucher worth 5000 Euros. This voucher will cover the expenses of one or more working trips to academic institutions outside the Netherlands. The voucher is valid for a period of 2 years after the award is presented and may only be used by the recipient while in ESE's employment.</p> <p><b>3. Societal Impact Award</b></p> <p>The management team selects the following person for the societal impact award:  <i>Robert Dur</i></p> <p>The prize consists of a total amount of EUR 5,000, to be paid in the form of a voucher covering the expenses of one or more working trips to academic institutions outside the Netherlands. The voucher is valid for a period of 2 years after the award's presentation and may only be used by the recipient while in ESE's employment.</p> <p><b>4. Support Award</b></p> <p>This year the management team selects the following person for the support award:  <i>Wietske Rowaan</i></p> <p>The prize consists of a development budget to the amount of EUR 3,000, to be paid in the form of a voucher covering the expenses of activities aimed at promoting the personal and professional development. The voucher is valid for a period of 2 years after the award's presentation and may only be used by the recipient while in ESE's employment. Eligible development activities are determined in consultation with the recipient or recipients' direct manager and preferably have an international character.</p> <p><b>5. Dean's award</b></p>

The prize is specifically intended for a person or team who are not (directly) part of the ESE organisation; candidates are only eligible for this award if they have made a clear and significant contribution in the interest of ESE. The MT selects the following team for the Dean's award:

*Board of Student Association Faector (7 persons)*

The prize consists of an appropriate gift, with a cash equivalent value of around EUR 300.

319-1 21/11/2016

On 25 October a meeting of the Research Advisory Committee (VCW) was held.

In this meeting PhD-21 projects (for 23 candidates) were on the agenda:

3 Mphil TI projects

8 TI recruitment projects

5 ERIM recruitment projects

4 ERIM/TI recruitment projects (of which 2 projects with 2 candidates each)

1 recruitment project (graduate school unknown yet)

The VCW is positive on all 21 projects (3 for Dept. of Economics,, 7 for Business Economics,, 5 for Applied Economics and 6 for Econometrics

In this meeting one candidate was approved of for a previous approved PhD project.

In this meeting 12 external PhD candidates were on the agenda. All candidates and their projects have been discussed. The supervisors will be informed accordingly.

319-10 21/11/2016

The MT agrees with the ESE Periodical Financial Report until October 2016 (version 2) as presented in this meeting, including the administrative explanation and all attachments as required by CPC. The report, including the required tables will be sent to the Executive Board shortly.

Decision number	Date	Decision
321-1	5/12/2016	By the end of December 2016 the personal pages of ESE researchers ( <a href="http://people.few.eur.nl">http://people.few.eur.nl</a> ) will not be available anymore. The MT decides to offer all faculty who has such a page a place on the new web server ( <a href="http://personal.eur.nl">http://personal.eur.nl</a> ); an email to the IT service desk with this request by the staff involved will do. The research office will send an email with the proper instructions to all faculty who has such a page.
322-1	19/12/2016	In the framework of the 2019 Tinbergen year (50 years after he received the Nobel prize) it has been decided to write a linear biography of Jan Tinbergen. Per January 2017 a post-doc is being recruited for this purpose. Besides Erasmus School of Economics some other entities support this action, a.o. De Nederlandsche bank, Centraal Planbureau, Ministry of Economic Affairs, Institute for Social Studies, CBS and Koninklijke Vereniging voor de Staathuishoudkunde. In due course other activities are being organized to celebrate this year 2019.
322-2	19/12/2016	A new project will start at the Education Management office, the 'Milestone Thesis project', concerning a follow-up system for the process of bachelor and master theses of all initial ESE programmes. The project will start at Jan 2007 until 1 May 2017 and strives to improve the process on different levels. Brigitte Hoogendoorn will hold the chair of the committee. Iris Versluis will represent the Education Management Office. Other members will be looked for. All members will be appointed by the dean.

**Overzicht poststukken Erasmus School of Economics  
periode 01.11.2016 t/m 30.11.2016**

Geen openbare poststukken deze maand.



**Overzicht poststukken Erasmus School of Economics  
periode 01.12.2016 t/m 31.12.2016**

Stuknummer: **ese0035258**  
Datum Poststuk: **08/12/2016**  
Ref./Kenmerk: Deadline:  
Actie medewerker: Actie: tk  
Afzender Faculty Council/Faculteitsraad  
**Inhoud:** progress report programme quality inputs ese  
november 2016 \* studievoorschotmiddelen

Stuknummer: **ese0035270**  
Datum Poststuk: **14/12/2016**  
Ref./Kenmerk: **CvB/HP/PR/ub00003333** Deadline: 20/02/2017  
Actie medewerker: RJ van den Berg Actie: afh  
Afzender college van bestuur  
**Inhoud:** oproep tot voordrachten huibregtsenprijs

Stuknummer: **ese0035272**  
Datum Poststuk: **14/12/2016**  
Ref./Kenmerk: **CvB/HP/PR/ub00003334** Deadline: 17/01/2017  
Actie medewerker: RJ van den Berg Actie: afh  
Afzender college van bestuur  
**Inhoud:** oproep tot voordrachten marc cornelissen  
brightlands award 2017

Stuknummer: **ese0035273**  
Datum Poststuk: **19/12/2016**  
Ref./Kenmerk: **CvB/AZ/BV/MR/272.594** Deadline:  
Actie medewerker: Actie: tk  
Afzender college van bestuur  
**Inhoud:** uitnodiging lunchbijeenkomst panel midterm  
review strategie eur en tevens informatie over  
de uitkomsten van de review d.d. 25-01-2017

Stuknummer: **ese0035276**  
Datum Poststuk: **29/09/2016**  
Ref./Kenmerk: Deadline:  
Actie medewerker: RJ van den Berg Actie: tk  
Afzender koninklijke hollandse maatschappij wetenschappen  
**Inhoud:** indienen voordrachten voor de j.c. ruigrok  
prijs 2017 economische wetenschappen

Stuknummer: **ese0035278**  
Datum Poststuk: **03/12/2016**  
Ref./Kenmerk: Deadline:  
Actie medewerker: Actie: tk  
Afzender Mark Smit  
**Inhoud:** verslag en stukken campus committee woudenstein  
d.d. 11-10-2016

Stuknummer: **ese0035284**  
Datum Poststuk: **12/12/2016**  
Ref./Kenmerk: Deadline:  
Actie medewerker: Actie: tk  
Afzender A Okanovic  
**Inhoud:** agenda en stukken diversity steering committee  
ese d.d. 13-12-2016 \* diversiteitsbeleid

Stuknummer: **ese0035290**  
Datum Poststuk: **28/12/2016**  
Ref./Kenmerk:   
Actie medewerker:   
Afzender: koninklijke nederlandse maatschappij wetenschappen  
**Inhoud:** ontvangstbevestiging inzake voordracht leung,  
e. voor de j.c. ruigrok prijs 2017

Deadline:

Actie: tk

# Budget Plan EUR 2017-2020

Corporate Planning & Control

November 2016

**Erasmus University Rotterdam**



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# 1. Introduction

- 2017 is the penultimate year of the EUR Strategy 2014-2018 Impact and Relevance.
- During the past three years the EUR has consistently worked towards the realization of the defined goals. At the same time several organisational changes have been implemented, including the creation of the University Support Center.
- The successes are visible. The EUR attracts more and more international students. Study success is improving. The campus is flourishing as never before. The EUR has realised its Performance Agreement with OCW and in the Times Higher Education-rankings 2016-2017 the EUR rose to the 69<sup>th</sup> position worldwide and 4<sup>th</sup> at national level.
- Still, there is much more to be done. Not only in the primary process of education and research, but also in the support processes.
- Focus areas in the Budget Plan 2017 are:
  - Quality improvements in education through utilisation of the Student Grant Advance.
  - Start of the Erasmus Community for Learning and Innovation (CLI)
  - Launch of the three Erasmus Initiatives
  - Continuation of the Strategic Programme
  - Further development of the Woudestein campus.
- The Budget Plan 2017 also proposes intensified investments in a limited number of strategic policy areas, such as research support, multichannel content strategy, diversity and (IT-) support services.
- We proudly present a multi-annual budget plan 2017 that reflects our achievements as well as our ambitions.

# 1.1 Key figures

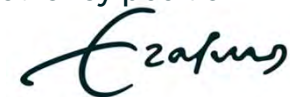
- The financial structure mirrors the strength and success of the EUR.
  - Growing income, especially in the first flow of funds.
  - Ability to attract more (international) students, resulting in a sharp rise in income from tuition fees.
  - Solid solvency and liquidity position.
- This strong financial position gives us the opportunity to invest in our future.
- The current budget plan not only includes the financial effects of existing policy decisions, but also proposes a few intensifications in a limited number of themes. These are explained in Appendix A.0.4.
- The intensified expenses explains the envisaged deficits in the next two years.
- In the next couple of years the EUR will partially use its (dedicated) reserves to improve the quality of education, research and support.

Key Figures	Actual 2015	Planning 2016	Latest 2016	Budget 2017	Budget 2018	Budget 2019	Budget 2020
Net result	13,2	-7,9	7,6	-5,3	-2,8	1,2	3,4
Government Grant	258,3	261,8	273,0	270,9	268,7	269,2	271,9
Tuition fees	49,3	53,0	53,0	59,5	60,7	61,9	62,8
Income from work for third par	177,8	157,1	158,8	172,6	180,1	182,5	185,1
Total Income	554,1	554,9	573,8	588,9	590,7	595,4	602,9
Equity	248,3	240,3	255,9	250,6	247,8	249,0	252,4
Cash and Banks	112,9	57,6	58,5	56,1	56,3	58,0	60,9
Long-term liabilities	0,6	4,6	0,6	6,0	26,1	56,8	65,5
Total assets	387,4	382,8	391,5	398,2	410,1	441,6	454,2
Average staff numbers (FTE)	4.405	4.395	4.503	4.635	4.574	4.523	4.495
Scientific Staff	2.448	2.413	2.429	2.552	2.525	2.481	2.453
Support Staf	1.633	1.608	1.659	1.646	1.611	1.601	1.601
Staff Subsidiaries	324	374	414	437	438	442	442
Average student numbers	23.236	23.164	24.706	24.831	25.092	25.396	25.740
Current Ratio	129,0%	80,6%	83,5%	77,0%	77,2%	77,8%	80,2%
Solvency Ratio	64,1%	62,8%	65,4%	62,9%	60,4%	56,4%	55,6%
Staff costs Ratio	66,6%	65,6%	66,5%	64,5%	64,3%	63,0%	62,4%
Income Ratio	44,5%	43,3%	43,2%	43,9%	44,2%	44,4%	44,5%
Tuition fee Ratio	19,1%	20,2%	19,4%	22,0%	22,6%	23,0%	23,1%
Depreciation Ratio	5,4%	5,8%	5,8%	5,8%	5,9%	6,3%	6,7%

The financial and economic policy of the EUR aims at safeguarding the continuity of its business.

Important principles of this policy are:

- a structural balanced allocation model and balanced budgets.
- a healthy liquidity and solvency (current ratio between 0,5 and 1; solvency ratio of at least 40%).
- temporary deficits are permitted and when allowed by liquidity and solvency position.



## 1.2.1 Multi-year budget plan: Income and Expenses

- In accordance with the EUR financial policy, a balanced financial position is presented in 2020.
- A deficit is expected in 2017 and 2018.
- Main reasons:
  - Pre-investments in education quality of M€ 11 in 2017.
  - Additional structural investments in IT-infrastructure of M€ 1,5.
  - The over-budgeting of the annual strategic reserve in 2017 with in total M€ 2,0.
  - The execution of several delayed plans and expenses such as REI and the Strategic Programme. Costs will be covered through the dedicated (strategic) reserves, which were created by earlier underspending.
  - The new proposed intensifications in a few new strategic themes of in total M€ 7,5<sup>1</sup> in 2017 of which M€ 6,4<sup>1</sup> incidental. Part of the result of 2016 will be appropriated to a dedicated reserve in order to cover for the additional expenses.

CONSOLIDATED STATEMENT OF INCOME AND EXPENSES							
	Actual	Budget	Latest Estimate	Budget	Budget	Budget	Budget
in M€	2015	2016	2016	2017	2018	2019	2020
<b>INCOME</b>							
Government Grant	248,6	251,7	262,9	260,2	258,0	258,4	261,2
Other Grants and Subsidies	9,7	10,1	10,1	10,7	10,7	10,7	10,7
Tuition fees	49,3	53,0	53,0	59,5	60,7	61,9	62,8
Income from work for third parties	177,8	157,1	158,8	172,6	180,1	182,5	185,1
Other income	68,7	83,0	88,9	85,9	81,2	81,8	83,0
<b>Total income</b>	<b>554,1</b>	<b>554,9</b>	<b>573,8</b>	<b>588,9</b>	<b>590,7</b>	<b>595,4</b>	<b>602,9</b>
<b>EXPENSES</b>							
Staff costs: EUR staff	333,1	342,0	343,2	357,3	355,0	351,6	351,2
Staff costs: hired staff	25,3	24,5	30,2	23,8	22,8	18,2	18,5
Depreciation	29,2	32,4	32,4	34,2	34,5	36,9	39,5
Housing costs	44,1	31,7	31,7	32,5	31,6	32,3	34,7
Other costs	106,4	128,2	124,0	142,7	144,0	148,2	148,1
<b>Total expenses</b>	<b>538,1</b>	<b>558,8</b>	<b>561,5</b>	<b>590,4</b>	<b>587,8</b>	<b>587,2</b>	<b>592,1</b>
<b>Balance of income and expenses</b>	<b>16,0</b>	<b>-3,9</b>	<b>12,2</b>	<b>-1,5</b>	<b>2,9</b>	<b>8,1</b>	<b>10,8</b>
Financial income and expenses	1,9	0,4	0,4	-0,6	-0,4	0,1	0,7
<b>Total Result</b>	<b>17,9</b>	<b>-3,5</b>	<b>12,6</b>	<b>-2,1</b>	<b>2,5</b>	<b>8,2</b>	<b>11,5</b>
Share of third parties in result-EM	4,7	4,4	5,0	3,2	5,3	7,0	8,0
<b>NET RESULT</b>	<b>13,2</b>	<b>-7,9</b>	<b>7,6</b>	<b>-5,3</b>	<b>-2,8</b>	<b>1,2</b>	<b>3,4</b>
<b>Appropriation of Result</b>				<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
<b>in k€</b>				<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
General Reserve Units				-1.322	-683	-266	-230
General Reserve Central				988	582	1.497	1.956
Dedicated Reserves Public				-4.701	-3.436	-2.174	-1.729
Dedicated Reserves Private				-333	833	2.123	3.362
Dedicated Funds Private							
Other legal reserves				89	-94	21	86
<b>Net Result</b>				<b>-5.278</b>	<b>-2.798</b>	<b>1.201</b>	<b>3.445</b>

1 The gross total amounts to M€ 9,3 and includes M€ 1,8 which is included in the pre-investments in education quality.



## 1.2.2 Multi-year budget plan: Balance Sheet

- The consolidated balance sheet shows the assets of the EUR and the way they are financed (liabilities). This balance sheet does not include the assets of the Erasmus MC.
- The campus investment programme is reflected in the growing amount of tangible fixed assets.
- CIO III (Campus in Development) investments are included in the figures.
- The high level of investments causes a depletion of the cash at hand and bank balance.
  - N.B. the increasing cash and bank balance is held primarily by the subsidiaries.
- The EUR will need external funding to finance its investments, causing long-term liabilities to grow. The assumption is that loans will be attracted from the Ministry of Finance (Schatkistbankieren).
- The provisions are related to reorganisation and environmental costs. These will decrease gradually as the reorganisations and renovations are executed.

BALANCE SHEET	Actual	Planning	Latest Estimate	Budget	Budget	Budget	Budget
in M€	2015	2016	2016	2017	2018	2019	2020
<b>Assets</b>							
<b>FIXED ASSETS</b>							
Intangible fixed assets	7,0	7,0	6,1	5,2	4,2	3,3	2,4
Tangible fixed assets	232,1	282,4	290,7	299,2	311,8	341,8	351,6
Financial fixed assets	3,7	3,2	3,2	2,7	2,2	1,7	1,2
<b>Total fixed assets</b>	<b>242,8</b>	<b>292,6</b>	<b>299,9</b>	<b>307,0</b>	<b>318,2</b>	<b>346,8</b>	<b>355,1</b>
<b>CURRENT ASSETS</b>							
Inventories	0,1	0,1	0,1	0,1	0,1	0,1	0,1
Tuition fee receivables	1,5	1,1	1,2	1,3	1,3	1,3	1,3
Other receivables	30,2	31,5	31,8	33,8	34,3	35,5	36,8
Cash and banks	112,9	57,6	58,5	56,1	56,3	58,0	60,9
<b>Total current assets</b>	<b>144,5</b>	<b>90,3</b>	<b>91,6</b>	<b>91,2</b>	<b>91,9</b>	<b>94,8</b>	<b>99,1</b>
<b>TOTAL ASSETS</b>	<b>387,4</b>	<b>382,8</b>	<b>391,5</b>	<b>398,2</b>	<b>410,1</b>	<b>441,6</b>	<b>454,2</b>
<b>LIABILITIES</b>							
<b>EQUITY</b>							
General Reserve	97,9	101,1	106,6	106,3	106,2	107,4	109,2
Dedicated Reserves Public	114,6	103,7	113,9	109,2	105,8	103,6	101,9
Dedicated Reserves Private	34,4	33,8	33,5	33,2	34,0	36,1	39,5
Dedicated Funds Private	0,4	0,6	0,6	0,6	0,6	0,6	0,6
Other legal reserves	1,1	1,1	1,2	1,3	1,2	1,2	1,3
<b>PROVISIONS</b>	<b>26,4</b>	<b>25,9</b>	<b>25,3</b>	<b>23,2</b>	<b>17,2</b>	<b>13,9</b>	<b>12,8</b>
<b>LONG-TERM LIABILITIES</b>	<b>0,6</b>	<b>4,6</b>	<b>0,6</b>	<b>6,0</b>	<b>26,1</b>	<b>56,8</b>	<b>65,5</b>
<b>CURRENT LIABILITIES</b>	<b>112,1</b>	<b>112,0</b>	<b>109,7</b>	<b>118,5</b>	<b>119,0</b>	<b>121,9</b>	<b>123,6</b>
<b>TOTAL LIABILITIES</b>	<b>387,4</b>	<b>382,8</b>	<b>391,5</b>	<b>398,2</b>	<b>410,1</b>	<b>441,6</b>	<b>454,2</b>

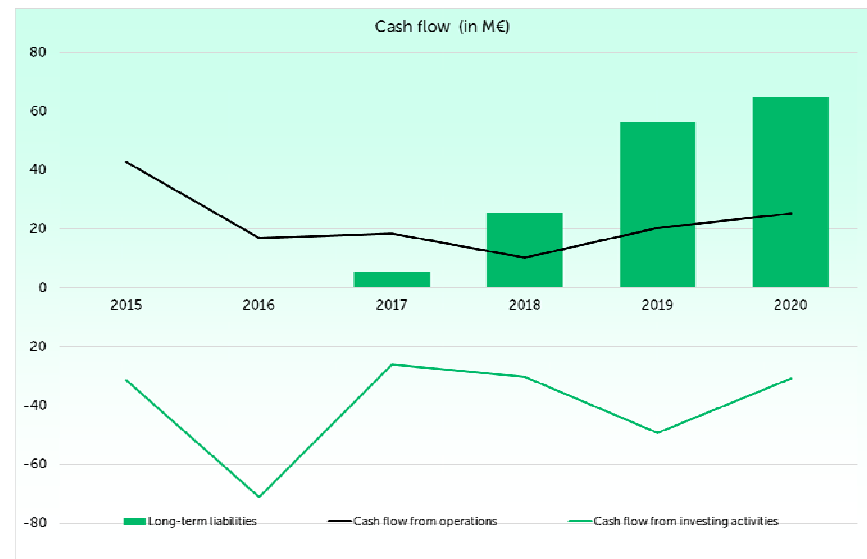




## 1.2.3 Multi-year budget plan: Cash Flow Statement

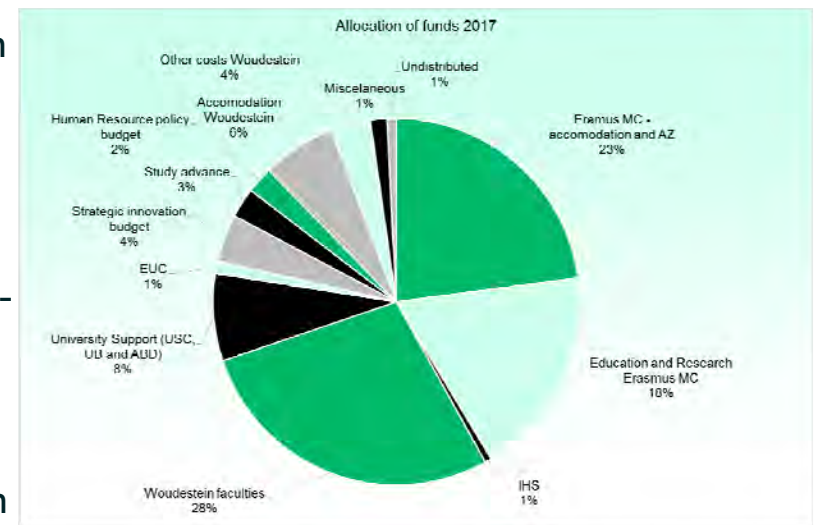
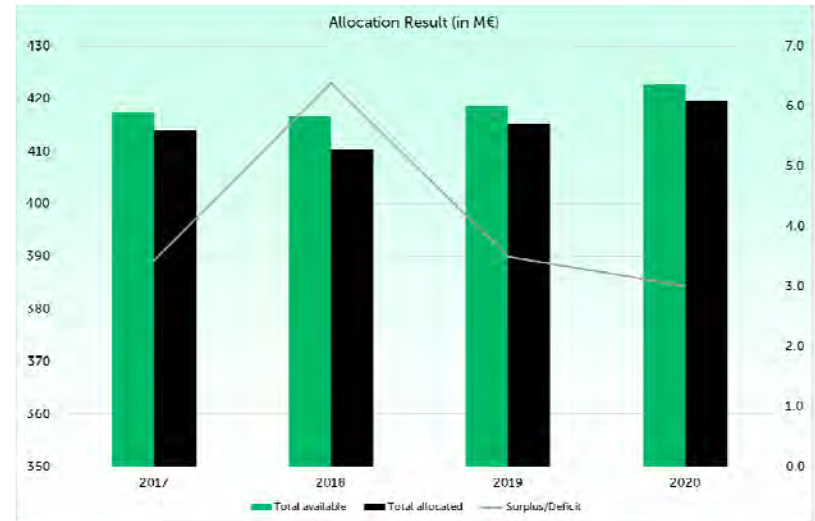
- Despite a positive operational cashflow, the liquid assets are decreasing.
- This is primarily the result of large investments in a.o. the Woudestein Campus and the planned intensifications.
- The next years the operational cashflow will not be sufficient to cover the investments.
- From 2017 on external funding will be needed up to a maximum of approximately M€ 65 in 2020.
- Contracts will be closed with the Ministry of Finance due to the favourable terms offered (Schatkistbankieren).

CASH FLOW STATEMENT in M€	Actual 2015	Planning 2016	Latest Estimate 2016	Budget 2017	Budget 2018	Budget 2019	Budget 2020
Net Result	13,2	-7,9	7,6	-5,3	-2,8	1,2	3,4
Depreciation	15,3	13,9	14,2	19,1	19,1	20,8	22,5
Changes in working capital	11,6	-1,1	-3,7	6,7	0,0	1,6	0,3
Provisions	2,9	-0,5	-1,1	-2,1	-6,0	-3,3	-1,1
Other	-0,3						
<b>CASH FLOW FROM OPERATIONS</b>	<b>42,7</b>	<b>4,4</b>	<b>16,9</b>	<b>18,4</b>	<b>10,3</b>	<b>20,3</b>	<b>25,2</b>
(Dis)investments in intangible assets	0,0	0,0	0,0	0,0	0,0	0,0	0,0
(Dis)investments in tangible assets	-31,8	-64,2	-71,8	-26,6	-30,8	-49,9	-31,4
(Dis)investments in financial assets	0,4	0,5	0,5	0,5	0,5	0,5	0,5
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>	<b>-31,4</b>	<b>-63,7</b>	<b>-71,3</b>	<b>-26,1</b>	<b>-30,3</b>	<b>-49,4</b>	<b>-30,9</b>
Changes to long-term liabilities	0,3	4,0	0,0	5,4	20,1	30,7	8,6
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>	<b>0,3</b>	<b>4,0</b>	<b>0,0</b>	<b>5,4</b>	<b>20,1</b>	<b>30,7</b>	<b>8,6</b>
<b>Changes in Cash and Bank</b>	<b>11,6</b>	<b>-55,2</b>	<b>-54,4</b>	<b>-2,4</b>	<b>0,2</b>	<b>1,6</b>	<b>3,0</b>



# 1.3 Internal Allocation

- The internal allocation model shows how the first money stream is distributed over the units, central costs and strategic budget. The model contains all regular and decided upon distributions.
- Additional and temporary claims by units are outside the model. These go through the reserves.
- The current allocation shows a surplus in each year.
- This means that the income is more than sufficient to cover all foreseen allocations, and that there is also room for funding new policy.
- In comparison to 2016 the income in the first flow of funds has grown with M€ 22,4 and the allocation with M€ 14,1. The projected deficit of M€ 4,9 in 2017 has become a surplus of M€ 3,4.
- The growth is mainly attributable to:
  - higher income: more government grant (+M€ 15,9), income from tuition fees (+M€ 5,9) and VAT-return (+M€ 1,0)
  - higher internal distributions: the performance based allocation to units increases as well as the transfer of institutional fees to the faculties with in total M€ 11,7. The remainder relates to higher reservation for IT infrastructure and housing costs.



## 2.1 Investments in Strategic Programme 2018

- The Strategic Programme, consists of more than 30 projects, which are aimed at the realisation of several overall EUR goals.
- Many successful activities have been carried out.
- At the same time a high workload has been signaled, cumulating in the domain of IT.
- IT-project portfolio management (i-PPM) has been set up in order to canalise this workload and improve realisation power.
- This can lead to reprioritisation and to a renewed planning of programmes and projects.
- At the moment the Strategic Programme is subject to a mid-term review. The outcome of this review is expected by the end of 2016.
- The effects of i-PPM and the outcome of the mid-term review on the project portfolio is not yet accounted for in this budget plan.
- The financial planning of the Strategic Programme is still based on the original amount (taking into account the addition of k€ 300 for sustainability to the programme) until 2018.
- The annual expense scheme however deviates from original planning. In the next two years M€ 3,1 of delayed expenses will be spent. These will be covered through the strategic reserve, that contains the underspending of previous years.

Expenses Strategy 2018 (in k€)	2014	2015	2016	2017	2018	Total
<b>Original</b>						
Internationalisation Education	140	825	975	1.035	1.075	4.050
OODD (online education digital services)	550	2.285	2.575	2.880	1.235	9.525
Topsupport	347	4.384	2.339	1.665	1.670	10.405
Study quality & -suc6	100	345	245	219	100	1.009
Impact & Relevance	25	450	575	200	50	1.300
<b>Total</b>	<b>1.162</b>	<b>8.289</b>	<b>6.709</b>	<b>5.999</b>	<b>4.130</b>	<b>26.289</b>

Expenses Strategy 2018 (in k€)	2014	2015	2016	2017	2018	Total
<b>Updated sept 2016</b>						
Internationalisation Education	85	327	1.023	1.274	1.342	4.050
OODD (online education digital services)	112	2.317	2.374	2.350	2.373	9.525
Topsupport	115	2.510	2.928	2.709	2.143	10.405
Study quality & -suc6	13	136	155	351	354	1.009
Impact & Relevance*	-	452	773	316	59	1.600
<b>Total</b>	<b>325</b>	<b>5.741</b>	<b>7.252</b>	<b>7.000</b>	<b>6.271</b>	<b>26.589</b>

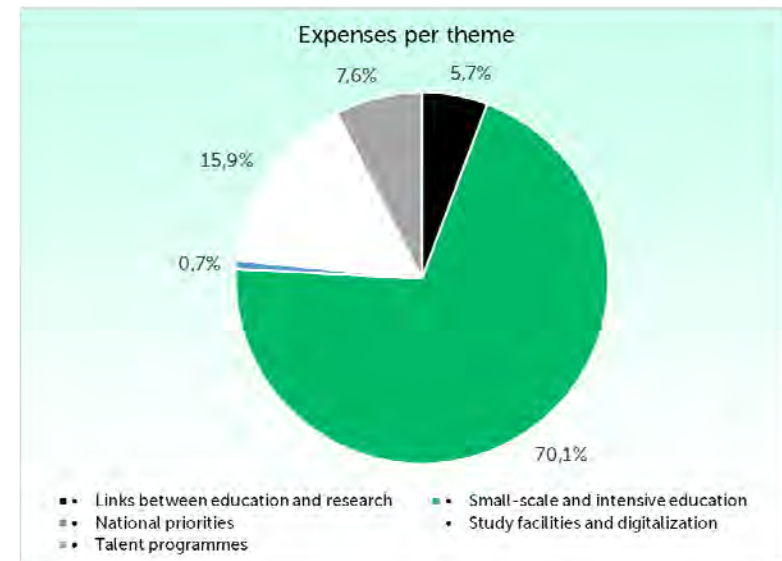
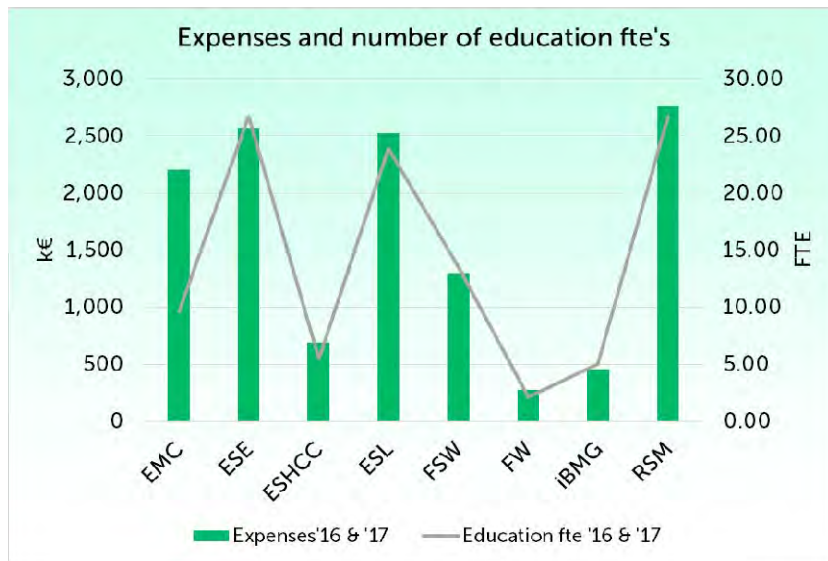
\* resources for Sustainability' have been added to programme 'Impact & Relevance'

## 2.2 Pre-investment EUR in Education Quality

- The EUR has committed itself to an annual pre-investment of M€ 6 in the years 2015 to 2018 (in total M€ 18) in anticipation of the revenues from the new Student Grant Advance Act.
- The aim of the pre-investments is to strengthen the quality of education for publicly funded students who are confronted with the loan system.
- There are no limitations for the university to spend the money. The only condition is that the money is spent in line with the themes in the Strategic Agenda of the Ministry.
- The following expenditure scheme has been agreed upon with the University Council:
  1. M€ 6 incidental means to realise quick-wins in 2016.
  2. M€ 4 per year structural investments (which will also be continued after 2017).
  3. M€ 2 per year will be reserved for innovative/ strategic faculty exceeding projects.
- The means under 1 and 2 have been allocated to the faculties based on the number of enrolments of full-time Dutch students confronted with the student grant advance/student loans.
- The release of the incidental means In 2017 a total of M€ 7,1 has been allocated to the faculties and M€ 3,9 is reserved centrally as innovation funds.

## 2.2.1 Distribution of pre-investment at faculty level

- In 2016 the faculties presented their plans with the consent of the respective faculty councils. In total 52 projects have been defined.
- A planning of the spending of the incidental and structural means in 2016 and 2017 has been drafted.



- Due to delays in the decision making process it is expected that not all means will be completely spent by the end of 2017. The estimation is that a total of M€ 1,3 will be shifted to 2018. This has been taken into account in the budget plans of the faculties.

## 2.2.2 Central Innovation Fund

- Part of the pre-investments/study advance means are reserved for innovative/ strategic faculty exceeding projects.
- The structural amount is M€ 2 with exception of 2017, where a total of M€ 3,9 is available.
- We propose to use this amount to finance:
  1. incidental: M€ 1,8 additional costs in 2017 related to Learning Management System
  2. structural: Erasmus Community for Learning and Innovation (CLI)
- CLI aims at creating a network organisation, that serves an EUR-wide community and that facilitates projects in cooperation with the Schools, Faculties and support units.
- The CLI programme requires an annual budget allocation of up to M€ 2 from 2017 onwards.
- To a large extent these means will flow to Schools, Faculties and Support Units within the EUR, as the CLI network fosters cooperation, career opportunities for educational talent, joint projects on innovation and (temporary) capacity & expertise.
- The University Council has a right of consent regarding the allocation of the Innovation Fund budget. The abovementioned plans will be discussed with the Council before that part of the budget is allocated.

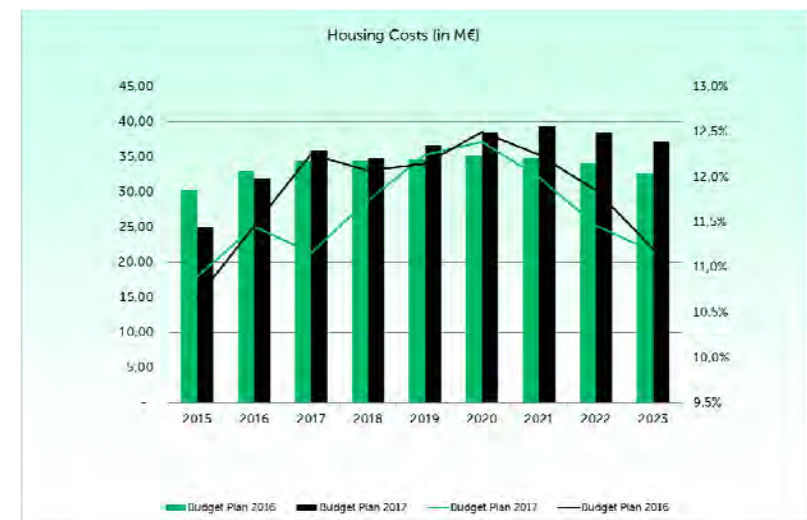
## 2.3 Erasmus Initiatives

- In 2011, a research profile was drawn up for the EUR, focussing on Health, Wealth, Culture and Governance.
- From 2012 resources were made available by the Executive Board (CvB) to support and stimulate the best and most promising research groups and increase impact ("Research Excellence Initiative" (REI)). Between 2012-2015 a number of competitive rounds were held within the REI framework.
  - In the first 2 rounds in 2012 and 2013, most investments were primarily aimed at reinforcing the disciplinary research of the best research groups
  - As a consequence of the EUR strategy 2014-2018 (Impact and Relevance), the emphasis of the 2014 and 2015 REI rounds was placed on multidisciplinary and multi-faculty research in which research groups could collaborate.
- From 2015 onwards, intensive discussions with the Deans and research directors revealed a wish to:
  - create high-quality and highly reputable, long-term "*Initiatives*" across the faculties
  - have a direct connection to societal challenges and build bridges between disciplines and organisations.
- The "*Initiatives*" are based on the guiding themes developed in close cooperation with the Erasmus Trust Fund, i.e. (1) Healthy citizens and Health System, (2) Inclusive Growth and Prosperity and (3) Vital Cities and Citizens.
- The Deans were appointed to each theme, with one Dean having been assigned the final responsibility.
- At the end of 2016 the project plans will be decided upon, and will take off in 2017.
- For each theme a total amount of M€ 4,2 will be allotted from the Strategic Reserve, to be spent over a period of 4 years. On average M€ 1 per year, but actual planning may deviate.

The Erasmus logo is a stylized, handwritten-style script of the word "Erasmus" in a dark green color.

## 2.4 Campus investments and housing costs

- An element of the EUR strategy is to develop a modern, attractive and inspiring Woudestein Campus.
- After CIO I and CIO II, it has been decided to start CIO III. In this programme major investments are foreseen in the renovation of the Tinbergen and van der Goot building, but also in new sport facilities.
- In comparison to the Budget Plan 2016 the investment volume increases as of 2019.
- Investment decisions are based on a maximum of housing costs of 13% of relevant revenue. Although the costs will rise, they remain within the target set, due to an even higher increase in revenue.
- The relative housing costs are lower in the current Budget Plan 2017 in comparison to 2016 mainly due to higher revenue.





## 2.5 Additional investments/intensifications

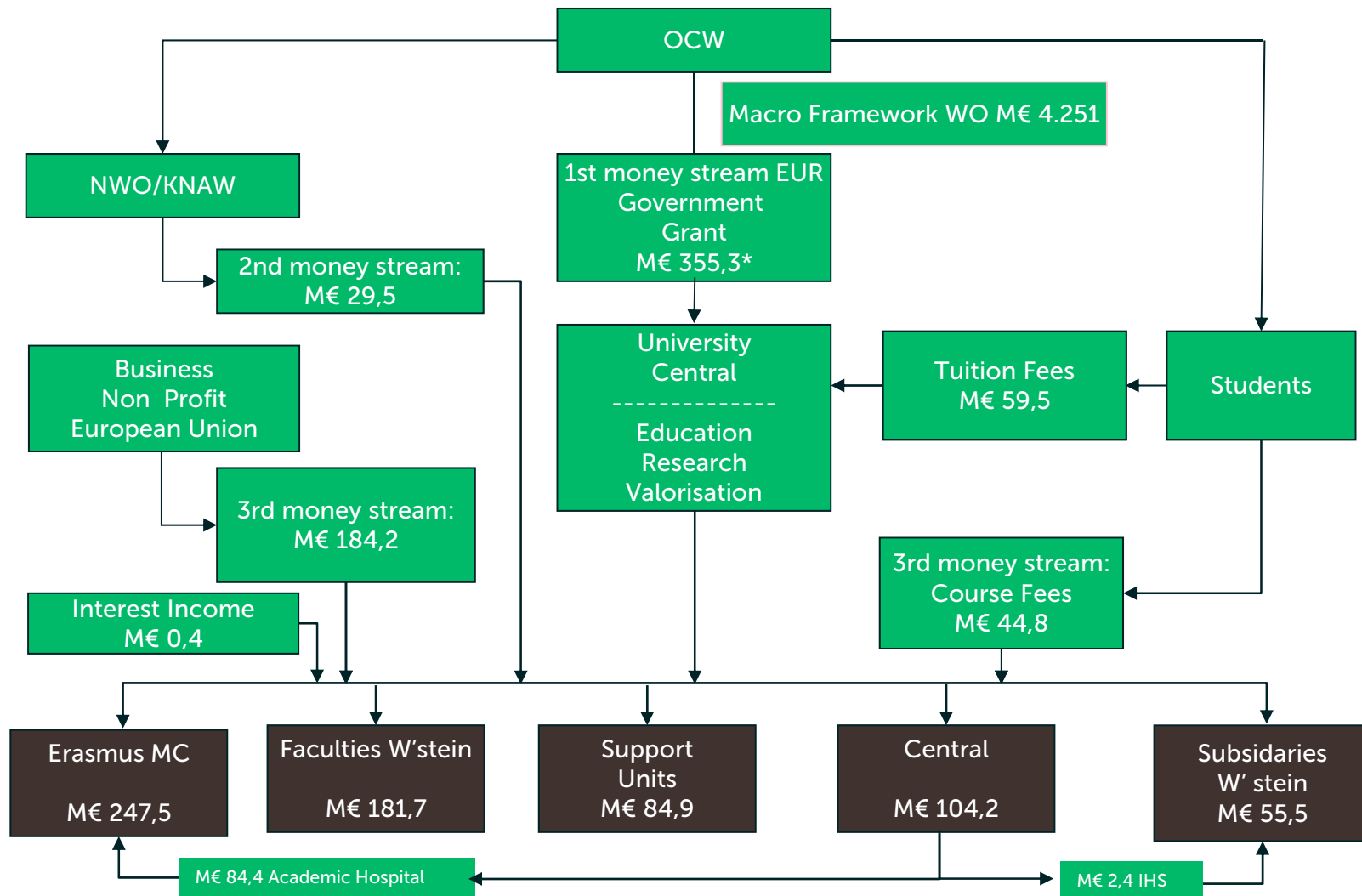
- In order to meet the changing needs of our stakeholders and to remain an attractive university, it is necessary to speed up the development of a few business areas:

- study facilities and digitalization
- research support
- key-marketing and communication channels (multi channel strategy)
- general IT-facilities including Identity & Access Management
- diversity
- support organisation and processes

- The themes have been selected based on the following criteria:
  - Necessity from a perspective of compliance, risk management and strategic ambition.
  - The envisioned financial position in combination with the guiding principles of a structural balanced allocation model and a solvency ratio of approximately 60%.
- This has led to the inclusion of an amount of M€ 15,9 incidental and M€ 5 structural from 2017 to 2020. The specification can be found on page 38. The intensifications are part of the right of consent of the University Council.
  - It is noted that in 2017 M€ 1,8 for the programme D=N related to study facilities and digitalization is planned be covered through the pre-investments in education quality.
- The structural annual amount of M€ 1,3 in 2020 can be accommodated within the allocation model which shows a surplus of M€ 3 in that year.
- The current amount does not take into account the structural costs from the internationalisation programme. A later decision on these costs will follow.

Intensifications (in k€)	2017	2018	2019	2020	Total 2017-2020
<b>Total</b>	<b>9.319</b>	<b>6.622</b>	<b>2.483</b>	<b>2.392</b>	<b>20.814</b>
Total Incidental	8.159	5.368	1.214	1.123	15.864
Total Structural	1.160	1.254	1.269	1.269	4.951

# 3. Overview of 2017 external income

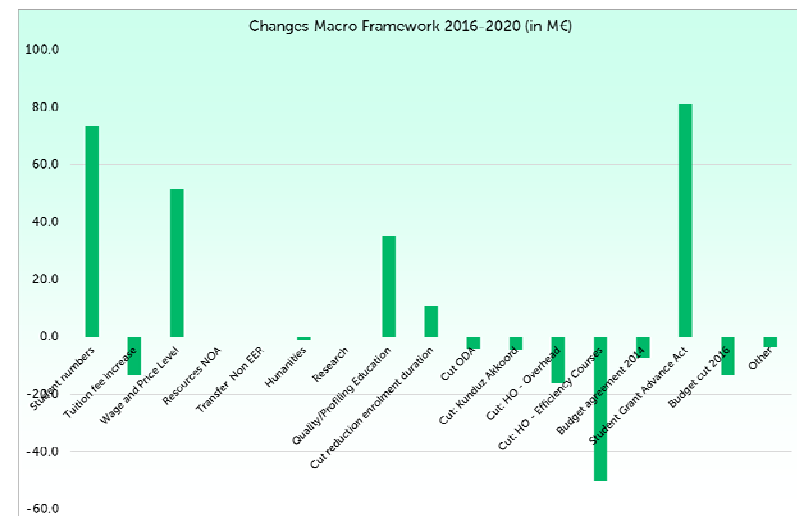
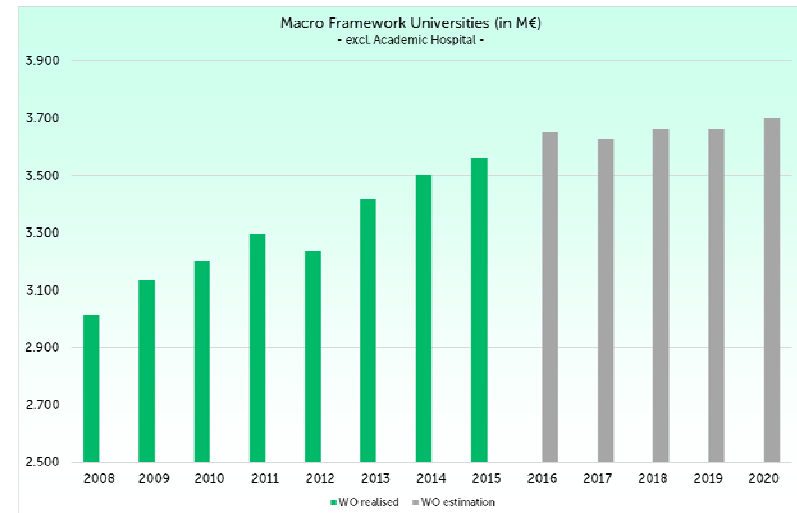


\* Including M€ 84,4 Academic Hospital (werkplaatsmiddelen)



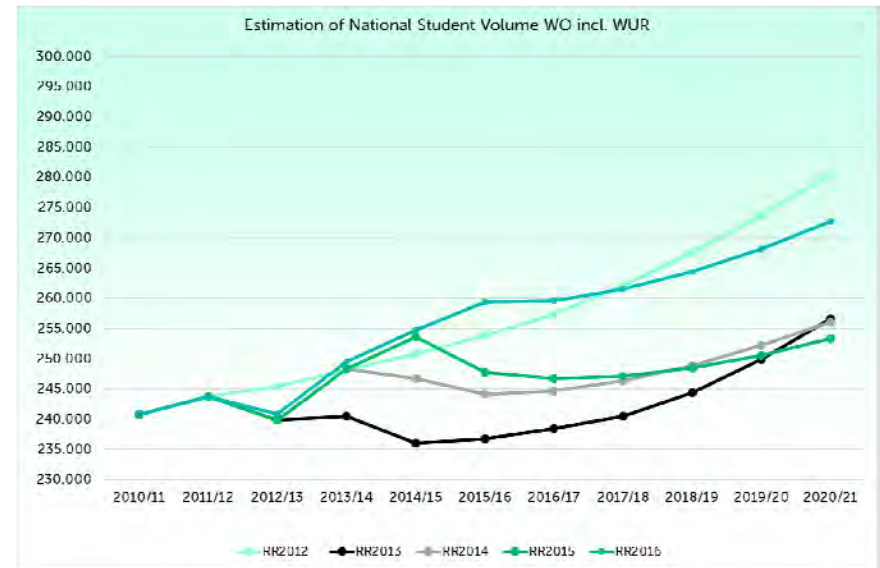
## 4.1.1 Macro Framework Developments

- The Macro Framework shows a positive development in nominal terms.
- Following the Student Grant Advance Funds, student volume, inflation corrections and means related to performance agreement have the most impact on budget growth.
- Negative impacts on the budget are caused by budget cuts. These budget cuts have been given several labels: efficiency reduction, overhead reduction, reduction number of programmes, budget plan reductions.
- In 2017 a new budget cut of M€ 13 has been introduced due to budgetary problems at OCW. This had an effect of approximately M€ 1 for the EUR



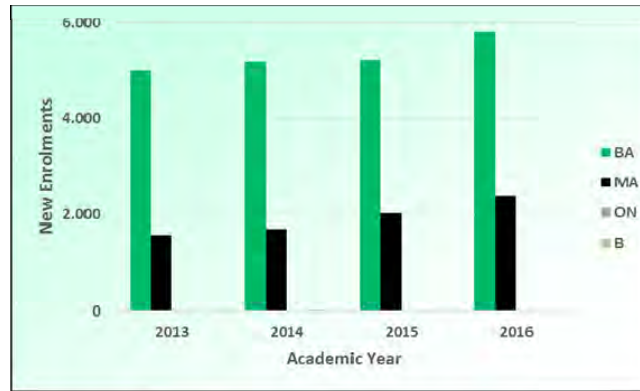
## 4.1.2 Total student volume at Dutch universities

- Yearly OCW makes an estimation of the number of students in the coming years, the so called 'Referentieraming' (RR).
- The outcome of the OCW estimation of student volume influences the funds available for higher education (Macro Framework).
- OCW adjusts the available funds according to the growth/ decline in student numbers, insofar the budget of OCW allows it.
- For each student an amount of K€ 6,7 is added to the Macro Framework.
- The RR 2016 is based on student numbers up until academic year 2015/2016.
- In comparison to the 2015 estimation, the OCW estimation 2016 (RR 2016) shows a much higher number of students in the next few years.
- This is a result of more students in the year 2015/2016, due to a higher influx, especially of international students.
- The higher student numbers result in an increasing Government Grant as of 2016. This has already been included in the Government Grant 2017 and further.



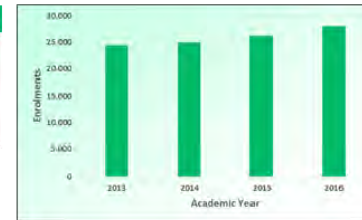
# 4.1.3 Total Bachelor & Master students Erasmus University

- Over the last couple of years there has been a great increase in the number of students coming to the EUR.
- In four years there has been a growth of new entrants of approximately 1.600.
- The growth is evenly distributed over the BA and MA. Both have grown with approximately 800 students since 2013.
- The increase in the new enrolments causes the total numbers of enrolments and unique students to grow with more than 3.000.
- Noticeable is that the non-EEA student-population is relatively augmenting (see pie-charts).
- The growth of student numbers leads to higher income from tuition fees (see page 22).

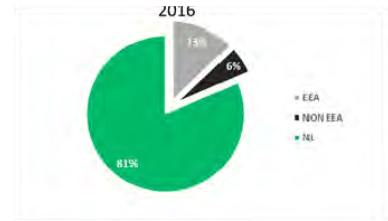
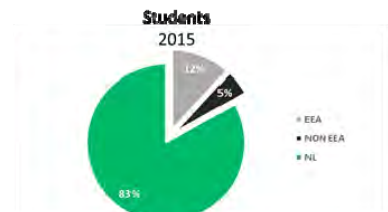
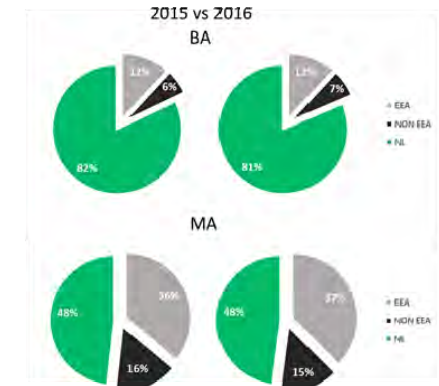
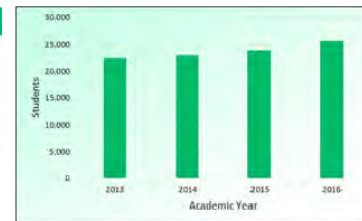


Academic Year	BA	MA	ON	B	New Enrolments
2013	5,019	1,591	0	0	<b>6.610</b>
2014	5,206	1,702	0	4	<b>6.912</b>
2015	5,237	2,040	0	0	<b>7.277</b>
2016	5,813	2,387	0	0	<b>8.200</b>

Academic Year	Enrolments
2013	24,390
2014	24,934
2015	26,189
2016	28,043

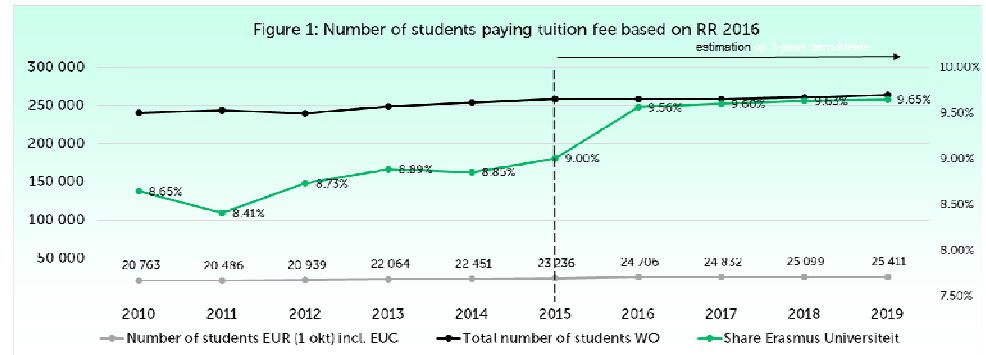


Academic Year	Students
2013	22,559
2014	23,049
2015	23,989
2016	25,814

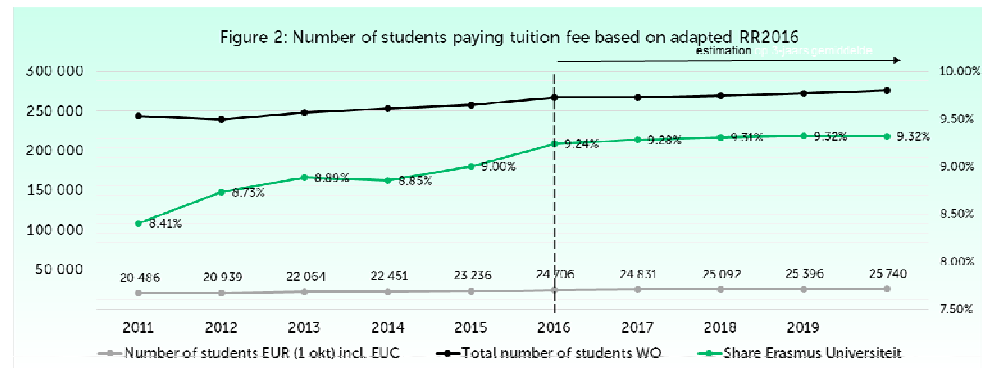


## 4.1.4 Expected correction Macro Framework

- When the EUR student numbers 2016 are related to the RR 2016 student volume, the market share shows a sharp rise (Figure 1).
- This is an indication that the RR 2016 is underestimated.
- The underestimation is calculated at approximately 8.000 students.
- With this correction the market share of the EUR gives a more realistic picture (Figure 2).
- The expected correction can lead to an increase of the Macro Framework with M€ 50 and M€ 4,5 for the EUR.
- For 2017 this amount has been included in the calculation of the EUR government grant.



Student numbers deviate from earlier slide, because not all students pay tuition fee at the EUR (because principal enrolment is at another university)



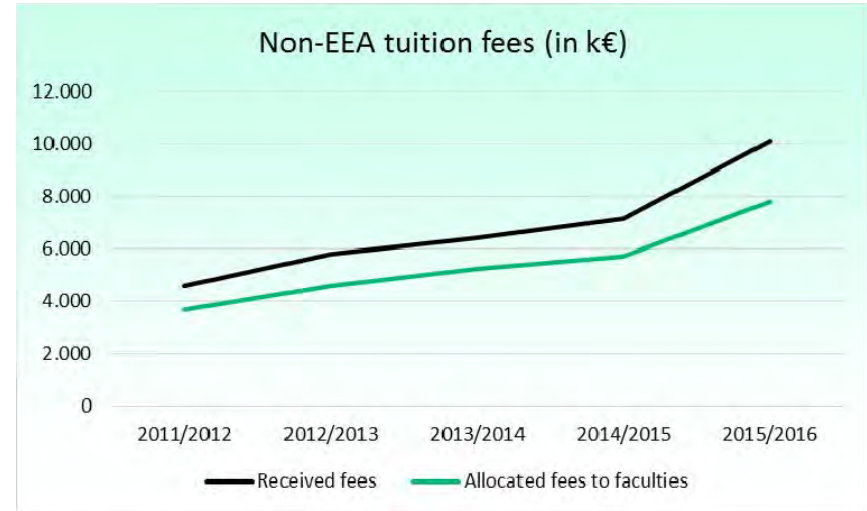
## 4.2.1 Government Grant Erasmus University

- The institutional government grant in 2017 amounts to M€ 270,9 (excl. M€ 84,4 means for the Academic Hospital).
- This is M€ 15,9 higher than the grant predicted in the Budget 2016 and M€ 6,1 higher than the grant estimated in the Policy Framework 2017.
- Growth is the net effect of:
  - Growth in national student volume (RR 2016).
  - Less educational performance as a result of the phasing out of the diploma peak from the transition to the bachelor master system at the Faculty of Medicine.
  - Higher income from dissertations.
  - Compensation for the increase in wage and price levels.
  - Several budget cuts as a result of past decisions, but also a planned new budget cut in 2017 due to a budgetary problem at OCW level.
- As mentioned earlier, M€ 4,5 has been added in anticipation of adjustment of the national student volume.
- In absence of a clear legal ground and awaiting a decision on how to distribute the profile means over the institution as of 2017, OCW has withheld these means. We expect to receive at least the same amount we had before and adjusted the government grant for this.

Government Grant EUR in M€	2017	2018	2019	2020	2017-2020	2017-2021
Initial Position T-1	261.8	270.9	268.7	269.2		
Student volume	5.8	0.0	0.9	1.7	8.3	10.4
Education Performance (enrolments & degree)	-5.4	-0.2	0.7	0.0	-4.9	-4.9
Dissertations (net)	1.4	0.0	0.0	0.0	1.4	1.4
Wage- & price level	5.4	-0.1	0.0	0.0	5.3	5.4
Tuition fees	-0.4	-0.4	0.0	0.0	-0.8	-0.8
Budget agreement 2014	0.0	0.4	-0.4	0.0	0.0	0.0
National Education Agreement	-0.2	-2.8	0.0	0.0	-3.0	-3.0
Cut: Efficiency (reverting 'langstudeerders')	0.9	0.0	0.0	0.0	0.9	0.9
Cut: Lump sum (Kunduz Agreement, B2013)	0.3	0.0	0.0	0.0	0.3	0.3
Cut: ODA	-0.9	0.0	0.0	0.0	-0.9	-0.9
Cut: Overhead	-0.5	0.0	0.0	0.0	-0.5	-0.5
Cut: Reduction number of courses	-0.7	-0.7	-0.7	0.0	-2.0	-2.0
Cut: Coverage issue OCW	0.0	0.0	0.0	0.0	0.0	0.0
Cut: Lump sum (B2017)	-1.0	-0.1	0.0	0.0	-1.0	-1.0
Quality	0.8	0.0	0.0	0.0	0.8	0.8
Profile	-2.0	0.0	0.0	0.0	-2.0	-2.0
Student grant advance	0.0	6.0	0.0	1.0	7.0	11.8
Other	-0.9	0.0	0.0	0.0	-0.8	-0.8
Expected adjustment: Student volume	4.5	-4.5	0.0	0.0	0.0	0.0
Expected adjustment: profile	2.0	0.0	0.0	0.0	0.0	2.0
Totaal mutations	9.1	-2.2	0.5	2.8	8.1	17.0
<b>Budget excl. Academic Hospital</b>	<b>270.9</b>	<b>268.7</b>	<b>269.2</b>	<b>271.9</b>		
Academic Hospital	84.4	84.4	84.4	84.4		
<b>Total Budget incl. Academic Hospital</b>	<b>355.3</b>	<b>353.1</b>	<b>353.6</b>	<b>356.4</b>		

## 4.2.2 Tuition fees

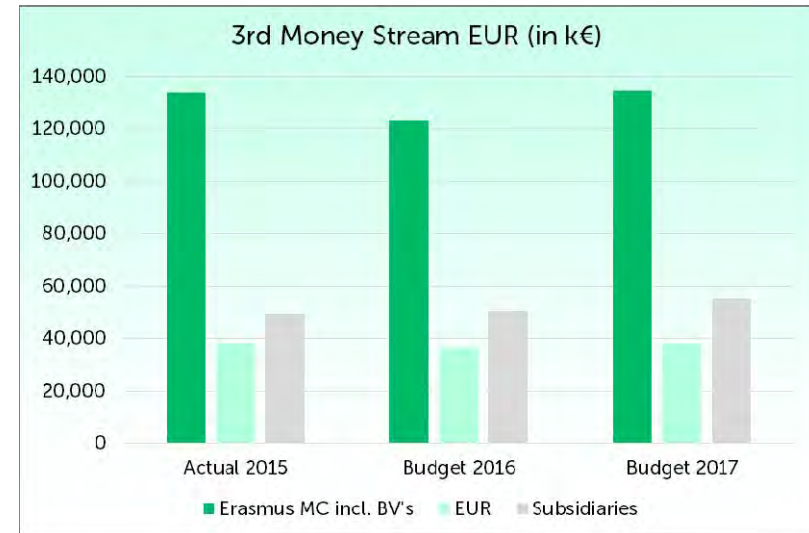
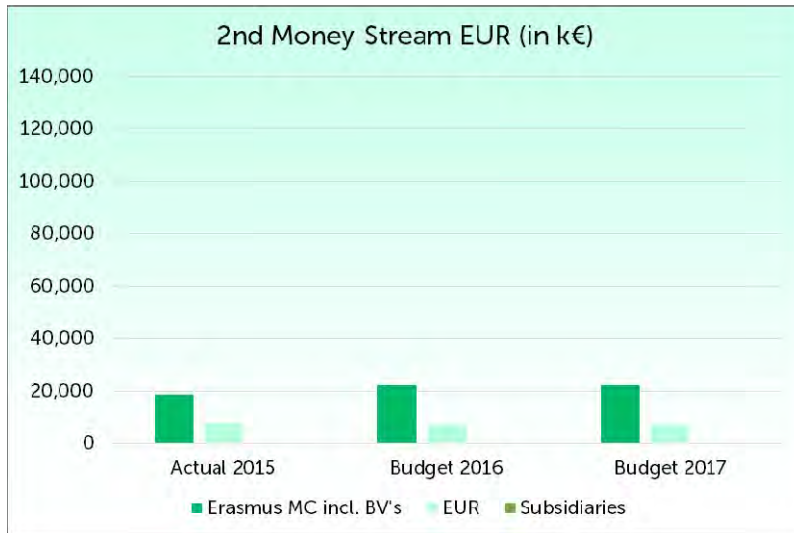
- Tuition fees are calculated on the basis of an estimation of (1) student numbers and (2) average tuition fee. Estimation of student numbers is based on the (adjusted) latest OCW forecast of national student numbers (RR 2016) and the estimated EUR share. The average tuition fee is based on realised fees in previous years, taking into account the inflation correction.
- A growth is expected in the income from tuition fees, mainly as a result of increased student numbers and more students paying institutional fees (non-European).
- In comparison to earlier calculations the income from tuition fees is approximately M€ 6 higher from 2017 onwards.
- The income from non-EEA students has grown from M€ 7,1 to (expected) M€ 10,1 (a total of M€ 3) between the current and the previous academic year (incl. EUC). The remainder of the growth is due to the regular growth of EEA students.
- The difference between the institutional fee and the statutory fee is allocated to the faculties



Tuition fees (in k€)	2016	2017	2018	2019	2020
Average Studentnumbers (excl. EUC)	23.424	24.350	24.418	24.618	24.902
Average tuition fee (excl. EUC)	2.242	2.367	2.389	2.404	2.404
<i>Subtotal Tuition Fee (k€)</i>	<i>52.510</i>	<i>57.648</i>	<i>58.347</i>	<i>59.186</i>	<i>59.868</i>
Tuition fees EUC	1.267	1.823	2.319	2.738	2.910
<b>Total</b>	<b>53.777</b>	<b>59.471</b>	<b>60.666</b>	<b>61.924</b>	<b>62.778</b>



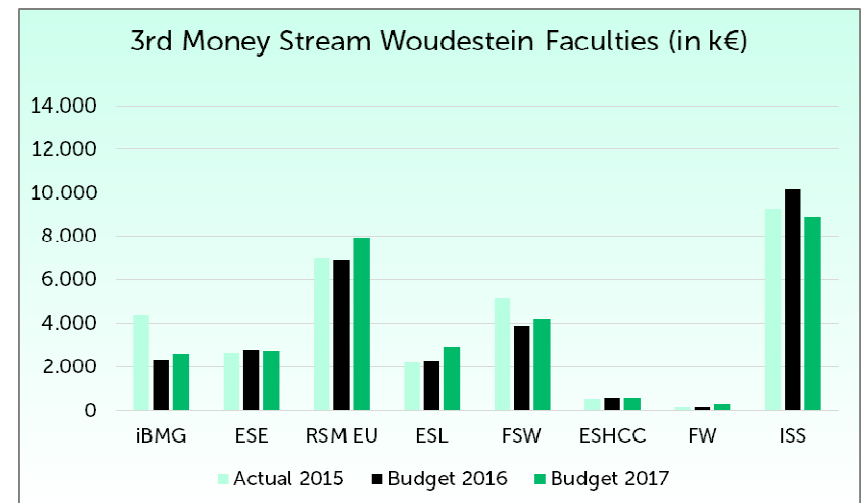
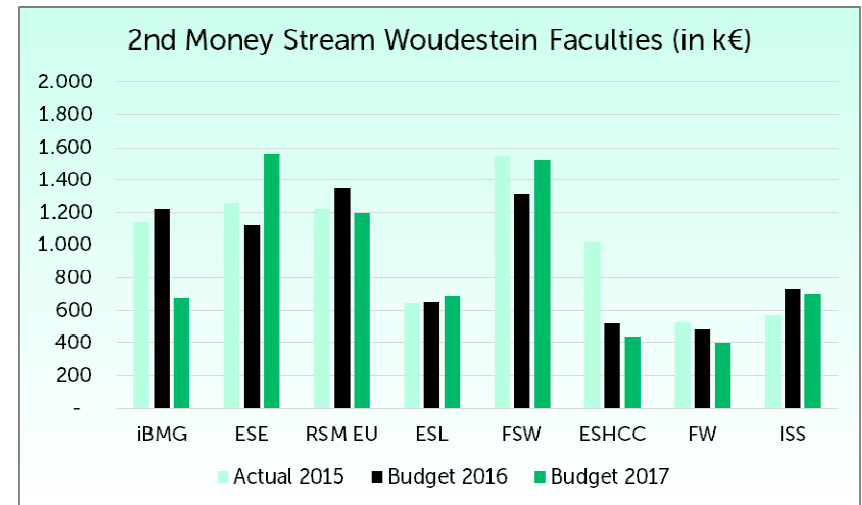
## 5.1 External Income EUR incl. Erasmus MC – 2<sup>nd</sup> and 3<sup>rd</sup> money stream



- A growth in the 2<sup>nd</sup> and 3<sup>rd</sup> income is targeted in the Strategic Plan. The Budget Plan 2017 however reveals little development. Fierce competition matching makes it harder to increase research funds.
- The 3<sup>rd</sup> money stream EUR in the graph above includes revenues from education, research and other revenues (including interest), but excludes regular (statutory and institutional) tuition fees
- The BV's expect to be able to increase their 3<sup>rd</sup> money stream with approximately 12% between 2015 and 2017.
  - EUR Holding grows with more than 16% partly due to new activities.
  - RSM BV grows with more than 5%.
- Erasmus MC incl. the BV's projects the 3<sup>rd</sup> money stream at the level of 2015.

## 5.2 External Income Woudestein Faculties

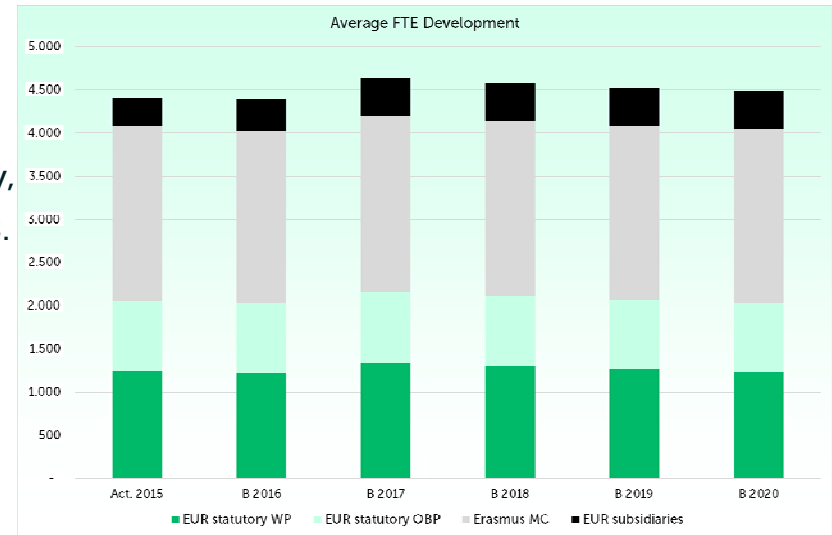
- The 2<sup>nd</sup> money stream decreases at Woudestein with approximately 10% in comparison to 2015.
  - The growth of ESE does not compensate for the decline at iBMG and ESHCC.
- Also the 3<sup>rd</sup> money stream shows a decline. The largest drop is foreseen at iBMG, FSW and ISS.
  - iBMG has budgeted very prudently because the faculty perceives growing (international) competition and risk-avoiding behaviour by the funders
  - The decrease at FSW is because the faculty projects less income to be transferred to third parties.
  - ISS drops sharply in other income due to outsourcing of student housing.
  - RSM and ESL show a slightly better income perspective, whilst the other faculties reveal a relatively stable volume.



*Ezafus*

# 6.1 Staff costs and FTE development

- The staff numbers and costs show an increase in comparison to the Budget 2016, with a peak in 2017.
- The peak in 2017 is the result of temporary intensifications and the boost from the pre-investment in education quality, which amounts to M€ 11 in 2017 and drops to M€ 6 in 2018.
- Also the support units temporarily need more fte's to improve its service levels.
- The costs at EUR central are lower than the budget 2016, mainly due to:
  - lower restructuring provision with M€ 4,4.
  - elimination of personnel costs related to Study Advance Grant with M€ 4,7 as the costs materialise in the faculties (the division of the amount among the faculties was unknown in the previous budget. Now that the division of these costs is known, the total amount can be allocated to the faculties and thereby deducted from the EUR central costs).
- The number of staff employed within the EUR subsidiaries increases as a result of growing business, both existing and new.



Staff numbers	Actual 2015	Budget 2016	Budget 2017	Budget 2018	Budget 2019	Budget 2020
EUR statutory WP	1,248	1,220	1,337	1,310	1,266	1,238
EUR statutory OBP	804	808	827	805	795	794
Erasmus MC	2,030	1,993	2,034	2,021	2,021	2,021
EUR subsidiaries	324	374	437	438	442	442
<b>Total</b>	<b>4,405</b>	<b>4,395</b>	<b>4,635</b>	<b>4,574</b>	<b>4,523</b>	<b>4,495</b>

Staff cost in k€	Actual 2015	Budget 2016	Budget 2017	Budget 2018	Budget 2019	Budget 2020	2017-2016
EUR faculties	120.676	121.134	133.745	132.471	130.897	129.850	12.610
Support units	32.090	34.265	36.280	35.326	34.714	34.714	2.015
EUR central	6.704	14.682	5.345	5.479	5.501	5.822	9.337-
Erasmus MC incl. BV's	149.766	147.477	153.733	152.768	151.169	151.175	6.256
BV's	22.473	23.283	26.803	27.583	28.036	28.335	3.520
Associates	1.368	1.247	1.345	1.345	1.325	1.305	98
<b>Total</b>	<b>333.077</b>	<b>342.088</b>	<b>357.250</b>	<b>354.972</b>	<b>351.643</b>	<b>351.201</b>	<b>15.163</b>



## 6.2 Support staff versus target FTE's

FTE OBP	Actual	Budget	Latest Estimate	Budget	Budget	Budget	Budget	Target fte OBP	Struct.
	2015	2016	2016	2017	2018	2019	2020	(adjusted)	
<b>Woudestein faculties</b>	<b>357</b>	<b>351</b>	<b>362</b>	<b>370</b>	<b>362</b>	<b>361</b>	<b>360</b>	<b>Woudestein faculties</b>	<b>317</b>
iBMG	25	24	24	25	25	25	25	iBMG	25
ESE	54	52	54	58	58	58	58	ESE	49
RSM	105	116	110	119	113	111	111	RSM EU	94
ESL	62	56	65	58	58	58	58	ESL	47
FSW	56	50	55	54	53	53	53	FSW	51
ESHCC	24	24	24	26	25	25	25	ESHCC	23
FW	5	5	3	5	5	5	5	FW	7
ISS	26	23	27	26	26	26	26	ISS	21
<b>Support units</b>	<b>434</b>	<b>457</b>	<b>434</b>	<b>457</b>	<b>444</b>	<b>434</b>	<b>434</b>	<b>Support units</b>	<b>433</b>
USC	323	346	325	350	338	329	329	USC	322
UB	67	64	64	60	60	60	60	UB	65
ABD	44	47	45	47	46	45	45	ABD	47
<b>Central</b>	<b>13</b>		<b>18</b>	-	-	-	-	<b>Central</b>	-
<b>Total fte OBP</b>								<b>Total fte OBP</b>	<b>750</b>
EUR excl. subs. and Er.MC	804	808	814	827	805	795	794		

- In 2014 targets were set on the number of support staff at Woudestein faculties and support units, both on generic and education & research support staff.
- The budgeted figures show a gradual decline from 2017 onwards, but are in total above target at the faculties mainly as a result of extra education & research support staff in order to accommodate student and revenue growth.
- The support units estimate to reach the target level in 2019. In the next years the numbers are higher because of intensifications and friction as a result of not yet meeting the conditions underlying the reorganisation.
- In order to determine sound future levels of support staff at both faculties and support units, we are in the process of drafting a vision on adequate support staff volume related to business development.



## 7.1 Income and Expense per Group of Units

- The EUR estimates a deficit of M€ 2,1 in 2017.
- This is temporary and is primarily due to pre-investments of M€ 11 in quality of education and the planned intensifications (see p.5 for explanation).
- The deficit can be divided up as follows:
  - deficit EUR (faculties, support, central): M€ 6,5
  - surplus subsidiaries: M€ 1,2
  - surplus Erasmus MC: M€ 3,2
- The faculties in total have a small surplus.
- The deficit of the support units is primarily related to withdrawals from dedicated reserves to accommodate the movement to the Sanders building
- The breakdown per unit is included in appendix B.
- The deficit at central level is explained on page 28.

Budget 2017	Total	Faculties	Support	Central	Subsidiaries	Erasmus MC
Budget	414,751	144,283	78,649	101,551	0	90,267
Course fees	44,842	8,445	523	0	35,874	0
Income 2e money stream research	29,483	7,183	0	0	0	22,300
Income 3e money stream research	93,524	11,833	0	0	12,453	69,238
Other contract income	4,800	4,085	715	0	0	0
Other	85,909	5,842	4,990	2,686	7,065	65,327
Interest	429	12	0	0	84	333
Internal income from EUR (intra company)	20,804	4,656	15,983	165	0	0
Internal income from BV's (inter company)	27,690	3,955	3,668	52	9,314	10,700
<b>Total Income</b>	<b>722,231</b>	<b>190,294</b>	<b>79,597</b>	<b>-25,222</b>	<b>45,581</b>	<b>625,274</b>
Staff costs: own staff	357,250	133,745	36,280	5,345	28,149	153,733
Staff costs: hired staff	23,779	4,076	7,168	0	9,735	2,800
Depreciation	34,199	357	19,056	2,472	1,008	11,304
Rent, housing expenditures	32,480	1,171	16,355	208	1,046	13,700
Other costs	226,799	29,774	22,861	96,272	15,653	62,239
Interest	981	0	0	480	13.2	488
Corporate income tax	326	0	0	0	325.756	0
Internal payments to EUR (intra company)	20,804	16,830	1,522	2,452	0	0
Internal payments to BV's (inter company)	27,690	4,265	2,686	2,364	7,676	10,700
<b>Total Expenses</b>	<b>724,308</b>	<b>190,218</b>	<b>81,175</b>	<b>-24,149</b>	<b>51,093</b>	<b>627,813</b>
<b>Results</b>	<b>-2,077</b>	<b>77</b>	<b>-1,399</b>	<b>-5,138</b>	<b>1,183</b>	<b>3,200</b>

budget =

- government grant incl. M€ 84,4 'Academic Hospital'
- tuition fees

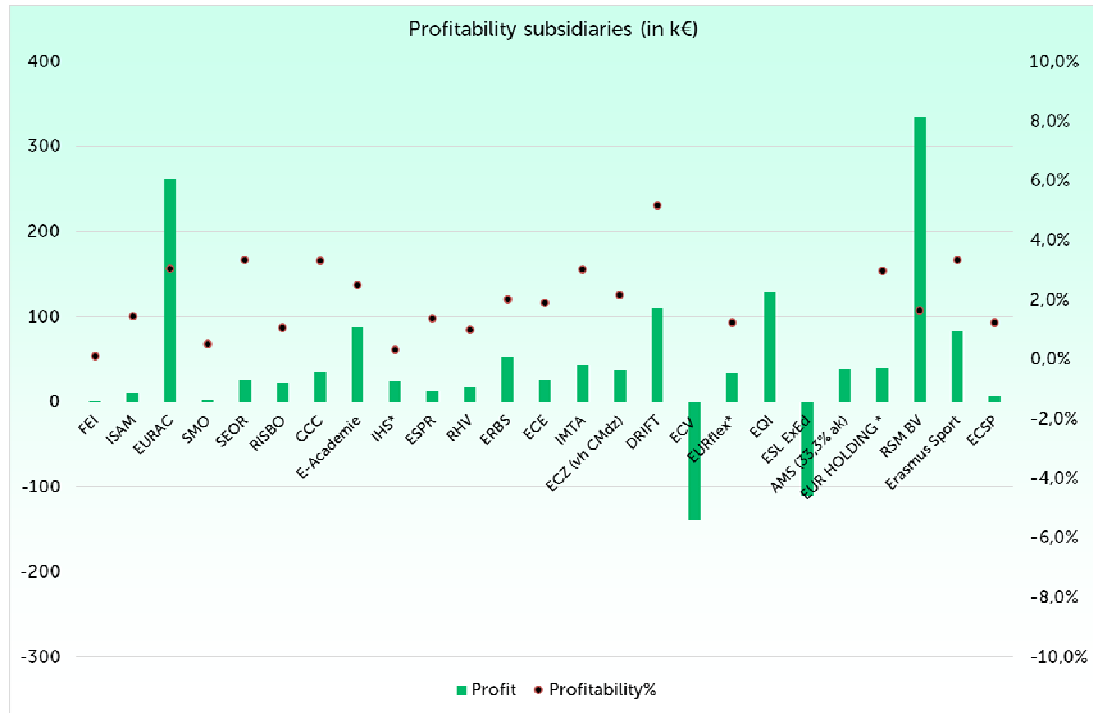
other costs include transfer of M€ 84,4 'Academic Hospital'

## 7.2 Organisational results versus targeted results

- In 2014 it was agreed that in 2018 the faculties should realise a net result of at least 1% of revenues and that the support units would operate at least at break even.
  - ESHCC has one additional year to reach the target, because of the growing financial base of IBCOM.
- At that time, the EUR expected deficits in the long run. Internal budget cuts were introduced and the target was set to stabilise the financial situation of the EUR.
- In 2017 most faculties have a more than sound financial position. A few of them therefore decided to use reserves in order to develop research and education. The deficits are of a short term nature.
- As a cost centre the support units should have a balanced budget. The USC however shows a deficit. This is mainly due to one off refurbishment costs of new work spaces. The reserves are sufficient to accommodate the deficit.

Result per unit in k€	Budget 2017	Budget 2018	Budget 2019	Budget 2020
<b>Woudestein faculties</b>	<b>77</b>	<b>-502</b>	<b>-97</b>	<b>-116</b>
iBMG	179	309	566	29
ESE	1,072	-123	-1,493	-1,399
RSM EU	374	143	306	148
ESL	-959	-776	-150	340
FSW	282	-103	14	42
ESHCC	-574	-110	395	434
FW	24	66	61	158
ISS	-321	91	204	132
<b>Support units</b>	<b>-1,399</b>	<b>-181</b>	<b>-169</b>	<b>-114</b>
USC	-1,399	-181	-169	-114
ABD	0	0	0	0
UB	0	0	0	0
<b>Central</b>	<b>-5,138</b>	<b>-3,608</b>	<b>-1,214</b>	<b>-319</b>
Allocation Model	3,434	6,391	3,494	3,011
Additional budget calls	-5,071	-9,276	-4,193	-2,799
Dividend transfer	-1,426	-753	-537	-546
Other	-2,076	30	22	15
<b>EUR excl. subs. and Er.MC</b>	<b>-6,461</b>	<b>-4,290</b>	<b>-1,480</b>	<b>-549</b>
<b>Subsidiaries W'stein</b>	<b>1,183</b>	<b>1,492</b>	<b>2,681</b>	<b>3,994</b>
Holding	759	1,135	1,383	1,383
RSM BV	335	451	1,277	2,525
ESC en ECSP	89	-94	21	86
<b>EUR statutory</b>	<b>-5,278</b>	<b>-2,798</b>	<b>1,201</b>	<b>3,445</b>
EMC	2,963	5,032	6,806	7,804
EMC bv's	237	239	239	239
<b>Erasmus MC</b>	<b>3,200</b>	<b>5,271</b>	<b>7,045</b>	<b>8,043</b>
<b>Total Result</b>	<b>-2,077</b>	<b>2,473</b>	<b>8,246</b>	<b>11,488</b>

## 7.3 Profitability subsidiaries



- In 2017 the EUR has 25 associated companies, of which 21 are under governance of the EUR holding.
- The associated companies have in total a revenue of M€ 64,7 (incl. intercompany).
- All companies have a surplus, with exception of ECV BV and ESL Executive Education. Both companies are in the start-up phase.
- The total profitability ratio after tax amounts to 1,8%.
- The highest profit is expected to be generated by RSM BV, whilst Drift BV has the highest expected profitability ratio (profit in relation to turnover).

# 8. Uncertainties and Margins (1)

## Element

### Government grant

- The division of the extra resources from the student grant advance act over the institutions. An estimation of M€ 6 in 2018 is included in this budget plan based on the EUR share in the student related budget.
- The ambitions of OCW in relation to the available means. In 2017 the government added M€ 200 to the budget of OCW to support national priorities. OCW uses 2/3 of this amount to 'soften' lump sum- and subsidy discounts'. Nevertheless a new budget discount is introduced in 2017. Additionally OCW decided to hold back the price compensation tranche 2016 (M€ 7,3) to finance the start of the National Science Agenda in 2017.
- The development of student volume and the possibility of OCW to compensate for growth. The budget plan anticipates a positive deviation of 8.000 students. This should lead to a total compensation to the sector of more than M€ 50 of which M€ 4,5 to the EUR.
- Declining government per student puts pressure on the quality of education and research and the realisation of ambitions.

## Budgetary consequences

- Positive or negative  
❖ medium probability
- Negative  
❖ medium probability
- Negative  
❖ medium probability
- Negative  
❖ high probability



# 8. Uncertainties and Margins (2)

## Element

### Project related expenses

- The ability of the EUR to execute on all (strategic) project and to spend the allocated means.

## Budgetary consequences

- Positive
- ❖ high probability

### Allocation model

- Mismatch in the development of the EUR external funding, in which the price per performance unit depends on total performance of the sector, in relation to the internal distribution, which is largely based on a fixed price per unit (there is currently no mechanism to restore balance in case bottlenecks as a result of this uncertainty arise).

- Positive or negative
- ❖ medium probability

### Other

- IT is becoming more and more a strategic asset. It is expected that together with the benefits the (fixed) costs will rise.
- In the Budget Plan 2017 no income from the matching fund (SEO) has been included. The amount is depending on the success ratio of the EUR in the acquisition of European Funds. In 2015 Woudestein received M€ 0,6 and Erasmus MC M€ 2,2 from a total available annual amount of M€ 50.
- Development of collective labour agreements. The budget plan is based on cost level 2016. The impact on the budget is depending on the budgetary compensation from OCW.

- Negative
- ❖ high probability

- Positive
- ❖ high probability

- Positive or negative
- ❖ high probability



**9. APPENDIX 0**  
**MAIN ELEMENTS**  
**BUDGET PLAN 2017**

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## 9.0 Main elements Budget Plan 2017

- With the entry into force of the new Student Grant Advance Act, the right of consent is attributed to the University Council with respect to the main elements of the budget
- We've agreed with the University Council that the main elements of the budget concern the following:
  - Changes in the EUR allocation model
  - Changes in investments:
    - Strategic
    - Pre-investments in education quality
    - Campus development and housing
- The changes relate to the previous year's budget plan.
- Changes larger than M€ 1 per (sub)category are subject to consent.
  - The first step of changes was presented in the Budgetary Framework.

## 9.0.1 Allocation model - changes since Policy Framework 2017

- The internal allocation model shows the distribution of 1<sup>st</sup> money stream over the units, central cost and policy areas. The model contains all regular and decided upon distributions.
- The total change in comparison to the 2016 Budget amounts M€ 14,1.
  - Part of this change was included in the Budgetary Framework 2017 (KN 2017) and was agreed upon by the University Council.
- In comparison to the KN 2017 the Budget 2017 contains
  - M€ 4,4 higher distribution
  - M€ 8,3 higher surplus.
- Both are primarily caused by higher government grant and tuition fees next to a raise of the additional allocation to IT primarily related to AV. Also income from VAT-return has been added, due to a more favorable tax-ruling.
- Balancing at a surplus, there is room to accommodate new expenses.

INTERNAL ALLOCATION	B 2017	KN 2017	B 2016	Diff.	Diff.
AVAILABLE IN K€	A	B	C	A-B	A-C
	2017	2017	2017	2017	2017
<b>Internal Allocation Model, including wage add-on</b>	203.652	203.526	194.439	126	9.213
<b>Allocation wage adjustments</b>	105			105	105
<b>Budget Cuts</b>	-12.363	-12.363	-12.363	0	0
<b>Other model based allocations</b>					
Variation provision/travel expenses	1.506	1.506	1.586	0	-80
m2/student influx/other parameters	6.025	6.025	6.400	0	-375
Additional costs IT/AV	2.472	1000	0	1.472	2.472
Central HRM policy funds (CMP)	1.462	1.462	1.462	0	0
Local HRM policy funds (DMP)	3.891	3.733	3.630	158	261
<b>Subtotal other model based allocations</b>	<b>15.356</b>	<b>13.726</b>	<b>13.078</b>	<b>1.630</b>	<b>2.278</b>
<b>Institute of Social Studies</b>	<b>8.519</b>	<b>8.439</b>	<b>8.347</b>	<b>79</b>	<b>172</b>
<b>Institute for Housing and Urban Development Studie</b>	<b>2.364</b>	<b>2.344</b>	<b>2.318</b>	<b>20</b>	<b>45</b>
<b>Academic Hospital funds</b>	<b>84.404</b>	<b>84.814</b>	<b>84.814</b>	<b>-410</b>	<b>-410</b>
<b>Other allocations</b>					
Working condition funds	2.307	2.214	2.152	93	155
Working condition funds Erasmus MC	1.091	1.047	1.017	44	74
Central funding EUR Fellows	405	405	405	0	0
Dotation legal obligations arrangements	3.382	3.286	4.287	96	-905
Legal obligations arrangements Erasmus MC	1.126	1.081	1.081	45	45
Strategic Innovation Budget	17.520	17.510	17.510	10	10
Student Grant Advance	11.000	11.000	11.000	0	0
Research provision Psychologie	679	679	679	0	0
Additional pre-funding EUC	4.568	4.568	4.568	0	0
Housing budget Woudestein	11.695	11.695	11.695	0	0
Housing budget Erasmus MC	11.283	11.283	11.258	0	25
Major maintenance + depreciation	14.770	14.562	13.867	208	903
Interest costs	480	480	480	0	0
Other central costs EUR (incl. Numerus Fixus)	20.094	20.075	19.901	19	193
Institutional fees (incl. pto)	11.500	9.200	9.200	2.300	2.300
Intrest compensation (units)	64	64	197	0	-133
<b>Subtotal other allocations</b>	<b>111.964</b>	<b>109.149</b>	<b>109.297</b>	<b>2.815</b>	<b>2.667</b>
					0
<b>TOTAL ALLOCATED</b>	<b>414.002</b>	<b>409.636</b>	<b>399.931</b>	<b>4.366</b>	<b>14.071</b>
<b>Surplus/Deficit</b>	<b>3.434</b>	<b>-4.888</b>	<b>-4.899</b>	<b>8.322</b>	<b>8.333</b>

## 9.0.2 Investments in Strategic Programme 2018

- A total expenditure programme of M€ 26,3 was adopted in 2015 for the Strategic Programme 2018.
- More than 30 projects are in progress.
- The Strategic Programme is subject of the mid-term review. The outcome is expected by the end of 2016.
- This may cause the project portfolio to change.

Expenses Strategy 2018 (in k€)	2014	2015	2016	2017	2018	Total
<u>Original</u>						
Internationalisation Education	140	825	975	1.035	1.075	4.050
OODD (online education digital services)	550	2.285	2.575	2.880	1.235	9.525
Topsupport	347	4.384	2.339	1.665	1.670	10.405
Study quality & -suc6	100	345	245	219	100	1.009
Impact & Relevance	25	450	575	200	50	1.300
<b>Total</b>	<b>1.162</b>	<b>8.289</b>	<b>6.709</b>	<b>5.999</b>	<b>4.130</b>	<b>26.289</b>

Expenses Strategy 2018 (in k€)	2014	2015	2016	2017	2018	Total
<u>Updated sept 2016</u>						
Internationalisation Education	85	327	1.023	1.274	1.342	4.050
OODD (online education digital services)	112	2.317	2.374	2.350	2.373	9.525
Topsupport	115	2.510	2.928	2.709	2.143	10.405
Study quality & -suc6	13	136	155	351	354	1.009
Impact & Relevance*	-	452	773	316	59	1.600
<b>Total</b>	<b>325</b>	<b>5.741</b>	<b>7.252</b>	<b>7.000</b>	<b>6.271</b>	<b>26.589</b>

\* resources for Sustainability' have been added to programme 'Impact & Relevance'

- Awaiting the outcome, the financial planning of the Strategic Programme is still based on the original amount (taking into account the addition of k€ 300 for sustainability to the programme) until 2018.
- The annual expense scheme however deviates from original planning. In the next two years M€ 3,1 of delayed expenses will be spent. These will be covered through the strategic reserve, that contains the underspending of previous years.

## 9.0.3 Campus and housing investments

- Woudestein Campus is being intensively renovated. After CIO I and II, CIO III has recently started.
- The housing investments have been updated in the Budget Plan 2017 based on the latest estimations and progress.
- The total estimated investment for 2017 are comparable to the amounts in the Budget Framework 2017 and in the Budget Plan 2016
- The total investments rise sharply as of 2019 as a consequence of CIO III.
- The investments in 2016 are higher because of delay of plans.

Investments (in k€) including CIO III UPDATED per September 2016 (Demo 38)						
Category	2015	2016	2017	2018	2019	2020
Education	12,731	16,489	-	5,601	9,000	5,000
Infrastructure/property	10,115	10,185	2,038	1,162	4,681	3,249
Offices/research	7,047	29,985	18,625	16,728	29,155	8,111
Other	1,664	4,752	1,099	699	699	8,376
Demolition	0	203	1,060	1,060	1,150	1,215
Art	300	400	-	-	-	-
Programme management	665	3,374	1,125	1,125	1,125	1,125
Provisions	168	3,988	1,004	2,373	3,970	4,210
<b>Total updated</b>	<b>32,690</b>	<b>69,376</b>	<b>24,951</b>	<b>28,748</b>	<b>49,780</b>	<b>31,286</b>

Investments (in k€) including CIO III UPDATED per April 2016 (Demo 35)						
Category	2015	2016	2017	2018	2019	2020
Education	20,756	8,464	-	5,601	9,000	5,000
Infrastructure/property	9,123	10,881	2,038	1,162	4,681	3,249
Offices/research	2,401	34,641	18,625	17,121	27,155	8,435
Other	6,698	4,160	1,099	2,260	1,210	8,440
Demotion	203	-	885	885	1,235	990
Art	300	400	-	-	-	-
Programme management	1,000	3,037	325	325	325	525
Provisions	168	1,588	419	684	609	2,010
<b>Total updated</b>	<b>40,649</b>	<b>63,171</b>	<b>23,390</b>	<b>27,038</b>	<b>44,215</b>	<b>28,649</b>

Difference B2017 - KN 2017						
	-7,959	6,205	1,560	1,710	5,565	2,637

Investments (in k€) including CIO III BUDGET PLAN 2016 (Demo 33)						
Category	2015	2016	2017	2018	2019	2020
Education	28,882	16,195	3,623	8,038	511	564
Infrastructure/property	11,548	6,032	1,232	1,575	3,233	1,900
Offices/research	11,126	9,516	16,500	19,880	13,940	2,900
Other	1,501	6,633	664	682	726	741
Demotion	547	577	250	250	590	350
Programme management	356	380	1,050	225	225	325
Provisions	1,038	890	1,990	-	400	-
<b>Total Budget Plan 2016</b>	<b>54,998</b>	<b>40,223</b>	<b>25,309</b>	<b>30,650</b>	<b>19,625</b>	<b>6,780</b>

Difference B2017 - B2016						
	(22,308)	29,153	(358)	(1,902)	30,155	24,506

Changes in total project investments can not be derived from above figures, as the duration of the program is over a much longer period. The different demo versions only show how the investments are spread and move over time.



## 9.0.4 Additional investments/intensifications

- The environment of the EUR is rapidly changing and stakeholders (students, teachers, researchers, manager, government etc.) are getting more demanding.
- In order to meet the expectations of our stakeholders and to remain an attractive university, it is necessary to speed up the development of a few business areas:
  - study facilities and digitalization
  - research support
  - key-marketing and communication channels (multi channel strategy)
  - diversity
  - general IT-facilities including Identity & Access Management
  - support organisation and processes
- The themes have been selected based on the following criteria:
  - Necessity from a perspective of compliance, risk management and strategic ambition.
  - The envisioned financial position in combination with the guiding principles of a structural balanced allocation model and a solvency ratio of approximately 60%.
- This has led to the inclusion of an amount of M€ 15,9 incidental and M€ 5 structural for the years 2017 to 2020. The specification can be found on page 38.
  - It is noted that in 2017 M€ 1,8 for the programme D=N related to study facilities and digitalization is planned to be covered through the pre-investments in education quality
- The structural annual amount of M€ 1,3 in 2020 can be accommodated within the allocation model which shows a surplus of M€ 3 in that year.
- The current amount does not take into account the structural costs from the programme internationalisation education. A later decision on these costs will follow.



## 9.0.4.1 Overview additional investments

Intensifications (in k€)		2017	2018	2019	2020	Total 2017-2020
<b>Programme Impact &amp; Relevance</b>						
	Incidental	1.350	1.150	0	0	<b>2.500</b>
	Structural	50	50	50	50	<b>200</b>
<b>Programme D=N</b>						
	Incidental	1.909	870	0	0	<b>2.779</b>
	Structural	27	27	27	27	<b>108</b>
<b>Programme Internationalisation Education</b>						
	Incidental	350	0	0	0	<b>0</b>
<b>Programme Topsupport</b>						
	Incidental	350	0	0	0	<b>350</b>
	Structural	508	508	508	508	<b>2.032</b>
<b>Programme RS(O)</b>						
	Incidental	1.063	1.160	1.034	1.018	<b>4.275</b>
	Structural	0	0	15	15	<b>30</b>
<b>Additional ABD</b>						
	Incidental	570	570	0	0	<b>1.140</b>
	Structural	140	115	115	115	<b>485</b>
<b>Additional USC</b>						
	Incidental	2.226	968	0	0	<b>3.194</b>
	Structural	88	88	88	88	<b>352</b>
<b>Knowledge Networks</b>						
	Incidental	140	140	0	0	<b>280</b>
<b>Medical Delta</b>						
	Incidental	0	200	0	0	<b>200</b>
<b>Honours Academy</b>						
	Structural	0	120	120	120	<b>360</b>
<b>Diversity</b>						
	Incidental	201	310	180	105	<b>796</b>
	Structural	347	346	346	346	<b>1.384</b>
<b>Total</b>		<b>9.319</b>	<b>6.622</b>	<b>2.483</b>	<b>2.392</b>	<b>20.814</b>
Total Incidental		8.159	5.368	1.214	1.123	15.864
Total Structural		1.160	1.254	1.269	1.269	4.951



# APPENDIX 9.1

## VARIOUS TOPICS OCW

1. INVESTMENTS STRATEGIC AGENDA
2. BUILDING BLOCKS GOVERNMENT GRANT

*Ezra*

## 9.1.1 Investments Strategic Agenda OCW

- State investments 2018-2030:
  - M€ 200 increasing to M€ 724 in total higher education.
  - of which: M€ 650 (90%) based on institutions own policies.
  - 38% for universities (WO) and 62% for applied sciences (HBO).
  - Institutions are free to spend their share of the budget within the expenditure themes/priorities.
- Erasmus University
  - 2018 -2030, about M€ 6 to M€ 20 (estimation).
  - 2015-2017 pre-investment of M€ 6 per annum.
- The estimated amount has been included in the EUR budget.

Themes/ priorities Strategic Agenda (in M€)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Small-scale and intensive education ( $\geq 50\%$ )	38	38	46	80	99	105	122	133	145	133	133	141	151
Talent programmes ( $\leq 10\%$ )	8	8	8	11	15	15	15	15	15	15	15	16	15
Education related research (20%)	15	15	18	30	38	40	46	49	53	49	49	52	55
Study facilities and ICT (10%)	8	8	9	15	19	20	23	25	27	25	25	26	27
National priorities (10%)	8	8	9	15	19	20	23	25	27	25	25	26	27
<b>Total universities</b>	<b>77</b>	<b>77</b>	<b>90</b>	<b>151</b>	<b>190</b>	<b>200</b>	<b>229</b>	<b>247</b>	<b>267</b>	<b>247</b>	<b>247</b>	<b>261</b>	<b>275</b>
<b>Total Higher Education (universities and applied Science)</b>	<b>200</b>	<b>200</b>	<b>236</b>	<b>400</b>	<b>500</b>	<b>528</b>	<b>600</b>	<b>650</b>	<b>700</b>	<b>649</b>	<b>650</b>	<b>690</b>	<b>724</b>

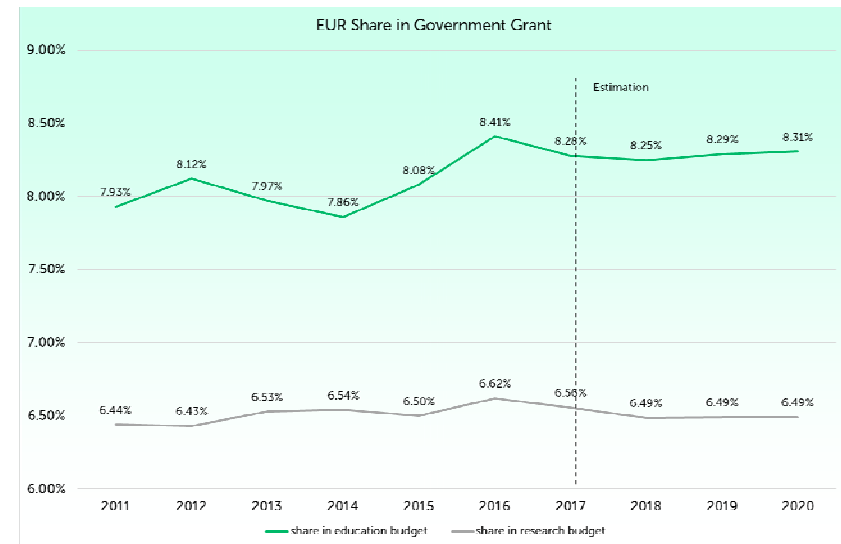


## 9.1.2 Government Grant

- Government funding is received for education and research, but available as a lump sum. The allocation is based on performance parameters, as described in appendix F Macro Framework.
- As can be seen in the table, OCW withheld the profile means, awaiting decision on continuation.
- The EUR share in the government grant peaks in Budget 2016 due to the transition from the doctoral degree system to a BAMA structure. The transition leads to an temporary increase in the number of diplomas. The Faculty of Medicine was the last to implement the new BAMA structure and is in particular the cause for the peak in 2016.

	Macro Framework in M€	EUR in M€	Relative position
<b>Total</b>	<b>4,198.1</b>	<b>349.6 *</b>	<b>8.33%</b>
<b>Education</b>	<b>1,711.8</b>	<b>141.7</b>	<b>8.28%</b>
Student related financing	1,127.6	98.2	8.71%
Education add-on as fixed amount	69.1	8.8	12.72%
Education add on as percentage	515.1	34.7	6.73%
<b>Research</b>	<b>1,747.8</b>	<b>114.6</b>	<b>6.56%</b>
Degrees	270.4	24.8	9.19%
Dissertations	460.2	36.9	8.01%
Research provision as a fixed amount	59.2	3.7	6.22%
Research provision as a percentage	958.0	49.2	5.14%
<b>Performance agreement</b>	<b>113.8</b>	<b>8.9</b>	<b>7.85%</b>
Education quality and study success	113.8	8.9	7.85%
Profile and strengthening of core business	0.0	0.0	5.25%
<b>Support medical education and research</b>	<b>625</b>	<b>84</b>	<b>13.51%</b>

\* includes M€ 0,8 that was already accounted for in earlier annual reports of EUR



# APPENDICES

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# **APPENDIX A: GENERAL BUDGETARY FRAMEWORK**

## A. GENERAL BUDGETARY FRAMEWORK

Principles:

- Internal resource allocation focuses on continuity and development of selected disciplines, focus areas and strategic themes.
- A certain degree of predictability and in relation to efforts made.
- Government financing and internal resource allocation are always balanced.
- Temporary deficits are only possible if permitted by the liquidity and solvency position of the university and the unit.
- Liquidity and solvency standards are defined at the institutional level.

The Budget Plan is a document in which the units set out their plans for the coming year or years, including their financial implications. The financial implications are expressed in statements of income and expenses, statements of assets and liabilities and investment statements. The plans as presented are the results of formulated policy and policy choices, as set out in several documents, such as the strategic plans, education and research plans, investment plans, etc. Consultation and decision-making procedures for these plans are set out in the institutional and faculty regulations.

The implementation of the plans depends on the available resources. The main source of income of the Erasmus University and its units comes from direct government financing and statutory tuition fees. In addition to direct government financing, EUR earns revenues from project implementation and the provision of services, also known as the second and third money stream.

Direct government financing is received by the institution which allocates it for teaching and research at the faculties, central support services, housing, strategic projects and central expenses. Resource allocation is focused on continuity and development of selected disciplines, focus areas and strategic themes.

A basic principle underpinning the funding of education and research at faculties is a certain measure of predictability. Furthermore, funding must bear a certain relationship to efforts made. This is why resource allocation largely relies on models based on predefined and fixed parameters. These parameters are agreed by mutual consultation between the Executive Board and the faculties. Any changes to the parameters or basic principles are always made by mutual consent.

The second and third money stream are intended for the purposes for which they are allocated and are therefore directly managed by the units performing the research or providing the service in question. Neither the Executive Board nor any other party is authorised to allocate or distribute resources according to their own principles.

An important key principle underlying the budget is that expenses must never structurally exceed revenues. In other words, the institution strives for a structurally balanced budget and resource allocation policy. Temporary deficits are only possible if permitted by the liquidity and solvency position of the university and the units. If there is a risk of a deficit becoming structural or intolerable, the Executive Board in consultation with the deans will decide on appropriate measures. Such measures may apply across the institution or specifically target certain units. Examples of institution-wide measures are reductions applied to the model-based funding. Examples of specific measures include restructuring at the unit level.

We have defined liquidity and solvency standards at the institutional level. We also have signalling limits to determine a faculty's resource upper limit, with agreements made with the faculties regarding how (parts of) these resources are to be spent.

### Financial System of Standards

Element		Standard
Solvency	Equity/total assets	$\geq 40\%$
Liquidity	Current assets/current liabilities	$\geq 50\%$
Signalling limit		4% direct government financing + 50% external flows of funds



# **APPENDIX B: OVERVIEW 2017**

Table 1: Budget plan units 2017

€

	Health & Medicine EMC	IPMG	Economics & Mgmt ESE	RSM EU	ESL	Law, Culture & Society FSW	ESHC	FW	ISS	Total facilities	Support Services USC+ ABD	UB	Central	Total EUR excl. other	bv's	associates	Total other	Total EUR Incl. other
<b>Budget</b>	-90.267	-9.873	-29.869	-38.288	-20.054	-24.935	-9.208	-2.613	-9.444	-234.550	-69.822	-8.828	-101.551	-414.751	0	0	0	-414.751
8.40 State contribution	-89.597	-9.214	-25.874	-34.446	-18.872	-17.617	-7.549	-2.370	-9.444	-214.982	-51.121	-7.562	-86.768	-360.433	0	0	0	-360.433
8.41 State contribution to be mandated	-670	-659	-3.995	-3.843	-1.182	-7.318	-1.659	-243	0	-19.568	-18.701	-12.666	-14.783	-54.318	0	0	0	-54.318
<b>External Income</b>	-137.327	-3.275	-4.329	-9.118	-3.621	-5.700	-1.032	-706	-9.607	-174.714	-6.189	-39	-2.686	-185.627	-72.700	-2.230	-74.930	-258.557
8.12 Course fees	0	-150	-86	-4.043	-1.314	-353	-10	-25	-2.466	-8.445	-523	0	0	-8.968	-35.847	-27	-35.874	-44.842
8.130 Income Ze money stream research	-21.100	-678	-1.560	-1.187	-690	-1.520	-440	-399	-699	-28.283	0	0	0	-28.283	-1.200	0	-1.200	-29.483
8.131 Income Ze money stream research	-55.900	-1.763	-790	-3.280	-4.077	-3.077	-422	0	-2.050	-67.733	0	0	0	-67.733	-25.791	0	-25.791	-83.524
8.138 Other contract income	0	0	0	0	-240	0	0	0	-3.845	-4.085	-715	0	0	-4.800	0	0	0	-4.800
8.16 Other	-60.327	-684	-1.893	-598	-927	-750	-160	-282	-548	-66.168	-4.951	-39	-2.686	-73.844	-9.862	-2.204	-12.065	-85.909
<b>Financial income</b>	-333	0	0	0	0	0	0	0	-12	-345	0	0	0	-345	-83	-1	-84	-429
8.17 Interest	-333	0	0	0	0	0	0	0	-12	-345	0	0	0	-345	-83	-1	-84	-429
<b>Internal Settlements</b>	-10.700	-650	-1.951	-3.920	-159	-1.511	-155	-286	0	-19.311	-17.591	-2.060	-217	-39.180	-8.562	-753	-9.314	-48.494
8.32 Internal income from EUR (intra company)	0	-223	-1.039	-1.451	-159	-1.354	-145	-286	0	-4.656	-14.173	-1.810	-165	-20.804	0	0	0	-20.804
8.30 Internal income from BV's (inter company)	-10.700	-407	-912	-2.469	0	-158	-10	0	0	-14.655	-3.418	-250	-52	-18.376	-8.562	-753	-9.314	-27.690
<b>Total Income</b>	-238.626	-13.778	-36.148	-51.326	-23.834	-32.147	-10.395	-3.604	-19.063	-428.920	-93.602	-10.927	-104.454	-637.903	-81.344	-2.984	-84.328	-722.231
<b>Staff costs</b>	156.054	10.346	25.526	36.143	20.592	25.488	9.188	2.741	7.757	293.874	39.105	4.342	5.345	342.667	36.908	1.455	38.363	381.030
4.1 excl 4.1 Staff costs: own staff	155.733	10.036	24.121	34.910	20.346	25.201	9.078	2.696	7.597	287.477	32.007	4.272	5.345	329.102	26.803	1.345	28.149	357.250
4.14 Staff costs: hired staff	2.321	310	1.405	1.233	246	288	110	45	440	6.397	7.098	70	0	13.565	10.105	110	10.215	23.779
<b>Material costs</b>	79.122	2.175	4.675	8.576	2.452	3.929	795	542	8.158	110.424	52.038	6.234	98.952	267.648	24.958	871	25.829	293.477
4.20 Depreciation	11.303	0	0	24	0	0	0	0	333	11.660	19.037	20	2.472	33.189	797	213	1.010	34.199
4.21 Rent, housing expenditures	13.700	0	53	189	0	200	0	729	14.871	14.871	16.355	0	208	31.434	868	178	1.046	32.480
4.22-4.26 Other costs	54.119	2.175	4.622	8.363	2.452	3.729	795	542	7.095	83.893	16.646	6.215	96.272	203.025	23.293	480	23.773	226.799
<b>Financial costs</b>	488	0	0	0	0	0	0	0	0	488	0	0	480	968	13	0	13	981
4.27 Interest	488	0	0	0	0	0	0	0	0	488	0	0	480	968	13	0	13	981
<b>Corporate income tax</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	326
<b>Internal Settlements</b>	0	1.077	4.876	6.233	1.748	2.449	986	297	3.429	21.095	3.858	350	4.815	30.119	17.807	569	18.376	48.494
4.32 Internal payments to EUR (intra company)	0	1.035	3.418	3.801	1.748	2.116	986	297	3.429	16.830	1.272	250	2.452	20.804	0	0	0	20.804
4.30 Internal payments to BV's (inter company)	0	42	1.458	2.433	0	333	0	0	0	4.265	2.586	100	2.364	9.314	17.807	569	18.376	27.690
<b>Total Expenses</b>	235.663	13.599	35.076	50.952	24.792	31.865	10.969	3.580	19.384	425.881	95.001	10.927	109.592	641.401	80.012	2.895	82.907	724.308
8.71 Change in reserve	179	1.072	374	-959	282	-574	24	-321	77	2.963	-1.399	0	-5.138	-6.461	1.094	89	1.183	-5.277
Operational income/loss Erasmus MC	2.963													2.963	237		237	3.200
<b>Results</b>	2.963	179	1.072	374	-959	282	-574	24	-321	3.039	-1.399	0	-5.138	-3.498	1.331	89	1.421	-2.077

\*1 see appendix B internal allocation table 1 total available resources € 417.436 - income from partnerships € 1.685.62 - tax refund € 1.000

\*2 including internal settlements ad. € 48.494 and gross interest income ad. € 429 (EUR k€ 0 see appendix B table Land k€ 429 or organisational units); consolidated including interest k€ 722.231

\*3 including internal settlements ad. € 48.494 and gross interest costs ad. € 981; consolidated including interest k€ 724.308

**Table 2: Budget plan support services 2017 k€**

	USC	ABD	UB	TOTAAL
<b>Budget</b>	<b>-53.202</b>	<b>-16.620</b>	<b>-8.828</b>	<b>-78.649</b>
8.40 State contribution	-44.291	-6.831	-7.562	-58.683
8.41 State contribution te be mandated	-8.912	-9.789	-1.266	-19.966
<b>External Income</b>	<b>-6.163</b>	<b>-26</b>	<b>-39</b>	<b>-6.228</b>
8.12 Course fees	-523	0	0	-523
8.130 Income 2e money stream research	0	0	0	0
8.131 Income 3e money stream research	0	0	0	0
8.138 Other contract income	-715	0	0	-715
8.16 Other	-4.925	-26	-39	-4.990
<b>Financial income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
8.17 Interest	0	0	0	0
<b>Internal Settlements</b>	<b>-16.976</b>	<b>-615</b>	<b>-2.060</b>	<b>-19.652</b>
8.32 Internal income from EUR (intra company)	-13.558	-615	-1.810	-15.983
8.30 Internal income from BV's (inter company)	-3.418	0	-250	-3.668
<b>Total Income</b>	<b>-76.341</b>	<b>-17.261</b>	<b>-10.927</b>	<b>-104.529</b>
<b>Personnel costs</b>	<b>28.370</b>	<b>10.735</b>	<b>4.342</b>	<b>43.448</b>
4.1 excl 4.1 Staff costs: own staff	26.725	5.282	4.272	36.280
4.14 Staff costs: hired staff	1.645	5.453	70	7.168
<b>Material costs</b>	<b>47.576</b>	<b>4.462</b>	<b>6.234</b>	<b>58.272</b>
4.20 Depreciation	19.017	19	20	19.056
4.21 Rent, housing expenditures	16.326	29	0	16.355
4.22-4.26 Other costs	12.232	4.414	6.215	22.861
<b>Financial costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
4.27 Interest	0	0	0	0
<b>Internal Settlements</b>	<b>1.794</b>	<b>2.064</b>	<b>350</b>	<b>4.208</b>
4.32 Internal payments to EUR (intra company)	371	901	250	1.522
4.30 Internal payments to BV's (inter company)	1.423	1.163	100	2.686
<b>Total Expenses</b>	<b>77.740</b>	<b>17.261</b>	<b>10.927</b>	<b>105.927</b>
8.71 Change in reserve	-1.399	0	0	-1.399
<b>Results</b>	<b>-1.399</b>	<b>0</b>	<b>0</b>	<b>-1.399</b>

**Table 3: Budget plan affiliated bv's 2017**

**KE**

	EMC	RSM bv	IOLDINI	AMS	ECV	EURflex	ESL	CCC	ECE	ISAM	SMO	FEI	Erasmus	EURAC	ESPR	RHV	IHS	EOI	ERBS	SEOR	RISBO	DRIFT	IMTA	ECZ	Total
	O&O bv's				Hope		Exed					Academie	MELEUR												
<b>Budget</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8.40 State contribution	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8.41 State contribution to be mandated	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>External Income</b>	-19.538	-18.773	-25	-38	-35	-700	-413	-1.050	-1.344	-779	-553	-386	-3.106	-8.223	-836	-1.425	-5.340	-1.227	-1.609	-711	-1.582	-1.948	-1.372	-1.736	-72.700
8.12 Course fees	0	-18.302	0	0	0	0	-413	-895	-779	-779	0	-322	-2.620	-6.870	-826	-395	-2.303	-379	0	0	0	0	-8	-1.736	-35.847
8.130 Income 2e money stream research	-1.200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-1.200
8.131 Income 3e money stream research	-13338	0	0	0	0	0	0	0	-385	0	-468	0	0	0	0	-1.000	-3.025	-849	-1.250	-711	-1.532	-1.911	-1.323	0	-25.791
8.138 Other contract income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8.16 Other	-5.000	-471	-25	-38	-35	-700	0	-155	-959	0	-85	-64	-487	-1.353	-10	-30	-12	0	-358	0	0	0	-29	-50	-9.862
<b>Financial Income</b>	0	-24	-3	0	0	0	6	-8	5	-1	4	-7	0	-25	-3	-2	-20	0	-1	-1	-2	0	-2	0	-83
8.17 Interest	0	-24	-2.5	0	0	0	6	-8	5	-1	4	-7	0	-25	-3	-2	-20	0	-1	-1	-2	0	-2	0	-83
<b>Internal Settlements</b>	0	-1.561	0	0	0	-1.643	0	0	0	0	0	-458	-380	-398	0	-285	-2.399	0	-767	0	-588	-41	-42	0	-8.562
8.32 Internal income from EUR (lintra.com)	0	-1.561	0	0	0	-1.643	0	0	0	0	0	-458	-380	-398	0	-285	-2.399	0	-767	0	-588	-41	-42	0	-8.562
8.30 Internal income from BV's (linter.com)	0	-1.561	0	0	0	-1.643	0	0	0	0	0	-458	-380	-398	0	-285	-2.399	0	-767	0	-588	-41	-42	0	-8.562
<b>Total Income</b>	-19.538	-20.358	-28	-38	-35	-2.343	-407	-1.058	-1.339	-780	-549	-851	-3.486	-8.646	-838	-1.712	-7.759	-1.227	-2.377	-712	-2.122	-1.989	-1.416	-1.736	-81.344
<b>Personnel costs</b>	479	9.597	654	0	54	2.358	276	487	820	498	315	577	1.980	5.456	596	1.410	3.285	409	2.109	614	1.617	1.486	672	1.160	36.908
4.1 excl.4.14 Staff costs: own staff	0	7.162	557	0	30	2.358	172	410	490	292	50	588	1.021	1.998	402	1.160	3.219	268	1.779	564	1.585	1.480	563	684	26.803
4.14 Staff costs: hired staff	479	2.435	97	0	24	0	104	77	330	206	265	19	959	3.458	194	250	66	141	330	50	32	6	110	476	10.105
<b>Material costs</b>	8.121	6.206	106	0	29	178	219	431	481	203	206	133	1.016	1.822	131	190	3.562	400	302	53	267	273	234	394	24.958
4.20 Depreciation	15	0	1	0	0	0	0	0	0	5	0	0	32	35	0	0	120	2	0	0	0	29	0	0	224
4.21 Rent, housing expenditures	0	573	9	0	0	0	23	1	4	15	19	0	161	196	34	7	98	20	7	0	-3	26	1	0	1.190
4.22-4.26 Other costs	8.120	5.633	97	0	29	178	196	430	477	183	187	133	823	1.591	97	183	3.344	379	295	53	269	219	233	394	23.544
<b>Financial costs</b>	0	13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13
4.27 Interest	0	13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	13
<b>Corporate Income tax</b>	0	0	0	0	0	0	0	9	7	3	1	0	22	74	3	4	0	32	13	6	6	27	11	9	227
4.28 Corporate income tax	0	0	0	0	0	0	0	9	7	3	1	0	22	74	3	4	0	32	13	6	6	27	11	9	227
<b>Internal Settlements</b>	10.700	4.108	480	0	0	0	0	70	0	40	0	113	147	622	72	90	444	169	35	0	147	163	319	88	17.807
4.32 Internal payments to EUR (lintra.com)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4.30 Internal payments to BV's (linter.com)	10.700	4.108	480	0	0	0	0	70	0	40	0	113	147	622	72	90	444	169	35	0	147	163	319	88	17.807
<b>Total Expenses</b>	19.301	19.925	1.239	0	83	2.536	495	997	1.307	743	521	822	3.164	7.974	802	1.694	7.291	1.010	2.458	674	2.037	1.950	1.236	1.652	79.913
8.71 Change in reserve	0	335	41	38	-139	33	-111	35	26	11	3	1	87	262	12	18	24	129	52	25	22	110	43	38	1.094
Operational income/loss Erasmus M	237	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	237
<b>Results</b>	237	335	41	38	-139	33	-111	35	26	11	3	1	87	262	12	18	24	129	52	25	22	110	43	38	1.331

**Table 4: FTE per Unit**

Category	EMC	iBMG	ISE	RSM	EU	ESI	FSW	FSHCC	IW	ISS	USC	Staf	UB	Holding	RSM	BV	FSC	Totaal
*01 Professor 1	34,80	4,60	22,90	7,33	10,62	15,60	14,54	2,40	3,43	1,00								125,27
*02 Professor 2	26,50	2,20	7,33	37,03	33,17	23,85	33,99	7,80	7,10	11,83								80,46
*03 Associate Professor	122,00	16,85	37,03	33,17	23,85	23,85	33,99	7,80	7,10	11,83								293,63
*04 Assistant Professor	84,40	27,77	83,98	89,18	40,81	40,81	47,71	30,95	7,00	21,00								434,80
*05 Teacher	38,40	3,40	18,45	17,97	5,19	83,50	63,72	17,00	0,60	1,80								226,87
*06 Post-doc	658,97	11,90	17,97	17,97	5,19	26,47	26,47	1,35	1,60	4,50								727,95
*09 PhD	237,40	34,92	55,33	82,20	35,00	35,00	80,59	19,25	3,80	6,67								555,16
*10 Student- assistant	12,80	0,23	41,96	20,10	18,38	18,38	6,20	3,10	1,00	1,00		2,90						107,77
<b>Subtotal Scientific Staff</b>	<b>1.215,27</b>	<b>101,87</b>	<b>250,54</b>	<b>297,69</b>	<b>231,46</b>	<b>281,13</b>	<b>281,13</b>	<b>88,40</b>	<b>24,53</b>	<b>58,03</b>	<b>0,10</b>	<b>2,90</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2.551,91</b>
*11 Scale 15-18	9,21			2,00	1,00	1,00	0,90	1,80		1,00	7,00	6,00	0,90	14,65	5,00			47,66
*12 Scale 12-14	42,44	3,84	8,70	17,83	5,00	5,00	7,00	1,80		5,07	63,03	15,90	7,58	53,95	22,30			254,44
*13 Scale 10-11	114,93	7,70	22,30	55,13	14,90	14,90	22,05	12,70	1,40	4,80	117,43	10,82	15,90	72,75	33,50		20,00	526,31
*14 Scale 7-9	531,18	12,28	20,07	40,64	23,99	23,99	22,95	11,50	2,90	14,38	135,78	13,10	25,51	91,50	27,45			973,23
*15 Scale 4-6	113,67	1,00	6,81	3,15	13,10	13,10	0,80		0,20	-	27,13	0,80	10,08	63,15	4,10			243,98
*16 Scale 1-3	7,73									1,00	-			23,40	5,00			37,13
<b>Subtotal Support. &amp; Management staff</b>	<b>819,16</b>	<b>24,82</b>	<b>57,88</b>	<b>118,75</b>	<b>57,99</b>	<b>57,99</b>	<b>53,70</b>	<b>26,00</b>	<b>4,50</b>	<b>26,25</b>	<b>350,37</b>	<b>46,62</b>	<b>59,97</b>	<b>319,40</b>	<b>97,55</b>	<b>20,00</b>	<b>-</b>	<b>2.082,76</b>
<b>Total Personnel occupancy &amp; costs</b>	<b>2.034,43</b>	<b>126,69</b>	<b>308,41</b>	<b>416,44</b>	<b>289,45</b>	<b>289,45</b>	<b>334,82</b>	<b>114,40</b>	<b>29,03</b>	<b>84,28</b>	<b>350,47</b>	<b>49,52</b>	<b>59,97</b>	<b>319,40</b>	<b>97,55</b>	<b>20,00</b>	<b>-</b>	<b>4.634,67</b>

# APPENDIX C: INTERNAL ALLOCATION

## C.1 READING GUIDE

Table 1 shows the internal multi-year allocation. The available budget is shown in the upper section of the table and the allocation in the lower section. The balance between these two sections (profit or loss) is deducted from the general university reserves.

Table 2a shows the allotted budget per unit in 2017. A multi-year perspective is included in the tables 2b, 2c and 2d.

Table 3 specifies the allocation to the EUR-fellows.

Table 4 shows the strategic budget.

Table 5 gives an overview of the housing costs and other centrally financed costs.

Table 6 shows the compulsory settlements, or in other words, the faculty's contribution to the costs of the support made available to all faculties.

Table 7 is a comparison between the Budget Plan 2017 and the Budgetary Framework 2017. Starting point for the comparison is the internal allocation (table 2). The income from 2<sup>nd</sup> and 3<sup>rd</sup> money streams are eliminated from the numbers.

A further explanation of the tables 2, 4, 5 and 6 can be found in appendices D up to I and in the paragraphs 3 up to 6 of this appendix.

# APPENDIX C.2: TABLES INTERNAL ALLOCATION



# Table 1: Internal allocation

in k€

Available	Budget2016	2017	2018	2019	2020
<b>Government Grant</b>					
OCW Allocation Model	250.190	259.993	257.802	258.270	261.063
ISS	9.105	8.519	8.519	8.519	8.519
IHS	2.526	2.364	2.364	2.364	2.364
<b>Subtotal Government Grant</b>	<b>261.821</b>	<b>270.875</b>	<b>268.684</b>	<b>269.152</b>	<b>271.945</b>
<b>Academic Hospital funds</b>	<b>84.814</b>	<b>84.404</b>	<b>84.404</b>	<b>84.404</b>	<b>84.404</b>
Expected adjustments GR/Subsidies	0	0	0	0	0
<b>Other income</b>					
Tuition fees	53.016	59.471	60.666	61.924	62.778
Income from partnerships	1.197	1.686	1.964	2.275	2.557
Interest/ Tax refund	0	1.000	1.000	1.000	1.000
<b>Subtotal other income</b>	<b>54.213</b>	<b>62.157</b>	<b>63.630</b>	<b>65.199</b>	<b>66.335</b>
<b>TOTAL AVAILABLE</b>	<b>400.849</b>	<b>417.436</b>	<b>416.719</b>	<b>418.756</b>	<b>422.685</b>
<b>Allocation</b>	<b>Budget2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Performance Based Allocation Model</b>	<b>194.085</b>	<b>203.652</b>	<b>207.778</b>	<b>210.673</b>	<b>212.078</b>
<b>Allocation wage adjustments</b>		<b>105</b>	<b>105</b>	<b>105</b>	<b>105</b>
<b>Budget Cuts</b>	<b>-12.287</b>	<b>-12.363</b>	<b>-12.363</b>	<b>-12.363</b>	<b>-12.363</b>
<b>Other model based allocations</b>					
Variation provision/travel expenses	1.586	1.506	1.506	1.506	1.506
m2/student influx/ other parameters	8.700	6.025	4.725	4.725	4.725
Additional costs IT/AV		2.472	2.540	2.761	3.204
Central HRM policy funds (CMP)	1.462	1.462	1.463	1.462	1.462
Local HRM policy funds (DMP)	3.728	3.891	3.854	3.863	3.909
<b>Subtotal other model based allocations</b>	<b>15.476</b>	<b>15.356</b>	<b>14.088</b>	<b>14.317</b>	<b>14.806</b>
<b>Institute of Social Studies</b>	<b>9.105</b>	<b>8.519</b>	<b>8.519</b>	<b>8.519</b>	<b>8.519</b>
<b>Institute for Housing and Urban Development Studies</b>	<b>2.526</b>	<b>2.364</b>	<b>2.364</b>	<b>2.364</b>	<b>2.364</b>
<b>Academic Hospital funds</b>	<b>84.814</b>	<b>84.404</b>	<b>84.404</b>	<b>84.404</b>	<b>84.404</b>
<b>Other allocations</b>					
Working condition funds	2.210	2.307	2.285	2.290	2.318
Working condition funds Erasmus MC	1.045	1.091	1.080	1.083	1.096
Central funding EUR Fellows	405	405	405	405	405
Dotation legal obligations arrangements	7.749	3.382	2.861	2.366	2.395
Legal obligations arrangements Erasmus MC	1.110	1.126	1.116	1.119	1.132
Strategic Innovation Budget	17.510	17.520	17.520	17.520	17.520
Student Grant Advance	7.000	11.000	5.983	5.983	7.031
Research provision Psychology	679	679	679	679	679
Additional pre-funding EUC	4.793	4.568	4.308	4.726	4.153
Housing budget Woudestein	11.695	11.695	11.695	11.695	11.695
Housing budget Erasmus MC	11.258	11.283	11.283	11.283	11.283
Major maintenance + depreciation	12.521	14.770	13.705	15.416	17.376
Interest costs	399	480	617	740	740
Other central costs EUR (incl. Numerus Fixus)	19.881	20.094	20.331	20.374	20.374
Institutional fees (incl. pto)	9.200	11.500	11.500	11.500	11.500
Intrest compensation (units)	197	64	64	64	64
<b>Subtotal other allocations</b>	<b>107.652</b>	<b>111.964</b>	<b>105.432</b>	<b>107.243</b>	<b>109.761</b>
<b>TOTAL ALLOCATED</b>	<b>401.372</b>	<b>414.002</b>	<b>410.328</b>	<b>415.262</b>	<b>419.674</b>
<b>Surplus/Deficit</b>	<b>Budget2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Change university reserve</b>	<b>-523</b>	<b>3.434</b>	<b>6.391</b>	<b>3.494</b>	<b>3.011</b>

Table 2a: Allocation 2017

		in k€																									
Total general	Health & Medicine Er/MC/ FCG inc	Economics & Mgmt			Law, Culture & Society			Support Services			Specific allocations			Central reservations		total others											
		Er/MC/ FCG ext	Er/MC/ iBMG	ESE	RSM EU	ESL	FSW	ESHCC	FW	SSCFER	SSCOOS	USC	SSCICT	SSCHRF	ABD		SMC	NIV	UB	total units	Er/MC	→IS	→HHS	MJP	legal/IV	obligations	
201.270	72.378	63.278	9.100	24.547	33.515	18.738	14.738	7.402	2.080	3.735	3.309	12.375	3.800	2.766	4.075	2.064	664	7.441	201.270	0	105	0	0	0	0	0	
105	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	105	0	0	0	0	105	
943	0	0	0	0	0	943	0	0	0	0	0	0	0	0	0	0	0	0	943	0	0	0	0	0	0	0	
669	0	0	0	0	0	669	0	0	0	0	0	0	0	0	0	0	0	0	669	0	0	0	0	0	0	0	
386	386	386	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	386	0	0	0	0	0	0	0	0
384	384	384	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	384	0	0	0	0	0	0	0	0
1.506	518	483	35	188	226	114	132	60	15	47	39	139	44	32	26	16	49	1.506	0	0	0	0	0	0	0	0	
6.025	0	0	0	0	0	0	0	0	0	0	0	2.374	2.203	85	31	4	125	2.530	0	0	0	0	0	0	0	0	
2.472	479	420	59	160	218	122	106	48	14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
1.462	1.418	1.249	169	457	624	349	304	138	30	0	0	0	0	0	0	0	0	0	1.147	0	0	0	0	0	0	0	
3.891	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3.784	0	0	0	0	0	0	0	
219.114	75.563	66.200	9.363	25.352	34.583	19.323	16.892	7.648	2.157	3.782	3.348	14.888	6.146	2.883	4.449	2.076	704	7.713	212.619	0	105	0	0	0	0	0	6.389
84.404	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	84.404	0	0	0	0	0	0	0
2.364	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.364	0	0	0	0	0
8.519	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8.519	0	0	0	0	0
3.398	1.093	1.091	2	6	8	4	4	2	0	0	0	0	0	0	0	0	43	1	1.122	0	0	0	0	0	0	0	0
4.508	1.126	1.126	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1.126	0	0	0	0	0	0	0	0
17.520	80	0	80	0	0	0	0	0	0	0	49	161	0	0	240	161	0	0	530	0	0	0	0	0	0	0	0
11.000	1.390	1.100	290	1.763	1.851	720	1.018	320	80	0	0	0	0	0	0	0	0	0	7.142	0	0	0	0	0	0	0	0
679	0	0	0	0	0	0	679	0	0	0	0	0	0	0	0	0	0	0	679	0	0	0	0	0	0	0	0
4.568	11.283	11.283	0	0	0	0	0	0	0	11.695	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22.978	0	0	0	0	0	0	0	0	0	14.562	0	0	0	0	0	0	0	0	22.978	0	0	0	0	0	0	0	0
14.770	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	14.562	0	0	0	0	0	0	0	0
480	10.803	10.803	0	0	236	60	0	243	328	1.052	1.252	626	30	2.245	268	0	0	0	0	0	0	0	0	0	0	0	0
20.094	5	5	5	8	8	12	6	4	1	0	0	0	0	0	0	0	0	0	16.010	0	0	0	0	0	0	0	0
11.500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
64	5	5	5	8	8	12	6	4	1	0	0	0	0	0	0	0	0	0	64	0	0	0	0	0	0	0	0
111.559	25.780	25.403	377	1.777	2.103	736	1.767	326	324	26.585	1.101	27.670	626	30	2.572	429	-67	125	64.212	0	850	0	2.276	3.382	40.839	47.347	0
0	416	363	53	117	60	75	50	46	0	0	0	0	0	0	0	0	0	0	764	0	0	0	0	0	0	0	0
0	-154	-132	-22	-60	-82	-46	-40	-18	-5	0	0	0	0	0	0	0	0	0	-405	0	0	0	0	0	0	0	0
405	262	231	31	57	-22	29	10	28	-5	0	0	0	0	0	0	0	0	0	359	0	0	0	0	0	0	0	0
405	-44	-44	-44	-59	-147	-38	-16	-7	-1	-40	-32	459	-1	-4	-81	474	-4	-4	30	0	0	0	0	0	0	0	0
0	-2.750	-2.237	-513	-1.253	-2.071	-1.178	-1.036	-446	-105	-144	-495	-2.648	-1.708	-715	-109	-81	-272	-272	-12.363	0	0	0	0	0	0	0	0
-12.363	-2.794	-2.237	-557	-1.312	-2.218	-1.216	-1.052	-463	-106	-154	-527	-2.189	-1.709	-719	-190	393	0	-276	-12.333	0	-30	0	0	0	0	0	0
414.002	98.811	89.597	9.214	25.874	34.446	18.872	17.617	7.549	2.370	30.213	3.922	40.368	5.063	2.194	6.831	2.898	637	7.562	264.857	84.404	9.444	2.364	2.276	3.382	47.275	148.145	





**Table 3: Specification awarded EUR-Fellows k€**

Domain	Faculty	Description	2016	Mut 2016	2017	2018	2019	2020
Health & Medicine	Er. MC/FGG	I. Soerjomataram	38	38				
		M. Avendano	53	53	9			
		Dr.F.S. Hosnijeh		80	54	1		
		V. Bergink	11	11				
		Z. Gao	6	6				
		D.H.J.Poot	17	17				
		A. Dehghan	67	67	11			
		Dr. J.A. Severin		33	67	35		
		dr. L.E. Coffeng		5	67	63		
		dr. W.W.J. Van de Sande		14	23	50	53	10
		dr. M.M. Paulides			20	61	63	6
		H. El Marroun	72	72	6			
		M.M. Mokhles	28	28				
		S.J.W. Robroek	64	64	65			
		Health & Medicine	Er. MC/iBMG	M.E.J.I. Hoogendoorn-Lips	56	56	42	
M. Varkevisser	17			17				
dr. A.E. Attema				9	11	47	49	34
Economics & Management	ESE	dr. L.P.R. Peeters		66	69			
		dr. C. Zhou		25	48	50	27	
	RSM EU	dr. M.E. Schmidt		4	60	57		
Law Culture & Society	ESL	dr. A. Arcuri		25	75	50		
	FSW	R. Keizer	50	50	50			
		K. Ivanova	71	41				
	ESHCC	J. van Sterkenburg	65	65	46			
	FW							
<b>Total awarded EUR-Fellows</b>			<b>614</b>	<b>866</b>	<b>764</b>	<b>416</b>	<b>135</b>	<b>44</b>

# Table 4: Strategic Innovation Budget

k€

Units	Budget 2016	2017	2018	2019	2020	up too 2020
<b>Annual Reservation Strategic Innovation Budget</b>	<b>17.510</b>	<b>17.520</b>	<b>17.520</b>	<b>17.520</b>	<b>17.520</b>	<b>87.590</b>
<b>Allocations</b>						
<b>Education &amp; Research</b>						
<i>Allocations Strategy 2008-2013</i>						
Young Erasmus ntv	42	0	0	0	0	42
Sustainable Humanities FW/ESHCC	460	470	470	470	470	2.340
Hope:triple play ntv	133	0	0	0	0	133
Pedagogy ntv FSW	1.709	1.557	1.153	403	0	4.822
Erasmus University College ntv	1.982	1.562	1.316	357	-14	5.203
Nanobiology ntv	129	0	0	0	0	129
ESL education reform ntv ESL	759	497	235	146	42	1.679
<i>Allocations Strategy 2014-2018</i>						
Research Stimulation ntv	640	3.568	2.830	34	0	7.071
REI resources ntv	4.800	0	0	0	0	4.800
Flagships ntv		2.063	2.813	3.088	3.163	11.125
Medical Delta ntv	200	0	0	0	0	200
LDE ntv	800	800	800	0	0	2.400
LEaDing Fellows ntv		10	98	214	165	487
National and international project fund ntv	399	402	0	0	0	801
International Office ABD/UB	400	400	0	0	0	800
Siriusprogramme/Erasmus Honours Academy ntv	120	120	0	0	0	240
Initial costs EU-HEM iBMG	0	80	80	80	0	240
Clinical Technology ntv	116	342	639	447	371	1.916
Education project support ntv	275	275	275	0	0	825
Benchmark/monitoring ntv	50	50	50	50	50	250
Education Internationalisation Programme ntv	975	1.035	1.075	0	0	3.085
OODD Programme ntv	2.575	2.880	1.235	0	0	6.690
Study Quality Programme ntv	245	219	100	0	0	564
Impact & Relevance Programme ntv	725	350	65	15	15	1.170
Diversity ntv	87	173	0	0	0	260
<b>Operations</b>						
<i>Allocations Strategy 2008-2013</i>						
Collaboration EUR- Rotterdam ntv	0	PM	PM	PM	0	0
Intensification of the Alumni Policy SMC	161	161	0	0	0	322
<i>Allocations Strategy 2014-2018</i>						
Renewal of Erasmus Magazine ABD	100	100	0	0	0	200
Rotterdam Arts & Science Lab ntv	100	100	100	100	100	500
RT4 Erasmus and LDE traineeprogramme ntv	42	758	800	800	800	3.200
Top Support Programme ntv	2.339	1.665	1.670	0	0	5.674
Midterm review ntv	104					104
<b>Total Allocations</b>	<b>20.466</b>	<b>19.636</b>	<b>15.803</b>	<b>6.204</b>	<b>5.162</b>	<b>67.271</b>
<b>Free Strategic Budget</b>	<b>-2.956</b>	<b>-2.116</b>	<b>1.717</b>	<b>11.316</b>	<b>12.358</b>	<b>20.319</b>

**Table 5: Specific allocations, housing- and other central costs EUR k€**

	Budget2016	2017	2018	2019	2020
<b><i>SPECIFIC TRANSFERS Erasmus MC</i></b>	<b>22.061</b>	<b>22.086</b>	<b>22.086</b>	<b>22.086</b>	<b>22.086</b>
Housing budget Hoboken	11.258	11.283	11.283	11.283	11.283
Numerus fixus Medicine Er.MC	10.646	10.646	10.646	10.646	10.646
Insurance premiums Erasmus MC Er.MC	65	65	65	65	65
Costs of replacing EURnet Er.MC	92	92	92	92	92
<b><i>HOUSING BUDGET WOUDESTEIN</i></b>	<b>11.695</b>	<b>11.695</b>	<b>11.695</b>	<b>11.695</b>	<b>11.695</b>
<b><i>CENTRAL OTHER COSTS EUR</i></b>	<b>9.078</b>	<b>9.291</b>	<b>9.528</b>	<b>9.571</b>	<b>9.571</b>
<b><i>Students</i></b>					
Students Support Fund	1.363	1.363	1.363	1.363	1.363
Excellence Scholarships	225	225	225	225	225
Grant Erasmus Sport (incl. sport building)	912	918	918	918	918
Student facility grants e.g. St Generale	275	275	275	275	275
<b><i>Staff</i></b>					
Anti-smoking policy + ARBO + Erasmus Vitaal	87	96	96	89	89
<b><i>General costs</i></b>					
Contributions (VSNU, Surf, OCLC, Surfnet Gigaport)	1.541	1.613	1.613	1.613	1.613
Digital Learning Platform/Blackboard	332	332	332	332	332
Additional central licence fees	170	170	170	170	170
NVAO assessments costs	200	200	200	200	200
Insurance premiums EUR- Woudestein	153	153	153	153	153
Legal advice costs	200	200	200	200	200
Board Compensations	615	685	685	685	685
Student Influx Monitor & International Student Barometer	26	11	11	11	11
<b><i>Events</i></b>					
Ceremonies e.g. Dies	200	200	200	200	200
Management costs policy latitude	250	250	250	250	250
Lustrum	100	100	100	100	100
Mandeville, Science&Technology Week, Saint Nicolas,Talent Day	77	77	77	77	77
Erasmus Gallery	24	24	24	24	24
<b><i>Communication</i></b>					
Corporate Publications & Fraud and Plagiarism Campaign	51	51	51	51	51
<b><i>Specific allocations</i></b>					
Women Studies & Chair Emancipation FSW	60	60	60	60	60
FW dissertations FW	360	303	243	243	243
ISS dissertations ISS	661	850	1.133	1.133	1.133
PTO Business Administration research RSM EU	233	236	250	300	300
Erasmus Honours Programma Er. Acad ntv	185	185	185	185	185
Nias-Fellows/Scholars at risk ntv	61	61	61	61	61
<b><i>Infrastructure</i></b>					
Costs of replacement EURnet	194	194	194	194	194
Housing for international guests	364	300	300	300	300
G-building costs work&studies spaces	159	159	159	159	159
<b>TOTAL COSTS</b>	<b>42.834</b>	<b>43.072</b>	<b>43.309</b>	<b>43.352</b>	<b>43.352</b>

## Table 6: Compulsory Settlements 2017

in k€

	O.I.S. Cherc		O.I.S.+ Social		Internat		Stud.services		Housing Network		Maetis.unselling		UB		OSIRIS		Educ.		overhead		redundancy		Total
	Cherc	Fund	Cherc	Fund	students	career	costs	Fund	referrals	RePub	policy	Marketing	UB	ABD	UB	ABD	UB	ABD	UB	ABD	payments	payments	
Costnr	432240	432240	432240	43342	432240	432240	432210	432210	432240	432240	432240	432240	432240	432240	432240	432240	432240	432240	432250	432250	415000	415000	
	(1)	(1)	(1)	(3)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)						
Er.MC	39	13	52	12	44	12	75	1	28	20	44	19	136										327
iBMG	10	3	13	3	12	3	3	1	60	6	6	84	5	69	22	67	123						514
ESE	71	23	94	21	80	21			87	36	17	162	35	136	0	0	55						696
RSM/EU	69	23	92	21	79	21			64	28	23	220	35	136	6	18	71						824
ESL	54	18	72	16	61	16	99	1	67	19	11	124	27	136	4	13	74						752
FSW	36	12	48	11	42	11	48	1	25	9	5	97	18	136	41	122	224						885
ESHCC	17	6	23	5	19	5	141	2	7	3	1	49	8	69	0	0	55						410
FW	7	2	9	2	8	2			17	3	1	14	3	34	5	25	55						166
ISS																							17
<b>Subtotal</b>	<b>303</b>	<b>100</b>	<b>403</b>	<b>91</b>	<b>345</b>	<b>91</b>	<b>363</b>	<b>5</b>	<b>355</b>	<b>157</b>	<b>120</b>	<b>750</b>	<b>150</b>	<b>852</b>	<b>78</b>	<b>245</b>	<b>657</b>						<b>4571</b>
UB	0	0	0	0	0	0	0	0	15	15	-120	-750	0	0	-78	0	0						-933
<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>0</b>	<b>-120</b>	<b>-750</b>	<b>0</b>	<b>0</b>	<b>-78</b>	<b>0</b>	<b>0</b>						<b>-933</b>
ABD	81		81	0			0		10								143						-11
USC/SMC									0					-852									-852
USC/ICT								-5	0														-5
OO&S	-384	-100	-484		-345				17	-157			-150										-1.119
USC/HRF									-450														-450
USC/EFB							-363		53														-310
<b>Subtotal</b>	<b>-303</b>	<b>-100</b>	<b>-403</b>	<b>0</b>	<b>-345</b>	<b>0</b>	<b>-363</b>	<b>-5</b>	<b>-370</b>	<b>-157</b>	<b>0</b>	<b>0</b>	<b>-150</b>	<b>-852</b>	<b>0</b>	<b>-245</b>	<b>143</b>						<b>-2.747</b>
MJP-fund																							-891



**Table 7: Difference Frame Budget Plan 2017 and Frame Work Letter 2017**

€

Budget Plan 2017	Health & Medicine			Econ & Mngt		Law, Culture & Society				Support Services					total units	total others	Total
	Er.MC/ FGG inc	Er.MC/ FGG ex	Er.MC/ iBMG	ESER	SM EU	ESL	FSW	ESHCC	FW	SSCOOS	USC	ABD	NTV	UB			
Modelbased allocations	75.563	66.200	9.363	25.352	34.583	19.323	16.892	7.648	2.157	3.348	14.888	4.449	704	7.713	212.619	6.495	219.114
Academic Hospital funds															0	84.404	84.404
ISS															0	8.519	8.519
IHS															0	2.364	2.364
Working condition funds	1.093	1.091	2	6	8	4	4	2	0	0	0	47	-43	1	1.122	2.276	3.398
Strategic Innovation Budget (see table 4)	80	0	80	0	0	0	0	0	0	49	161	240	0	0	530	16.990	17.520
Student Grant Advance	1.390	1.100	290	1.763	1.851	720	1.018	320	80	0	0	0	0	0	7.142	3.859	11.000
Research provision Psychology								679							679	679	679
Additional pre-funding EUC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4.568	4.568
Housing budget (see table 5)	11.283	11.283				0	0	0	0	0	11.695	0	0	0	22.978	0	22.978
Major maintenance + depreciation											14.562				14.562	0	14.562
Interest costs															0	480	480
Other costs EUR (see table 5)	10.803	10.803		236		60	0	243		1.052	1.252	2.245	0	120	16.010	4.085	20.094
Tuition fees (institutional, pto)															0	11.500	11.500
Interest compensation (units)	5	0	5	8	8	12	6	4	1	0	0	40	-24	4	64	0	64
Other	1.126	1.126	0	0	0	0	0	0	0	0	0	0	0	0	1.126	3.382	4.508
Subtotal EUR Fellows	262	231	31	57	-22	29	10	28	-5	0	0	0	0	0	359	47	405
Services international students	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Design and printing costs	-44	0	-44	-59	-147	-38	-16	-7	-1	-32	459	-81	0	-4	30	-30	0
Budget Cuts	-2.750	-2.237	-513	-1.253	-2.071	-1.178	-1.036	-446	-105	-495	-2.648	-109	0	-272	-12.363	0	-12.363
Allocations from other income, b.v.'s	153.316	146.511	6.805	20.727	27.966	2.965	8.682	1.103	683	1.337	4.692	110	2.754	65	224.400	16.049	240.449
<b>TOTAL</b>	<b>252.127</b>	<b>236.108</b>	<b>16.019</b>	<b>46.601</b>	<b>62.412</b>	<b>21.837</b>	<b>26.299</b>	<b>8.652</b>	<b>3.053</b>	<b>5.259</b>	<b>45.060</b>	<b>6.941</b>	<b>3.391</b>	<b>7.627</b>	<b>489.257</b>	<b>165.194</b>	<b>654.451</b>

Frame Work Letter 2017	Health & Medicine			Econ & Mngt		Law, Culture & Society				Support Services					total units	total others	Total
	Er.MC/ FGG inc	Er.MC/ FGG ex	Er.MC/ iBMG	ESER	SM EU	ESL	FSW	ESHCC	FW	SSCOOS	USC	ABD	NTV	UB			
Modelbased allocations	75.512	66.149	9.363	25.352	34.583	19.323	16.892	7.648	2.157	3.348	14.888	4.449	704	7.713	212.568	5.046	217.614
Academic Hospital funds															0	84.814	84.814
ISS															0	8.439	8.439
IHS															0	2.344	2.344
Working condition funds	1.049	1.047	2	6	8	4	4	2	0	0	0	47	-43	1	1.078	2.183	3.261
Strategic Innovation Budget (see table 4)	80	0	80	0	0	0	0	0	0	49	161	451	0	0	741	16.769	17.510
Student Grant Advance	1.390	1.100	290	1.763	1.851	720	1.018	320	80	0	0	0	0	0	7.142	3.859	11.000
Research provision Psychology								679							679	679	679
Additional pre-funding EUC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4.568	4.568
Housing budget (see table 5)	11.283	11.283				0	0	0	0	0	11.695	0	0	0	22.978	0	22.978
Major maintenance + depreciation											14.562				14.562	0	14.562
Interest costs															0	480	480
Other costs EUR (see table 5)	10.803	10.803		236		60	0	243		1.008	1.252	2.245	0	120	15.966	4.116	20.082
Tuition fees (institutional, pto)															0	9.200	9.200
Interest compensation (units)	5	0	5	8	8	12	6	4	1	0	0	40	-24	4	64	0	64
Other	1.081	1.081	0	0	0	0	0	0	0	0	0	0	0	0	1.081	3.286	4.367
Subtotal EUR Fellows	262	231	31	57	-22	29	10	28	-5	0	0	0	0	0	359	47	405
Services international students	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Design and printing costs	-44	0	-44	-59	-147	-38	-16	-7	-1	-32	459	-81	0	-4	30	-30	0
Budget Cuts	-2.750	-2.237	-513	-1.253	-2.071	-1.178	-1.036	-446	-105	-495	-2.648	-109	0	-272	-12.363	0	-12.363
Allocations from other income, b.v.'s	153.316	146.511	6.805	20.727	27.966	2.965	8.682	1.103	683	1.337	4.692	110	2.754	65	224.400	16.049	240.449
<b>TOTAL</b>	<b>251.987</b>	<b>235.968</b>	<b>16.019</b>	<b>46.601</b>	<b>62.412</b>	<b>21.837</b>	<b>26.299</b>	<b>8.652</b>	<b>3.053</b>	<b>5.215</b>	<b>45.060</b>	<b>7.151</b>	<b>3.391</b>	<b>7.627</b>	<b>489.284</b>	<b>161.170</b>	<b>650.454</b>

B2017-KB2017	Health & Medicine			Econ & Mngt		Law, Culture & Society				Support Services					total units	total others	Total
	Er.MC/ FGG inc	Er.MC/ FGG ex	Er.MC/ iBMG	ESER	SM EU	ESL	FSW	ESHCC	FW	SSCOOS	USC	ABD	NTV	UB			
Modelbased allocations	51	51	0	0	0	0	0	0	0	0	0	0	0	0	51	1.449	1.500
Academic Hospital funds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-410	-410
ISS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	79	79
IHS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	20	20
Working condition funds	44	44	0	0	0	0	0	0	0	0	0	0	0	0	44	93	137
Strategic Innovation Budget (see table 4)	0	0	0	0	0	0	0	0	0	0	0	-211	0	0	-211	221	10
Student Grant Advance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Research provision Psychology								0							0	0	0
Additional pre-funding EUC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Housing budget (see table 5)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Major maintenance + depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	208	208
Interest costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other costs EUR (see table 5)	0	0	0	0	0	0	0	0	0	44	0	0	0	0	44	-32	12
Tuition fees (institutional, pto)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.300	2.300
Interest compensation (units)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	45	45	0	0	0	0	0	0	0	0	0	0	0	0	45	96	141
Subtotal EUR Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Services international students	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Design and printing costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Budget Cuts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Allocations from other income, b.v.'s	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>140</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-44</b>	<b>0</b>	<b>-211</b>	<b>0</b>	<b>0</b>	<b>-27</b>	<b>4.024</b>	<b>3.997</b>

## C.3 NOTES ON ALLOCATION OF RESOURCES (Table 2 of appendix C.2)

### *Performance based allocation model*

The performance based allocation model relates to the faculty performance and the allocation for the support services. The performance based allocation model is explained in Appendix D.

### *Allocation wage adjustments*

Expected compensation for ISS in 2017.

### *Variation provision/travel expenses*

The variation provision contains funds for the faculties to finance the travel expenses of staff employed in the first money stream. The variation provision can also include a reserve to cover expected wage rises that have not yet been factored into the budget of the organisational departments.

### *m<sup>2</sup>/student influx/other parameters*

Under the heading m<sup>2</sup>/student influx/other parameters, resources are reserved to cover for any (unforeseen) budget changes. This includes for example the recount of the first-year students. From 2014, the estimated structural costs arising from BV2013 have also been reserved under the heading m<sup>2</sup>/student influx/other parameters. In 2017, additionally M€ 0,5 is reserved to cover for strategic projects.

### *Additional costs IT/AV*

Resources are reserved to cover for costs arising from ICT and AV planned projects.

### *HRM policy fund*

This budget will be mainly used for the implementation of the staff diversity programme. In an effort to retain talented female staff and stimulate the long-term mobility of female academics, the faculty in which the staff member in question works will make an amount of k€ 15 available per person. The faculty will use this k€15 to fund the substitution of teaching activities (lectures, working and teaching groups, etc.), freeing up the staff member for research. The exemption from teaching duties after pregnancy scheme, will run until December 31, 2016, but will most likely be extended for the next few years. These costs are within faculty expenses since 2014.

The past years, the focus of the diversity policy and measures was on gender diversity. The central fund was and will be used for the following campaigns:

- *Awareness and support:* The Diversity Steering Group, the Erasmus Network of Female Professors, International Women's Day.
- *Focus on career development:* Assistant professor mentoring programme, workshops and master classes for PhD's, WO/WD intervision groups, a buddy system and training courses for managers.
- *Support:* coordination and implementation of the above measures and the policy by USC/HR.

As of June 2015 the diversity project has been further expanded. The new design of the diversity policy focuses on 2 extra pillars: Education & Students and Research. This has led to a need in increase of the budget. A higher amount of the central HRM policy fund will go to the diversity policy. The strategic innovation budget will also be needed to cover the extra costs.

#### *Local HRM policy fund*

Funds for HR costs which are distributed across the organisational departments on the basis of the performance based allocation model.

#### *Working condition fund*

Each year, agreements are made with EUROPA regarding the earmarking of the remaining central working conditions fund (e.g. Dies bonus, Christmas hamper).

In proportion to the performance based allocation model, k€ 31 has been allocated across the Woudestein faculties (e.g. for parental leave). From 2017 the allocation for internet compensation to the Woudestein faculties has stopped. From 2016, most of the central employment condition fund will be used for structural employee mobility (program Career in Progress).

#### *Legal obligation arrangements*

EUR bears the risk for the (enhanced) unemployment benefits (WNU/BWNU). The institution's internal policy stipulates that these costs are largely within central expenses. Faculties pay a relatively small contribution.

Precautionary, a central reserve has been set aside for planned restructuring of M€ 1 in 2017. The reserve of M€ 1 is reduced to M€ 0,5 in 2018 and zero from 2019.

#### *Strategic Innovation Budget*

The Strategic Innovation Budget is explained separately in Appendix C3.

#### *Student Grant Advance*

The EUR has committed to a pre-investment of M€ 6 yearly in the years 2015 to 2018 (in total M€ 18) in anticipation of an additional Government Grant from the revenues from the new Student Grant Advance Act. The aim of the pre-investment is to strengthen the quality of education for publicly funded students who will be part of the loan system.

The following expenditures are proposed in 2016 and 2017:

- M€ 6 incidental investments (quick-wins).
- M€ 4 per year structural investments in 2016 and 2017.
- M€ 2 per year will be reserved for an innovation fund to finance faculty exceeding projects. We expect to receive a structural budget of M€ 6 a year from OCW starting in 2018. From 2020 we expect the budget to grow with another M€ 1.

#### *Erasmus University College (EUC)*

EUC has been embedded in the FSW since 2015. With the embedding within the faculty, it has been decided to fund the programme like any other, i.e. in accordance with the performance based allocation model. The EUC performance funding is based on the OCW price for education performance (national allocation model). The programme will also receive a fixed budget for education. No basic funding will be provided for research. EUC will also receive the non-statutory portion of the tuition fees.

Furthermore, we have agreed to cover EUC's initial deficits up to a predefined level. A total sum of M€ 9,3 will be reserved in the Strategic Innovation Budget for a number of years. Any remaining shortfall will have to be covered by sponsorship<sup>1</sup> and other resources. Since supplementary funding through sponsorship lags behind expenses, a mismatch between revenues and expenditure will occur over time. This will result in EUC drawing more from the general funds for a number of years.

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<sup>1</sup> The business case assumes a minimum of M€ 6 in sponsoring, of which the municipality of Rotterdam has guaranteed M€ 3.

In addition to the standard funding of the initial deficit, EUC will also receive special additional advance funding of M€ 10 from the Executive Board. The programme has to repay this sum (over a period of 40 years).

#### *Housing budget/ major maintenance and depreciations*

The reserves for major maintenance and depreciations are updated annually in accordance with the most recent investment plans.

#### *Other EUR expenses*

Various central costs. These will be explained separately in Appendix C.

#### *Tuition fees of non-EEA students and other fees*

Reserves for the internal allocation of PTO student tuition fees and of non-statutory tuition fees (allocation based on enrolled non-EER students and graduates from university of applied sciences who have paid an institutional fee).

#### *Interest compensation*

The basis for the interest allocation is the reserve in the annual financial report at the end of the budget year t-2 less the book value of the tangible fixed assets as stated in that annual report.

#### *Design and printing costs*

Marketing cost increases resulting from the requisite investments for sharing will be covered by savings realised through the implementation of a printing management system. It is estimated that, due to lower numbers of copies, printing-on-demand and digitalisation, savings of 60% and 40% can be made on design and printed matter, respectively. The savings to be made by the organisational departments have been deduced from the budget effective 2014. The allocation formula is based on the share of each organisational unit in the total design and printing costs. This share is determined using a spend analysis based on a three-year average (2010-2012). The saving has been set at k€ 570 per year from 2015 onwards.

#### *Budget Cuts*

EUR has been faced with reductions in the Government Funding, and an expected levelling off in the growth of student numbers. Consequently, retrenchments are necessary for EUR to achieve a balanced long-term forecast. The EUR-wide retrenchments have been passed on to the organisational departments through a budget reduction.

#### *EUR Fellows*

Researchers who have submitted admissible proposals for a NWO Veni, NWO Vidi or ERC Starting Grant, but have not received funding from the NWO or the European Commission due to budgetary constraints despite good assessments of their proposals, will be eligible for a EUR Fellowship that year.

Up until 2014, EUR only awarded EUR Fellowships to starting researchers (Veni). These researchers were awarded a sum of k€ 135 that could be spent on direct project costs (salary and material costs) for a maximum of two years (in the case of a full-time appointment). The scheme for Veni researchers will be continued. However, from 2015, a sum of k€ 150 will be available for researchers who are unable to secure a Vidi or ERC Starting Grant. The latter Fellowships will be able to use the money for a maximum of four years (in the case of a full-time appointment). The appointments will be partially funded (k€ 405) by the faculties (depending on the outcomes of the performance based allocation model) and partially by the central HRM policy funds (k€ 405).

Furthermore, REI resources (k€ 600) from the Strategic Innovation Budget will be available from 2015 onwards (initially 2015 and 2016).

## C4: EXPLANATION OF STRATEGIC INNOVATION BUDGET (Table 4 of appendix C.2)

### 1 The Aim of Strategic Innovation Budget

The Strategic Innovation Budget is primarily aimed at stimulating/supporting strategic initiatives during a start-up period. In due course, the strategic choices should be embedded in the organisation, at which point the incentive concerned can/must be removed. We explain the items in Table 4 below.

### 2 Education and Research

#### *Young Erasmus*

Funds have been set aside for the young researchers' network for the years 2013 through to 2016.

#### *Sustainable Humanities*

The humanities faculties will receive additional funds from OCW to improve their offering of programmes and courses, resolve education and research bottlenecks, stimulate emerging talent and train current staff.

#### *Hope: triple play*

For the valorisation programme/centre Hope (Holland Program on Entrepreneurship), a total of M€ 1,2 has been reserved from 2012 to 2017.

#### *Pedagogy*

The start of the Pedagogy programme requires an investment of M€ 12,5, of which M€ 10,5 has been reserved in the Strategic Innovation Budget through to 2019. The FSW itself will contribute M€ 2.

#### *Erasmus University College (EUC)*

For the start-up of EUC, M€ 9,3 has been reserved in the Strategic Innovation Budget for the period 2012-2023. Furthermore funds are also being reserved for EUC in the general reserve.

#### *Nanobiology*

For the start-up financing of the joint bachelor and master degree in Nanobiology, a total of M€ 1,2 has been committed, for which an additional sum of k€ 460 has been reserved in the period 2014-2016. The remainder had been reserved in previous years. This programme is being organised in collaboration with Delft University of Technology.

#### *ESL education reform*

A maximum of M€ 8 has been committed to the ESL for education reform.

#### *Research Stimulation*

In the previous and current strategic periods, various sums have been reserved for stimulating research. In addition to the efforts for REI research groups, Medical Delta and LDE centres, a number of projects have been supported, such as:

- The Research Excellence grants for RSM EU.
- Centre for Public Safety (k€ 50 per year from 2014 through to 2016).

- Bridging finance for the Erasmus Graduate School of Social Sciences and Humanities of k€ 125 per year in 2015 and 2016.
- Incidental research support at FSW of k€ 50 per year from 2015 through to 2018 for a doctoral position.
- Financing a PHD position at FSW/Sociology through to 2019 (research Quality & Relevance).
- In 2016 and 2017 k€ 600 a year is reserved for the new EUR Fellowships scheme.

#### *REI resources*

From 2012, a portion of the research stimulation funds will be distributed via a competition (Research Excellence Initiative). This will reinforce promising research groups at the Woudestein faculties. In 2012-2015, groups were selected that were each awarded a sum to finance their efforts for a period of five years following the start-up. The funds are made available based on actual expenses incurred up to a maximum of the amount committed, on the condition that the faculty is able to match the same amount.

#### *Flagships/Erasmus Initiatives*

From 2017 resources are available for the Erasmus Initiatives Smarter Choices for Better Health, Vital Cities & Citizens and Growth and Prosperity. Each Initiative will receive M€ 4,2.

#### *Medical Delta*

The aim of Medical Delta is to develop the region surrounding Leiden, Delft and Rotterdam into a leading innovation region in which research institutions, companies and government bodies collaborate (the so-called 'triple helix'). Erasmus MC is the co-founder of Medical Delta. Participants are Erasmus University Rotterdam, Erasmus MC, LUMC, Leiden University, Delft University of Technology, Leiden Bioscience Park, Business2Science Portal, Science Port Holland, Biopartner Leiden, Yes! Delft, Erasmus MC Holding BV, the province of South-Holland, and the municipalities of Rotterdam, Leiden and Delft.

Medical Delta has three focus areas:

1. Imaging and image-guided medicine;
2. Targeted molecular technology;
3. Interventions and care.

Until 2016 we reserved a sum of yearly k€ 200 for Medical Delta.

#### *LDE*

Funds (k€ 800 per year) have been reserved since 2013 to finance LDE centres, themes and coordination costs. At year-end 2014, the LDE steering group decided to set aside an annual amount of k€ 800 for the period 2016 through to 2018.

#### *LEaDing Fellows*

The LEaDing Fellows Programme is a joint programme of Leiden University, Erasmus University Rotterdam, Delft University of Technology, Leiden University Medical Centre and Erasmus University Medical Centre. The universities have received a grant from the Marie Skłodowska-Curie Cofund Programme for 90 postdocs for two year positions each, at one of the five partners.

The first call will open on 1 February 2017, for 20 positions; appointment: 24 months, between 1 November 2017 and 30 April 2020. The second call opens on 1 November 2017, for 40 positions; appointment 24 months, between 1 August 2018 and 31 January 2021 and the third call opens on 1 August 2018, for 30 positions; appointment: 24 months between 1 May 2019 and 31 October 2021.

25% of the costs of a LEaDing Fellow which is equal to k€ 17,5 per fellow per year during 2 years will be financed out of the strategic innovation budget. The faculty share is also 25%. The final 50% will be financed from the Marie Curie co-funding.

#### *National and international project fund*

A fund to stimulate national and international projects will operate from 2014 through to 2018 (k€ 409 per year). The following activities are eligible for financing:

- Activities aimed at consolidating networks and consortia for external grant application preparations.
- Support in preparing and/or writing a grant application.
- Substitution grant for researchers wishing for an exemption from teaching duties in order to focus on preparing and writing a substantial (personal) application.

The assessment and selection are the responsibility of the rector, following consultations with UB and AZ.

Of the above amount, k€ 50 is reserved each year to fund interview technique training courses and grant information meetings for EUR researchers to assist them in securing research grants.

#### *International Office (formerly Erasmus Foreign Services (EFS))*

This unit supports the international acquisition of projects and the marketing and sale of research results. In 2017, the China Centre will be transferred to the USC (International Office). EU support stays under the department Academic Affairs.

#### *Sirius Programme/Erasmus Honours Academy*

These resources are reserved for the costs of developing an EUR-wide programme to promote excellence in the master phase and to establish the Erasmus Honours Academy. An additional reserve can be found in the EUR's central costs to cover expenses linked to the honours programmes.

#### *Initial costs EU-HEM*

EU-HEM is the first 2-year international joint degree master education program at the EUR. To cover a part of the initial costs IBMG receives a lumpsum amount of k€ 80 a year during the period 2017 till 2019.

#### *Clinical Technology*

For the start-up financing of the joint bachelor and master degree in Clinical Technology, a total of M€ 3,3 has been committed.

#### *Education project support*

Since 2011, money has been reserved for education recommendation projects. The Risbo education expertise centre is mainly engaged in this activity.

#### *Benchmark/ monitoring*

This concerns a reserve for the costs of a variety of monitoring systems and/or benchmarks.

#### *Education Internationalisation Programme*

Headed by an International Education Committee, EUR aims to implement the following projects:

- Internationalisation Curriculum
- Master Development & Recruitment
- Facilities Services & Hospitality
- International Funding & Project Development



### *Online Education and Digital Services Programme (OODD)*

During the strategic period, funds will be reserved for the development of a counter for the production of online education resources, pilot project support and the associated organisational costs. The following projects will come under this programme:

- Online education
- Digital Learning and Working Environment (DLWO) for students and lecturers
- Digital testing
- SIS services
- Timetables
- Teaching materials
- EvaSys

### *Study Quality Programme*

Core project of the programme is the institutional audit project, whose focus is the successful attainment of institutional accreditation in 2018.

The second project concerns the development and implementation of a research agenda into quality and study success of EUR's programmes which combines current and new initiatives which increase our understanding of effective higher education.

### *Impact and Relevance Programme*

The following is included in this programme:

- Reputation research: research into EUR's international reputation.
- Implementing brand strategy: developing a joint international communication concept to assist EUR achieve its strategic objectives of enhancing its reputation and raising its appeal.
- Improving key M&C channels: the aim is an entirely new, customer journey-based EUR marketing website, which is fully responsive and adaptive.
- Career Services: the establishment of a virtual Career Services Office for students.
- Sustainability: from 2014 onwards, an annual amount of k€ 150 has been reserved for placing and keeping Corporate Social Responsibility (CSR) and Sustainability on the agenda. In 2015, CSR became part of the Impact and Relevance strategic project.

### *Diversity*

The new design of the diversity policy focuses on 2 extra pillars: Education & Students and Research (see explanation C2 HRM policy fund). The strategic innovation budget will be used to cover the extra costs (k€ 86,5 in 2016 and k€ 173 in 2017).

## **3 Operations**

### *Collaboration between EUR and the municipality of Rotterdam*

EUR and the municipality of Rotterdam are cooperating on substantive themes such as Liveable Neighbourhoods, Rotterdam Talent, Labour Market and Urban Data.

The cooperation is organised in the form of knowledge workplaces. EUR intends to extend the collaboration agreement with the city of Rotterdam.

### *Intensification of the Alumni Policy*

From 2014 through to 2017, the USC/M&C will receive an additional k€ 161 for strategic alumni projects.

### *Renewal of Erasmus Magazine*

In the period 2015-2017 k€ 100 per year is reserved for the transition of Erasmus Magazine (English-language version and digitalisation).

### *Rotterdam Arts & Science Lab*

The EUR (ESHCC and EUC), Codarts and the Willem de Kooning Academie are working together in a joint institute, the Rotterdam Arts & Science Lab (RASL).

The focus of RASL are 3 programs:

- Double degree/dual degree
- Creative learning
- Research in innovative interdisciplinary practices

For the coordination costs k€ 100 a year is set aside in the period 2016-2021.

### *RT4 Erasmus and LDE Trainee programme*

From 2017 up until 2020 (for 4 years) a reservation is made for the central cost of RT4 Erasmus and LDE trainees. In 2016 a 2nd cohort of 15 trainees started in the Rotterdam Talent 4 Erasmus trainee programme. Units pay k€ 23 a year per RT4 Erasmus trainee. From September 2016 the units contribute 50% to the cost of LDE trainees. The remaining part will be financed with the strategic resources.

### *Top Support Programme*

This programme also has a number of sub-projects:

- Revision of the internal financial allocation model
- SAP plateau 2 & 3: implementation of new and supplementary functionalities.
- Further development of Business Intelligence/Management Information.
- Alignment of support organisation; focused on the processes and services as well as internal coordination of the support organisation established in the staff-department, the USC, SSC OO&S, the UB and the faculty support service departments
- Identity & Access Management
- DLWO infrastructure: providing access to digital services and creating a new architecture and infrastructure
- Further development of ICT demand organisation and information management.

**Ongoing strategic projects for which funds were reserved in previous years (within the Strategic Innovation Budget or for the account of the general reserve), including:**

### *English-taught Bachelor in Psychology*

A maximum of M€ 2 has been committed to the English-taught Psychology programme.

### *Research masters*

We temporarily make available a launch grant for new and existing research master programmes. Such programmes must be registered in CROHO and linked to a KNAW-recognised research school. The launch grant consists of k€ 5 per diploma and amounts to a maximum of k€ 150 (30 diplomas) per research master. The launch grant will be awarded until the designated funds reserved in the past have been depleted. We expect the last year to be 2017.

### *Geno-economics*

A sum of k€ 680 from the reserve 2012 has been earmarked for the Erasmus University Rotterdam Institute of Biology and Economic Behavior (EURIBEB), a cooperative arrangement between ESE and Erasmus MC.

### *Research into Education (iMERR)*

A sum of k€ 680 from the reserve 2012 was earmarked for the Institute of Medical Educational Research, a cooperative arrangement between FSW and Erasmus MC.

## **C.5: EXPLANATION OF ERASMUS MC TRANSFERS & OTHER EUR CENTRAL COSTS (Table 5 of appendix C.2)**

### **1 Erasmus MC transfers**

#### *Specific Erasmus MC transfers*

Based on the agreements made during the disentanglement, the Erasmus MC receives sums to cover the costs of housing and insurance policies as well as compensation for the costs of replacing the EURnet. For the intake quota for the Medicine programme, the Erasmus MC receives funds from Government Funding to cover the costs of a higher intake of first-year students and the 'housing' calculating component.

### **2 Woudestein housing budget**

See an explanation of the housing model in Appendix E.

### **3 Other central EUR expenses**

#### **3.1 Students**

##### *Students Support Fund*

This relates to the costs of grants allocated to students with an administrative body membership, graduation compensations, etc.

The following may be grounds for awarding financial assistance to students:

- 1) illness and other situations beyond a student's control;
- 2) administrative duties;
- 3) membership of a participation body or programme committee;
- 4) excellence;
- 5) community activities or top-level athletics.

##### *Erasmus Sport grant*

The basic grant for Erasmus Sport amounts to k€ 812. In 2017 the basis grant is indexed. An additional amount of k€ 62 is reserved to cover for investments the coming years. In 2017 Erasmus Sport receives k€ 38 extra income for advising the campus project. Precautionary, the same amount is reserved the next years.

##### *Student facility grants*

This concerns grants awarded to SG Erasmus, Kaseur, Eureka commission and carillon player, etc. The reserved sum of k€ 275 includes the maximum guarantees to Kaseur (k€ 20), Eureka week (k€ 100) and Science and Culture (k€ 41).

### 3.2 Staff

#### *Anti-smoking policy + ARBO + Erasmus Vitaal*

Since 2000, an amount of k€ 34 has been reserved each year for the anti-smoking policy. k€ 30 is set aside for costs related to occupational health and safety adaptations. Since 2013, we have reserved k€ 25 to cover the costs of the Erasmus Vitaal university-wide programme. In 2016 and 2017 k€ 7 is set aside for the cost of Young Erasmus.

### 3.3 General costs

#### *Contributions*

Item to cover among others the VSNU contribution, Surf collaboration costs, Surfnet costs, OCLC contribution, Academic Transfer contribution, "Studielink" operating contribution and auditor's costs.

#### *Digital Learning Platform/Blackboard*

This concerns a reserve for the structural costs of the exam processing system and Blackboard.

#### *Additional central licence fees*

An amount for the costs of purchasing a campus licence for Business Objects XI, the annual operating costs of OS Commerce, Promas and Document Management.

#### *Assessments*

The following costs are covered by Executive Board:

- The costs of the accreditation process for initial master programmes, except for stand alone master programmes;
- The cost of re-accreditation of bachelor programmes with one regular master per bachelor;
- The costs of accreditation and re-accreditation of research masters.

#### *EUR Woudestein insurance premiums*

This concerns the costs of insurance against damage to structures, third-party liability and executive manager liability. The amount included under this item excludes the portion of the insurance premiums that we charge to external parties such as the Holding, Erasmus Sport and the Rotterdamsch Leeskabinet.

#### *Legal advice costs*

Costs connected with appeal proceedings, attendance fees for student members, external chairs and members of the Examination Appeals Board and the Complaints Advisory Committee. This also covers the costs for the external expert of the sexual intimidation, aggression and violence complaints committee. This item also covers the costs connected with patent applications and the E-recognition management module.

#### *Board compensations*

This item covers the compensation scheme for the members of the University Council and Europa, etc. as well as the attendance fees for the Supervisory Board, the adviser's compensation of the Holding executive manager and the additional salaries costs incurred by deans. The latter costs concern the dean's allowance, allowance for representation expenses and any special payments awarded by the Executive Board.

#### *Student Influx Monitor and International Student Barometer*

For the structural costs of the annual student influx monitor and the international student Barometer, amounts of k€ 15 and k€ 11 respectively have been set aside. The use of the student influx monitor as an activity to help students choose programmes will be evaluated in 2016.

### 3.4 Events

#### *Ceremonies*

To cover the costs of the Official Opening of the Academic Year, the Dies ceremony and other events.

#### *Management costs policy latitude*

For the reception of delegations, holding policy days, etc.

#### *Lustrum*

From 2003, we have structurally reserved k€ 100 for special activities during the anniversary celebrations.

#### *Mandeville lecture, Science and Technology Week, Saint Nicolas Celebration and Talent Day*

We have contributed k€ 11 to the Mandeville lecture at the EUR since 2012. Club Rotterdam and the Trust Fund both contribute a similar amount. The annual reservation for the Science and Technology Week is k€ 18, while that for the St. Nicolas celebration and the Christmas and New Year's celebration combined is k€ 26. We structurally reserve k€ 22 for the Talent Day.

#### *Erasmus Gallery*

Each year, an amount of k€ 24 is provided to USC/Art for the exhibitions in the Erasmus Gallery.

### 3.5 Communication

#### *Corporate Publications and Fraud and Plagiarism Campaign*

An amount of k€ 26 to cover the costs of the annual report and for an English-language publication for international associates.

An amount of k€ 25 is set aside each year for the fraud and plagiarism campaign in order to cover the leaflet production costs, website expenses and unanticipated expenditures.

### 3.6 Specific allocations

#### *Women's Studies and Emancipation chair*

We have made k€ 60 available for the coordination of Women's Studies and for the Emancipation chair at the FSW.

#### *FW dissertations*

FW works with a Tailored Budget, where it has been agreed that the faculty will receive the normal dissertation premium for each doctorate.

#### *ISS dissertations*

For its dissertations conferrals, ISS receives the dissertation premium provided by OCW less a discount. This discount is based on the fixed funding as a result of the higher number of dissertations conferrals nationwide.

#### *PTO Business Administration research*

Since the 2011 budget year, RSM EU has received compensation for diploma-related research. This amount is based on the number of diplomas that meet the funding definition, multiplied by the relevant price for the budget year that the EUR performance based allocation model uses for diploma-related research. This concerns a compensation that falls outside the budget model.

#### *Erasmus Honours programme*

An amount of k€ 185 is reserved each year for the Dutch and English-language Erasmus Honours programme, which amount is supplemented with funds from the Strategic Innovation Budget.

#### *NIAS Fellows / Scholars at risk*

This reservation is used to compensate the faculties for the replacement costs of scholars who have been invited to attend the Netherlands Institute for Advanced Studies (NIAS).

An amount of k€ 15 a year is reserved for the Scholars at Risk project. The aim of the project is to offer scientists who are at risk performing their work in their home countries a temporary and safe place at a Dutch university.

The costs of membership of the Scholars at Risk Network are covered under the item contributions. The Scholars at Risk Network is intended to visibly commit universities to the work of the UAF organisation as well as to contribute to the costs of the selection of work carried out at the headquarters in New York. UAF selects candidates from the database for placement in the Netherlands.

### **3.7 Infrastructure**

#### *Replacement costs of EURnet following the renewal project*

We finance the replacement costs (k€ 286) of the active components of the basic facility from the central reserve. Of this amount, k€ 92 is earmarked for the Erasmus MC (see specific Erasmus MC transfers). The costs of the floor space exceeding normal requirements are covered by the involved organisational departments (compulsory contribution of 2,55 per m<sup>2</sup>).

#### *Housing for international guests*

An amount is reserved to cover the operating deficit incurred by housing for international guests.

#### *Building G*

This item concerns the costs of managing the work and study spaces in Building G (k€ 159).

## C6: NOTES ON COMPULSARY SETTLEMENTS (Table 6 of appendix C.2)

The compulsory settlements were established in order to create an efficient way of settling and setting off the various types of fixed costs.

The amounts to be settled were initially deducted in advance from the model-based budget allocations. At the request of the organisational departments, it was decided that as of budget year 1999 these items would no longer be collected via a contribution deducted from the model-based budget allocation, but via an automated system of compulsory settlements.

The support services must reach an agreement with the faculties on the scope and content of the service activities, as well as on the level of the settlement. In the event that the offered services package increase, either a supplementary budget will have to be made available or the client will have to decide which service he/she no longer wishes to purchase.

Although various settlements have become structural, the consequence of this is that the Support Services must to give an account of the sums they spend and the services they provide. This is possible via the annual report.

### *O.I.S. (formerly ICIR) and CHERC*

Tasks of O.I.S. (support for international students) include arranging the so-called accelerated procedure for obtaining visas and residence permits, with regard to the legislative amendments to MOMI<sup>2</sup>.

CHERC focuses particularly on China with the aim of attracting Chinese doctoral candidates and students to EUR. The faculty contributions are distributed across the China Centre/UB and the SSC OO&S.

### *Service provision to international students*

In 2010, a committee initiated a number of additional activities to improve services provided to international students, such as activities surrounding the arrival and reception of international students by, for example, organising a pick-up service and a formal welcome. The faculties have approved the committee's proposals.

Up until 2014, these additional activities were financed by the faculties by withholding k€ 230 of the lump-sum through a division of the costs based on student numbers (Executive Board decision, 1768-8). From 2014 onwards, the amount to be divided rose by k€ 30 for the costs of the Intensive Dutch Course. From 2017 the amount to be divided was furthermore increased to cover the extra cost of 2 fte (gpl scale 6-8) for the international office.

In view of the nature of the withholding (it concerns a service), it was decided that from 2015 onwards, the faculties' contribution would not run via Table 2 (as a deduction on the budget), but it would be a compulsory settlement instead.

### *Student counselling and career advice (formerly LABEUR)*

Labeur OO&S focused on the job market perspectives of EUR students nearing graduation. Labeur has since been abolished. OO&S's activities comprise offering courses to students as well as individual career advice. For these activities, k€ 91 is charged on to the faculties based on the number of students enrolled (1 October student count).

### *Counselling and referrals*

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<sup>2</sup> Modern Migration Policy Act



The services offered can be found on the website ([http://www.eur.nl/ttc/studenten/studeren\\_communiceren/](http://www.eur.nl/ttc/studenten/studeren_communiceren/))

These services are offered to students free of charge and funded from this budget. For questions about student financial assistance, study length extension, unwanted attentions, studying with a handicap, studying as a top-level athlete, RSI (also known as CANS) or personal problems, students can turn to specialist staff of the Student Facility Department. If the university psychologists are unable to offer the student the help they require, they will be referred to other care provision services.

#### *OSIRIS*

The faculties are committed to using the Osiris Student Information System, and have signed an agreement for sharing the maintenance costs. The costs will be charged in proportion to the number of students enrolled at the various faculties (1 October student count). With respect to the Osiris cost estimate, it has been agreed with the faculty directors that an additional charge or refund will be calculated at the end of the year based on the actual costs incurred.

#### *Accommodation expenses*

The amount per organisational department is determined by the outcomes of the accommodation model. The charged amount is based on the annual difference between standard accommodation requirements and actual usage.

#### *Network fund*

The costs of the accommodation space which exceed the norm have been charged to the organisational departments since 2006 (compulsory contribution of 2,88 per m<sup>2</sup>). (Replacement costs of EURnet I&A/WD/178.052 memorandum dated 16 April 2005 and CvB 1558-7 dated 9 May 2005).

#### *RePub (formerly EEPI)*

Effective 1 January 2011, the Executive Board expects all researchers of the Erasmus University Rotterdam (EUR) and the Erasmus MC to deposit their publications in RePub. RePub is EUR's open access institutional repository (<http://repub.eur.nl>). The faculties have approved the charging on of the costs for this library facility (k€ 120).

#### *UB policy plan*

In the light of Erasmus 2013, the UB has drawn up a policy plan in which it has set out which support it can offer the faculties. In-depth discussions were held with the faculties regarding this policy plan. These discussions led to a decision to raise the budget of the UB structurally by M€ 1 in total. 75% of this amount is financed by the faculties. The remainder is financed by a contribution from the BV's to the UB.

#### *MAETIS*

Under this name come the costs for occupational healthcare, occupational welfare and the costs arising from the Eligibility for Permanent Incapacity Benefit (Restrictions) Act ("Wet Poortwachter"). For reasons of efficiency, these costs are booked centrally and divided across the organisational departments on the basis of an amount per employee.

Effective 1 January 2013, EUR is the excess bearer for insurance policies under the Return to Work (Partially Disabled Persons) Regulations. The insurance premium is now included in the amount charged on to the organisational departments.

*Education marketing*

For a range of central activities (open days, information for schools, advertising, etc.), it has been agreed with the faculties that they will pay k€ 852, calculated using a fixed allocation formula, for Marketing and Communication from 2012 onwards. USC/M&C must reach agreement with the deans each year on the expenditure (CvB 1765-14).

*Overhead ABD/UB/Redundancy pay*

The overhead is determined in accordance with previous agreements. The redundancy payment charge is 3.5% based on the cost estimate.

# **APPENDIX D: INTERNAL ALLOCATION MODEL**

## D1: KEY FEATURES OF THE INTERNAL ALLOCATION MODEL

- The internal allocation model is not characterised by a pre-determined maximum partitioning of the policy areas of education, research, HR, accommodation and support services. A set allocation principles are applied without restrictions provided total available resources are sufficient.
- The funding of education and research is based on pre-defined education and research parameters.
- The education model is open and allows for variability in teaching tasks, and is not subject to maximised funding levels.
- Research funding is more or less closed, which makes total funding independent of activity levels; this has a stimulating effect and leads to relative quality improvements within EUR.
- Prevention of sharp fluctuations in education and research funding by working with three-year averages.
- Housing costs associated with the government grant and indirect funding are almost fully within central expenses, with units only paying for use of office space that exceeds the norm.
- Incentives for a competitive tuition fee policy for non-funded students through the transfer of the non-statutory part of the tuition fees.
- Funding of central services as a whole is direct in line with the performance based budgets of the Woudestein faculties; however, allocation across the support services is policy driven.
- Resources are allocated as lump-sums; the recipient is free in its use of the resources within agreed policy and budgetary frameworks.
- Fixed annual amount for the Strategic Innovation Budget scheme
- Executive Board decides what measures will be taken regarding any resource surplus/shortfall.
- Decisions surrounding (large-scale) investment programmes are always based on solid business cases with structural financial consequences.

The internal allocation model only relates to direct funding (first money stream), i.e. government grant and tuition fees. Since recently, EUR has also been receiving government financing from LDE joint degrees which it receives indirectly via LDE (also known as revenues from alliances). The size of the government grant is largely dependent on the University Macro Framework, student numbers and academic achievements.

EUR receives these funds as a lump-sum. This means that the institution is free to use (and indeed does use) the resources in a manner that differs from the actual allocation. However, this freedom does not apply to a portion of the government grant which is immediately transferred. This portion relates to the resources for the academic hospital, the government grant for the ISS and the IHS. This allocation is partly a statutory obligation (resources for the academic hospital) and partly the result of contractual agreements.

EUR's internal allocation model varies from the OCW allocation model, meaning that EUR pursues its own policy. Where the OCW's model parameters are relevant to EUR policy, these are also applied within the institution. A substantial change in the scale of the allocated resources or the method of allocation by the Ministry of Education, Culture and Science ('OCW') will not immediately result in an adjustment of the allocation model. EUR repeatedly assesses whether it can and wishes to continue its funding policy in unchanged form.

The current internal allocation of resources is divided into four blocks:

1. Resources that are transferred directly (ISS, IHS and university teaching hospital as a workplace).
2. Performance resource allocation to faculties and central services (described below).
3. Strategic innovation budget.
4. Other (especially central) costs.

The performance based allocation to faculties is based on pre-defined education and research parameters (first-year faculty students, diplomas, dissertations, research audit assessments and acquisition of indirect funding) and a portion of fixed amounts. The allocation across education and research can be traced back from this model. Allocation is based on achieved performances and differentiated prices. The model contains one exception: first-year students are initially funded according to an estimate, after which an adjustment is made according to outcome in the budget year if the difference is larger than 4%. A three-year funding average is used in order to avoid large funding fluctuations. The model-based allocation to faculties largely adheres to the 'old' OCW model, where the main funding consideration was linked to output. EUR is an advocate of funding education quality, with study success serving as an important parameter. The faculties are expected to cover all costs of first money stream activities (education, research and support services) from this allocated budget.

The education allocation model has an open character. This means that achieved performances are funded at fixed prices. The research model is primarily a closed model in the sense that the total amount available is basically fully fixed. Prices are determined by dividing the total amount by the number of performances. Consequently, there are no fixed prices. The only exception is for the price of dissertations: this is fixed and independent of the number of dissertations produced. EUR's approach with respect to the available education and research resources can be compared with OCW's approach towards developing the Macro Framework, with the education portion being aligned with national student numbers. The research portion is characterised exclusively by policy-based development.

The direct funding of the central services (USC, OOS, University Library (UB) and ABD) is based on historical agreements. The funding received is intended to cover the costs of support activities aimed at serving the general interest of the entire institution. The total available amount is adjusted annually directly in line with the performance based budgets of the Woudestein faculties. This correction for growth, however, is not simply allocated to the individual support services, but is specifically earmarked based on agreements made and policy priorities. Consequently, the correction for growth is not necessarily proportionately divided across the various units of the support units. The internal allocation model also takes into account any increase of the performance based allocation to support services arising from the implemented BV2013 projects. The reserve is based on the business case underpinning the BV2013 programme. The resources are allocated as soon as the projects have been transferred to the line and structural expenses are incurred. Should the structural costs be lower than initial estimates, the resources are earmarked for other purposes.

In addition to direct funding, the support services also receive indirect funding from the faculties out of their own income in exchange for services provided.

In supplement to the performance based funding, the units also receive funding for HRM policy. The level of these HRM policy resources is linked to the model-based allocation.

The performance based allocated resources are provided to the units as lump-sums. This means that the faculties and support services are free to set their own policy on using these resources.

In addition to performance based funding, it is EUR policy to transfer the non-statutory portion of the tuition fees to the faculties where faculties do not receive funding for the students concerned. A reserve has also been built in to the internal allocation model for this purpose.

A portion of the central fund available (approx. 5%) is used to stimulate strategic initiatives (Strategic Innovation Budget) and for the selective support of new policy. The Executive Board, partly in consultation with the deans, decides on the allocation of these resources to projects and initiatives, as well as on the associated conditions.

Resources are also reserved under the heading 'legal obligations' to cover regular redundancy payments as well as reorganisation and restructuring expenses. With respect to regular redundancy payments, approximately 75% of the associated costs are within central expenses, with the remainder paid by the units concerned. In view of the current austerity and curtailment measures, the Executive Board has decided to cover the full restructuring costs centrally on a once-only basis in order to support the units in implementing the required restructuring.

Finally, the available resources are used to fund a range of central costs and incentive schemes, an important component of which is the housing costs, which are (more or less entirely) with central expenses. The resources available/required for housing at Woudestein are sourced from the approved investment programme and the updated multi-year investment and operations schedule. It has been agreed that Woudestein's - net - housing costs must not exceed 13% of the relevant revenue.

It is worth noting that as part of the central costs resources are allocated to the Erasmus MC under the heading 'Numerus Fixus and housing'. This represents a total amount of more than M€ 22, which is indexed at set times. Like the resources for employment conditions and legal obligations, the allocation of housing resources is based on contractual agreements made with the Erasmus MC at the time of the transition of the FGG to the university academic hospital in 2003.

The EUR allocation model is not characterised by a pre-determined maximum partitioning of the various policy areas (education, research, support, accommodation and HR). The allocation principles are initially applied without restriction. Should an imbalance in the resource allocation occur or be imminent, the policy and its associated priorities will be reviewed in order to restore a structural balance.

The allocation model relates exclusively to the available and allocated resources in a given year. A portion of the resources are intended to cover central fixed and semi-fixed costs arising from earlier investments in, for example, property, and any short-term adjustments are limited in nature therefore. This is why decisions surrounding (large-scale) investment programmes are always heavily influenced by structural annual costs. Assessed is whether the costs are within the long-term financial possibilities and can be carried by the EUR. A final investment decision is only taken if an acceptable business case exists. The cash tied up with such investments is not (fully) visible in the annual allocation model, but is reflected in the development of the liquidity and solvency balance-sheet ratios.

## **D2: EXPLANATORY NOTES TO THE PERFORMANCE ALLOCATION MODEL (PAM)**

### **1 Performance allocation model (PAM)**

In a functional and financial sense there are no changes to the PAM in relation to the model used for the Budget Framework Letter 2017. In a financial sense the following changes have been made to PAM in relation to the B2016:

#### **Educational performance**

- The financed faculty student influx per 1 October 2016 for B2017 is based on an estimation. In consultation with iBMG, ESL, FSW and RSM the influx is adjusted.
- Diplomas in the 2014/2015 academic year are calculated and are again higher than in the previous year due to growth in the student population. Also coming years higher diplomas are expected which will lead to higher educational allocation.
- The pre master student in the 2014/2015 academic year are calculated.
- The non-model financed bachelor and master programmes are recalculated and the estimation of the Pedagogy and EUC influx is downwards adjusted.
- In accordance with the adopted methodology, the staff budget and the budgets of the SSCs were increased in line with the budget increases of the faculties.

#### **Research performance**

- The revenue 2nd money stream excluding VENI/VIDI/VICI for calendar year 2015 has been calculated based on faculty input. Projects above k€ 500 and income from VENI, VIDI and VICI tracks are excluded from this calculation.
- The number of dissertations based on calendar year 2015 are put into PAM.
- The research review results at ESE are available. This has resulted in a recalculation of the external research assessment price.
- The research supplement for Psychology is admitted in the internal allocation, Table 1: Internal Allocation
- The (research) diploma compensation for Business Administration Part Time (PTO) is available under Table 5: Specific Allocations and Other Central Costs.

As a result of an increase in the performance achieved, PAM shows an increasing trend from M€ 200,4 in 2017 to M€ 214,5 in 2021. In the Budget Plan 2016 we adjusted the diploma numbers in later years, but current results have led to higher allocation. The EUR is compensated for these expenses by a higher share in government grant, however note that the compensation for diplomas is far lower than internal allocation prices.

#### **Erasmus MC BAMA Transition Model**

The Medicine programme has been transitioned to the bachelor-master system since academic year 2008/2009. The last academic year in which the old programme will be given is academic year 2015/2016. Due to the transition phase a diploma peak has occurred, because at the same time Medicine degrees, bachelor and master degrees are being held. This phenomenon is known as the BAMA-peak and causes (temporary) double financing. In consultation with Erasmus MC a transition correction is embedded in the model. The correction will be yearly calculated on basis of realisation numbers and is based on 330 diplomas.

The number of bachelor's, master's and doctor's degrees in the 2014/2015 academic year as input for the 2017 budget and the projected estimates for the doctor's degrees that are still in the pipeline. These latest insights result in a revision of the BAMA Transition Model and the correction line in the 2017 Budgetary Framework.

	Realisation	Estimation			
	<---	---			
	B2017	B2018	B2019	B2020	B2021
Arts Diplomas	76	38	0	0	0
Bachelor Diplomas	371	330	330	330	330
Master Diplomas	213	330	330	330	330

Average over a 3-year period

Arts Diplomas	248,7	151,0	38,0	12,7	0,0
Bachelor Diplomas	366,0	343,3	343,7	330,0	330,0
Master Diplomas	77,3	187,3	291,0	330,0	330,0

	B2017	B2018	B2019	B2020	B2021
Correction BAMA Medicine Advancement	-k€ 4.349	-k€ 2.786	-k€ 855	-k€ 655	k€ 25

### Procedure for counting first year faculty students (influx of new faculty students)

The parameter 'first year faculty students' is used in PAM. The definitive number of first year faculty students is calculated on the basis of the following procedure. First, a forecast is included in the Budgetary Framework. This forecast is based on the funded numbers in recent years, whereby the two-year average is used for bachelor's students and the most recent year is relevant for master's students. In consultation with the faculty an adjustment can be made to the estimation if a break in the trend is expected. Next, a count is conducted in the spring after which an adjustment is made if the deviation is 4% or more. The adjustment is included in the budget update in the budget year. In the next Budgetary Framework, the *actual* numbers realised will be incorporated into PAM to provide for the correct calculation of the three-year average.

### Double Degrees

Externally, EUR does not receive funding for double degrees via the Government Allocation Model (OCW Allocation model). Internally, double degrees continue to be funded via PAM. The initiatives designed to start up additional double degree programmes cause expenditures via PAM to increase, while the OCW Allocation Model does not provide any coverage for this.

## 2 Performance

Performance for the 2017 budget year has been adjusted on the basis of the realised values.

For the baseline period and the method of determining the funded numbers please refer to the full explanation of the PAM.

As described earlier, the parameter 'influx of new faculty students' has been estimated for the academic year 2016/2017. These estimates will be adjusted following a count in the spring.



Multi-year overview:

**Budget 2016-2021 (k€)**

	Er.MC	IBMG	ESE	RSM EU	ESL	FSW	ESHCC	FW	Woudestein	Faculties
Budget Plan 2016: B2016	61.910	8.011	23.315	31.641	18.706	15.553	6.428	2.034	105.688	167.599
Budget Plan 2016: B2017 (prognose)	61.878	8.380	23.252	32.072	17.460	15.728	7.101	2.034	106.026	167.905
B2017	64.048	9.100	24.547	33.515	18.738	16.350	7.402	2.089	111.741	175.789
B2018	64.432	9.184	25.097	34.155	18.810	17.486	8.025	2.089	114.846	179.278
B2019	64.630	9.655	25.567	33.710	19.165	18.679	8.202	2.089	117.067	181.697
B2020	64.094	9.374	25.750	33.478	19.776	19.781	8.435	2.089	118.683	182.777
B2021	63.422	9.284	25.903	33.498	20.794	20.955	8.741	2.089	121.264	184.686

	Er. MC	Woudestein	Faculties	Staff en SSCs	UB	Totaal
Budget Plan 2016: B2016	61.910	105.688	167.599	19.245	7.241	194.085
Budget Plan 2016: B2017 (prognose)	61.878	106.026	167.905	19.307	7.227	194.439
B2017	64.048	111.741	175.789	20.421	7.441	203.652
B2018	64.432	114.846	179.278	20.988	7.530	207.778
B2019	64.630	117.067	181.697	21.399	7.577	210.673
B2020	64.094	118.683	182.777	21.697	7.604	212.078
B2021	63.422	121.264	184.686	22.171	7.688	214.545

The internal resource allocation calculation dossier (Appendix D.3) contains the following tables:

- Table 1a Calculation of the effects of the Performance based Allocation Model on budget year 2017.
- Table 1b Bachelor's and Master's Pedagogy (FSW) not financed via the model.
- Table 1c+1d Nanobiology and Clinical Technology (Erasmus MC) study programmes not financed in the model.
- Table 1e Liberal Arts (Erasmus University College) (FSW) courses not financed in the model.
- Table 2 Summary of the 2017-2021 multi-year overview and changes in relation to the 2016 Budget Plan.
- Table 3a Performance. The performance realised in recent years and an estimate of future performance.
- Table 3b Averages. The averages of the performance displayed in Table 3a to be included in the Performance based Allocation model.
- A full explanation of the Performance based Allocation Model is included in the Appendix '*Elaborate Explanation of the Performance based Allocation Model*'.

# **APPENDIX D3: TABLES PERFORMANCE ALLOCATION MODEL**

**Table 1a: Performance Allocation Model (PAM) B2017**

1. wages and price level 2015		Prices		Er.MC		IBMG		overig		Prices UB		
		(Faculty) Student Influx		€		€		€		Fixed		
		Bachelor		€		€		€		Variable/ffe		
		Master*		€		€		€		€		
		Medicine Master		€		€		€		€		
		Medicine Degree		€		€		€		€		
		Promotie		€		€		€		€		
		Bachelor		€		€		€		€		
		Master*		€		€		€		€		
		Medicine Master		€		€		€		€		
		Medicine Degree		€		€		€		€		
		2nd money stream		€		€		€		€		
		Assessment "good"		€		€		€		€		
		Assessment "excellent"		€		€		€		€		
2		441,7	322,7	1.487,3	1.911,3	1.293,7	844,6	484,7	6.346,3	6.787,9		
3		5,685	5,876	€	5,876	€	3,949					
4		17,665	13,637	€	13,637	€	9,212					
5		6,819	6,819	€	6,819	€	4,607					
6		26,498	26,498	€	26,498	€						
7		36,592	36,592	€	36,592	€						
8		94,921	95,757	€	95,757	€	61,710					
9		5,971	3,090	€	3,090	€	2,067					
10		6,179	6,179	€	6,179	€	4,133					
11		11,944	11,944	€	11,944	€						
12		17,915	17,915	€	17,915	€	450					
13		35,278	35,278	€	35,278	€	11,666					
14		38,806	38,806	€	38,806	€	12,833					
15				€	40,155	€						
16				€		€						
17				€		€						
18				€		€						
<b>Performance Allocation Model (PAM) B2017</b>												
19. wages and price level 2015												
20												
21	<b>Performance</b>	<b>Er.MC</b>	<b>IBMG</b>	<b>ESE</b>	<b>RSM EU</b>	<b>ESL</b>	<b>FSW</b>	<b>ESHCC</b>	<b>FW</b>	<b>Woudestein</b>	<b>Facilities</b>	<b>Performance</b>
22	(Faculty) Student Influx	441,7	322,7	1.487,3	1.911,3	1.293,7	844,6	484,7	6.346,3	6.787,9	Total fte OW HOZ	1376,2 fte
23	Pre master students	4,0	28,0	166,0	58,0	92,0	81,0	0,0	553,0	557,0	Allocation	UB
24	BA-diplomas	364,0	72,3	573,0	718,0	444,7	316,3	204,7	2.329,0	2.693,0	Fixed	€ 2.495
25	MA-diplomas	34,3	234,3	782,3	1.300,0	593,3	441,0	182,0	3.533,0	3.567,3	Variable	€ 4.691
26	MA-diplomas - Medicine	77,3							0,0	248,7	Allocated	€ 255
27	Arts-diplomas - Medicine	248,7							110,7	345,0	Total	€ 7.441
28	Dissertations	234,3							3.797,6	11.558,5		
29	Revenue 2nd money stream	7.760,9	1.270,8	228,5	765,2	309,2	786,0	438,0	141,8	212,5		
30	Assessment "good"	70,7	0,0	59,6	18,5	29,2	15,6	18,9	0,0	0,0		
31	Assessment "excellent"	193,6	13,8	0,0	92,2	1,3	27,0	0,0	134,3	327,9		
32												
33	<b>Allocation (k€) (price x performance)</b>	<b>Er.MC</b>	<b>IBMG</b>	<b>ESE</b>	<b>RSM EU</b>	<b>ESL</b>	<b>FSW</b>	<b>ESHCC</b>	<b>FW</b>	<b>Woudestein</b>	<b>Facilities</b>	<b>UB</b>
34	(Faculty) Student Influx	2,511	1,896	5,873	7,548	5,117	3,335	1,914	1,460	25,683	28,194	
35	Pre master students	8	55	324	250	113	179	158	1,079	1,079	1,087	
36	BA-diplomas	6,430	986	5,278	6,614	4,096	2,914	1,885	21,775	21,775	28,205	
37	MA-diplomas	234	1,598	3,604	5,989	2,733	2,032	838	16,793	16,793	17,028	
38	MA-diplomas - Medicine	2,049							0	0	2,049	
39	Arts-diplomas - Medicine	9,099							7,213	7,213	8,867	
40	Fixed Education budget / Tailored Budget FW	1,633	188	1,408	1,703	784	974	696	1,460	7,213	8,867	
41	Total Education	21,985	4,722	16,488	22,104	12,843	9,435	5,492	1,460	72,543	94,528	
42	Dissertations	22,243	1,500	1,563	1,378	1,255	1,234	432	432	7,363	29,606	
43	Dip-gebond/ oz normaalief	11,969	2,577	6,810	10,570	5,197	3,817	1,812	3,817	30,782	42,751	
44	Dip-gebond/ oz geconigeerd	7,764	1,671	4,418	6,857	3,371	2,476	1,175	1,175	19,969	27,733	
45	Revenue 2nd money stream	3,491	572	103	344	139	354	197	354	1,708	5,200	
46	Research Assessment	10,007	554	695	1,398	358	358	221	358	3,754	13,761	
47	Fixed Research budget / Tailored Budget FW	5,118	339	1,741	2,084	1,110	1,028	612	629	7,542	12,660	
48	Total Research	48,624	4,636	8,520	12,061	6,233	5,621	2,637	629	40,336	88,960	
49	Transfer of direct government funding	-2,958	-282	-518	-733	-379	-347	-160	-2419	-5,377	-4,125	
50	Correction Erasmus MC BAMA Transition Model	-4,372	23	58	83	41	29	13	13	-580	-580	
51	Correction IBCOM											
52												
53												
54	<b>Total Education &amp; Research</b>	<b>63,278</b>	<b>9,100</b>	<b>24,547</b>	<b>33,514</b>	<b>18,738</b>	<b>14,737</b>	<b>7,402</b>	<b>2,089</b>	<b>110,128</b>	<b>173,406</b>	<b>201,269</b>
55												

\* for Erasmus MC: it is the price for a Research Master





## Table 1d: Bachelor Clinical Technology (EMC)

- 1 salen pri level 2011
- 2 Start-up Funding CvB decision 1890-12.15-08-2013
- 3 in accordance with business case 06-12-2012

Budget year	realisation <—			—> estimation			Total
	B2013	B2014	B2015	B2016	B2017	B2017	
7 Start-up Funding	50	200	250	140			640
8 Claimed start-up funding	50	200	14				264

Funding factor	3.00	after 3yrs	after 4yrs
11 Factor EUR/Delft/Leiden	0.33	50%	75%

Graduation rate

### Series 3yrs-average in multi-annual budget (Table 2 Summary)

Realisation	Price (€)											
	B2013	B2014	B2015	B2016	B2017	B2018	B2019	B2020	B2021	B2022	B2023	B2024
16 Influx Bachelor Total			99	99	100	100	100	100	100	100	100	100
17 Influx Bachelor (financed)			95	97	100	100	100	100	100	100	100	100
18 Ba-diplomas OW					74	74	74	74	75	75	75	75
19 Ba-diplomas OZ					50	50	50	74	75	75	75	75
20 Total (k€)			375	383	395	395	1.079	1.421	1.428	1.431	1.431	1.431
21 OW Total (k€) 3yrs-avg		0	125	253	384	391	547	775	1.004	1.083	1.085	1.086
22 OZ Total (k€) 3yrs-avg		0	0	0	0	0	76	190	305	344	345	345
23 Total (k€) 3yrs-avg		0	125	253	384	391	623	965	1.309	1.427	1.430	1.431

**Table 1e: Erasmus University College - Liberal Arts (FSW)**

- 1 wages and price level 2015  
 2 in accordance with business case 06-03-2015

Funding factor	1.50
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Graduation rate	after 3yrs	after 4yrs	after 5yrs
	72%	78%	80%

7 **Series 3yrs-average in multi-annual budget (Table 2 Summary)**

Realisation	Price (€)	realisation <—			—> estimation							
		B2014	B2015	B2016	B2017	B2018	B2019	B2020	B2021	B2022	B2023	B2024
10 Influx Bachelor Total	5.923	86	104	116	148	174	200	200	200	200	200	200
11 Influx Bachelor (financed)	13.818	79	95	111	133	157	180	180	180	180	180	180
12 Ba-diplomas OW	3.100					57	80	116	137	158	160	160
13 Ba-diplomas OZ						57	80	116	137	158	160	160
14 OW Total (k€)		468	563	658	788	1.716	2.177	2.331	2.664	2.954	3.243	3.271
14 OZ Total (k€)		0	0	0	0	176	249	284	359	424	488	495
14 Total (k€)		468	563	658	788	1.892	2.426	2.615	3.023	3.377	3.731	3.766
15 OW Total (k€) 3-yrs avg		156	344	563	669	1.054	1.560	2.075	2.391	2.650	2.954	3.156
16 OZ Total (k€) 3-yrs avg		0	0	0	0	59	142	236	297	355	423	469
17 Total (k€) 3-yrs avg		156	344	548	669	1.113	1.702	2.311	2.688	3.005	3.377	3.625



**Table 2: Summary**

		1 wages and price level 2015																		
		2 Multi annual budget 2017 - 2021 incl Clinical Technology, Nanobiology, Pedagogy (BA and MA) en EUC (excl. Start-up funding)																		
		ErMC	IBMG	ESE	RSM EU	ESL	FSW ex PED	BA PED	MA PED	EUC	FSW	ESHCC	FW	Woudstein	Facilities	ABD / SSCs	UB	Total		
		€ Mil	€ Mil	€ Mil	€ Mil	€ Mil	€ Mil	€ Mil	€ Mil	€ Mil	€ Mil	€ Mil	€ Mil	€ Mil	€ Mil	€ Mil	€ Mil	€ Mil	€ Mil	
5	B2017	63.278	9.100	24.547	33.514	18.738	14.737	741	202	669	16.350	7.402	2.089	111.740	175.789	20.421	7.441	203.652		
6	B2018	63.528	9.184	25.097	34.155	18.810	14.928	999	429	1.113	17.468	8.025	2.089	114.828	179.260	20.988	7.530	207.778		
7	B2019	63.304	9.655	25.567	33.710	19.165	15.005	1.281	691	1.702	18.679	8.202	2.089	117.067	181.697	21.399	7.577	210.673		
8	B2020	62.295	9.374	25.750	33.478	19.776	15.112	1.473	886	2.311	19.782	8.435	2.089	118.684	182.777	21.697	7.604	212.078		
9	B2021	61.131	9.284	25.903	33.498	20.794	15.681	1.587	998	2.688	20.955	8.741	2.089	121.264	184.686	22.171	7.688	214.545		
10																				
11																				
12	<b>2017 Policy Framework</b>																			
13		ErMC	IBMG	ESE	RSM EU	ESL	FSW ex PED	BA PED	MA PED	EUC	FSW	ESHCC	FW	Woudstein	Facilities	ABD / SSCs	UB	Total		
14	B2017	62.298	8.947	24.135	32.791	18.424	14.489	726	198	654	16.068	7.268	2.054	109.687	172.738	19.978	7.412	200.129		
15	B2018	62.598	9.029	24.677	33.367	18.495	14.680	980	422	1.163	17.245	7.890	2.054	112.758	176.242	20.541	7.502	204.285		
16	B2019	62.435	9.495	25.146	32.773	18.850	14.764	1.260	680	1.845	18.549	8.066	2.054	114.932	178.670	20.940	7.542	207.152		
17	B2020	61.451	9.222	25.335	32.504	19.457	14.884	1.449	871	2.558	19.762	8.299	2.054	116.632	179.852	21.251	7.568	208.672		
18	B2021	60.307	9.135	25.492	32.409	20.464	15.453	1.561	982	3.002	20.998	8.602	2.054	119.154	181.713	21.714	7.648	211.074		
19																				
20	<b>2017 Kaderbrief - 2017 Policy Framework</b>																			
21		ErMC	IBMG	ESE	RSM EU	ESL	FSW ex PED	BA PED	MA PED	EUC	FSW	ESHCC	FW	Woudstein	Facilities	ABD / SSCs	UB	Total		
22	B2017	980	154	412	724	314	248	15	3	15	282	134	35	2.054	3.051	443	29	3.523		
23	B2018	930	155	420	788	315	248	18	7	-50	223	135	35	2.070	3.017	447	29	3.493		
24	B2019	869	160	421	936	316	241	21	11	-143	131	136	35	2.135	3.027	459	35	3.520		
25	B2020	844	152	415	975	318	228	24	14	-247	20	137	35	2.051	2.925	445	36	3.406		
26	B2021	825	149	412	1.089	330	228	26	16	-314	-43	140	35	2.110	2.973	457	40	3.471		
27																				

**Table 3a: Performance**

(Faculty) Student Influx										Research										
Er.MC	IBMG	ESE	RSM	ESL	FSW	ESHCC	FW	Total		Er.MC	IBMG	ESE	RSM	ESL	FSW	ESHCC	FW	Total		
<b>(Faculty) Student Influx</b>										<b>Dissertations</b>										
B2012	423	313	1.204	1.572	881	692	380	81	5.546	B2012	193	7	22	26	12	25	3	4	292	
B2013	427	309	1.357	1.695	947	628	343	72	5.778	B2013	206	5	31	19	27	13	1	4	306	
B2014	445	370	1.583	1.741	1.102	739	430	118	6.528	B2014	221	10	18	15	24	27	10	3	328	
B2015	451	301	1.384	1.860	1.283	770	476	163	6.688	B2015	233	13	25	19	17	17	7	3	334	
B2016	434	337	1.553	1.864	1.339	824	493	265	7.109	B2016	227	12	30	23	21	21	10	2	346	
B2017	440	330	1.525	2.010	1.265	940	485	210	7.205	B2017	243	22	21	25	23	22	4	5	365	
B2018	442	330	1.487	1.911	1.257	1.005	485	213	7.129	B2018	235	16	20	23	20	23	7	3	347	
B2019	439	330	1.522	1.928	1.262	1.050	488	229	7.247	B2019	225	17	20	23	22	22	7	3	339	
B2020	440	330	1.511	1.950	1.261	1.080	486	217	7.276	B2020	215	18	20	23	22	22	6	4	330	
B2021	440	330	1.507	1.930	1.260	1.080	486	220	7.252	B2021	205	17	20	23	22	20	7	4	317	
<b>Student influx Ba</b>										<b>Revenue 2nd money stream excluding veni/vidi/vici</b>										
B2012	390	133	820	1.042	637	459	260	72	3.813	B2012	15.303	1.745	562	385	515	1.286	1.005	371	21.170	
B2013	396	130	869	1.058	731	398	224	69	3.875	B2013	11.392	1.849	553	830	426	1.432	407	262	17.151	
B2014	400	170	1.076	1.166	853	498	275	106	4.544	B2014	12.344	1.422	796	564	535	1.488	860	322	18.331	
B2015	404	131	956	1.144	1.040	547	326	148	4.696	B2015	8.973	2.178	986	777	417	842	574	345	15.092	
B2016	399	129	1.015	1.102	1.076	543	341	255	4.860	B2016	8.129	812	388-	647	305	486	131	185	10.308	
B2017	405	130	985	1.160	1.000	635	335	200	4.850	B2017	6.181	822	87	872	205	1.030	609	151	9.957	
B2018	403	130	985	1.135	1.000	670	334	201	4.858	B2018	7.761	1.271	228	765	309	786	438	227	11.786	
B2019	402	130	995	1.132	1.000	690	337	219	4.905	B2019	7.357	968	158	761	273	767	393	188	10.865	
B2020	403	130	988	1.143	1.000	690	335	207	4.896	B2020	7.100	1.020	158	800	262	861	480	189	10.869	
B2021	403	130	990	1.137	1.000	690	335	209	4.893	B2021	7.406	1.086	181	775	282	805	437	201	11.173	
<b>Student influx Ma</b>																				
B2012	33	180	384	530	244	233	120	9	1.733											
B2013	31	179	488	637	216	230	119	3	1.903											
B2014	45	200	507	575	249	241	155	12	1.984											
B2015	47	170	428	716	243	223	150	15	1.992											
B2016	35	208	538	762	263	281	152	10	2.249											
B2017	35	200	540	850	265	305	150	10	2.355											
B2018	39	200	502	776	257	335	151	12	2.271											
B2019	36	200	527	796	262	360	151	11	2.342											
B2020	37	200	523	807	261	390	151	11	2.379											
B2021	37	200	517	793	260	390	151	11	2.359											
<b>Diplomas</b>																				
<b>Doctoral/Medicine diplomas</b>										<b>Er.MC MA - Medicine</b>										
B2012	282				11				293	B2012										
B2013	317				5				322	B2013										
B2014	332								332	B2014										
B2015	331								331	B2015										
B2016	339								339	B2016	19									
B2017	76								76	B2017	213									
B2018	38								38	B2018	330									
B2019										B2019	330									
B2020										B2020	330									
B2021										B2021	330									
<b>Bachelordiplomas</b>										<b>Masterdiplomas (incl. Research Master diplomas)</b>										
B2012	174	72	435	703	507	309	90	23	2.139	B2012	60	149	563	966	580	366	131	9	2.824	
B2013	71	529	817	531	292	76	56		2.546	B2013	56	161	658	1.070	633	458	166	17	3.219	
B2014	334	70	635	641	627	326	169	38	2.840	B2014	58	167	732	1.228	733	521	176	12	3.627	
B2015	398	73	539	727	444	313	225	35	2.754	B2015	35	237	721	1.061	551	400	153	22	3.180	
B2016	329	72	577	679	418	341	193	28	2.637	B2016	23	190	802	1.592	625	455	183	16	3.886	
B2017	365	72	603	748	472	295	196	37	2.788	B2017	45	276	824	1.247	604	468	210	20	3.694	
B2018	330	75	687	627	436	269	164	35	2.623	B2018	45	236	724	1.325	566	360	240	12	3.510	
B2019	330	76	718	651	521	314	198	51	2.858	B2019	45	261	825	1.421	638	392	244	15	3.841	
B2020	330	65	696	633	582	327	219	81	2.934	B2020	45	259	839	1.458	729	446	275	21	4.071	
B2021	330	65	707	638	571	353	222	91	2.977	B2021	45	243	818	1.414	796	473	295	32	4.117	

Table 3b: Average

(Faculty) Student Influx										Onderzoek									
3yrs avg	Er.MC	IBMG	ESE	RSM	ESL	FSW	ESHCC	FW	Total	5 yrs avg	Er.MC	IBMG	ESE	RSM	ESL	FSW	ESHCC	FW	Total
<b>(Faculty) Student Influx</b>										<b>Dissertations</b>									
B2012	414.0	310.7	1204.3	1540.7	851.3	735.3	392.0		5446.3	B2012	189.7	6.7	21.3	26.0	14.3	14.7	3.3		276.0
B2013	408.7	313.3	1247.0	1600.0	896.3	700.7	376.0		5592.0	B2013	199.0	6.3	23.0	23.3	18.3	16.3	2.7		289.0
B2014	431.7	330.7	1381.3	1669.3	976.7	686.3	384.3		5860.3	B2014	206.7	7.3	23.7	20.0	21.0	21.7	4.7		305.0
B2015	441.0	326.7	1441.3	1765.3	1110.7	712.3	416.3		6213.7	B2015	220.0	9.3	24.7	17.7	22.7	19.0	6.0		319.3
B2016	443.3	336.0	1506.7	1821.7	1241.3	777.7	466.3		6593.0	B2016	227.0	11.7	24.3	19.0	20.7	21.7	9.0		333.3
B2017	441.7	322.7	1487.3	1911.3	1295.7	844.6	464.7		6787.9	B2017	234.3	15.7	25.3	22.3	20.3	20.0	7.0		345.0
B2018	438.6	332.3	1521.8	1928.4	1287.0	922.8	487.6		6918.4	B2018	235.0	16.6	23.7	23.7	21.3	22.0	7.0		349.2
B2019	440.1	329.9	1511.4	1949.9	1261.2	898.1	485.7		6976.3	B2019	234.3	18.1	20.3	23.7	21.7	22.3	6.0		346.4
B2020	440.1	329.9	1506.8	1929.9	1260.0	1044.8	486.0		6997.5	B2020	225.0	16.8	20.0	23.0	21.3	22.3	6.7		335.1
B2021	439.6	329.8	1513.3	1936.1	1261.0	1070.0	486.4		7036.2	B2021	215.0	17.1	20.0	23.0	22.0	21.3	6.6		325.0
<b>Revenue 2nd money stream excluding veni/vidi/vici</b>										<b>Revenue 2nd money stream excluding veni/vidi/vici</b>									
3yrs avg										3yrs avg									
B2012	14927.4	1216.0	330.1	265.5	227.4	688.2	638.2		18292.7	B2012	14927.4	1216.0	330.1	265.5	227.4	688.2	638.2		18292.7
B2013	14081.4	1517.6	447.5	484.5	366.0	1067.8	875.8		18640.7	B2013	14081.4	1517.6	447.5	484.5	366.0	1067.8	875.8		18640.7
B2014	13013.0	1671.8	637.1	592.8	492.0	1401.8	757.2		18565.8	B2014	13013.0	1671.8	637.1	592.8	492.0	1401.8	757.2		18565.8
B2015	10903.0	1816.3	778.3	723.7	459.3	1254.0	613.7		16548.3	B2015	10903.0	1816.3	778.3	723.7	459.3	1254.0	613.7		16548.3
B2016	9815.2	1470.8	464.8	662.6	419.2	938.6	521.7		14292.8	B2016	9815.2	1470.8	464.8	662.6	419.2	938.6	521.7		14292.8
B2017	7780.9	1270.8	228.5	765.2	309.2	786.0	438.0		11558.5	B2017	7780.9	1270.8	228.5	765.2	309.2	786.0	438.0		11558.5
B2018	7356.9	968.4	24.0	761.3	273.2	767.3	392.7		10495.7	B2018	7356.9	968.4	24.0	761.3	273.2	767.3	392.7		10495.7
B2019	7099.6	1020.4	157.7	793.5	262.5	861.1	479.9		10680.6	B2019	7099.6	1020.4	157.7	793.5	262.5	861.1	479.9		10680.6
B2020	7405.8	1086.5	181.3	775.4	281.6	804.8	436.9		10972.2	B2020	7405.8	1086.5	181.3	775.4	281.6	804.8	436.9		10972.2
B2021	7287.4	1025.1	165.6	778.7	272.4	811.0	456.5		10776.8	B2021	7287.4	1025.1	165.6	778.7	272.4	811.0	456.5		10776.8

Diplomas									
3yrs avg	Er.MC	IBMG	ESE	RSM	ESL	FSW	ESHCC	FW	Total
<b>Doctoral/Medical diplomas</b>									
B2012	264.0	0.0	44.0	0.0	20.3	2.3	2.7		333.3
B2013	292.0	0.0	0.0	0.0	11.3	0.7	2.3		306.3
B2014	310.3	0.0	0.0	0.0	5.3	0.0	0.0		315.7
B2015	326.7	0.0	0.0	0.0	1.7	0.0	0.0		328.3
B2016	334.0	0.0	0.0	0.0	0.0	0.0	0.0		334.0
B2017	248.7	0.0	0.0	0.0	0.0	0.0	0.0		248.7
B2018	151.0	0.0	0.0	0.0	0.0	0.0	0.0		151.0
B2019	38.0	0.0	0.0	0.0	0.0	0.0	0.0		38.0
B2020	12.7	0.0	0.0	0.0	0.0	0.0	0.0		12.7
B2021	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0
<b>MA Medicine</b>									
B2012									
B2013									
B2014									
B2015									
B2016		6.3							
B2017		77.3							
B2018		187.3							
B2019		291.0							
B2020		330.0							
B2021		330.0							

3yrs avg	Er.MC	IBMG	ESE	RSM	ESL	FSW	ESHCC	FW	Total	3yrs avg	Er.MC	IBMG	ESE	RSM	ESL	FSW	ESHCC	FW	Total	
<b>Bachelor diplomas</b>										<b>Master diplomas (incl. Research Masters)</b>										
B2012	54	465	607	459	255	79	13		1932	B2012	55	122	575	990	493	356	127	6		2683
B2013	58	64	474	657	511	280	80	31	2156	B2013	57	143	598	1011	578	403	144	11		2945
B2014	169	71	533	720	555	309	112	39	2508	B2014	58	159	651	1088	649	448	158	13		3223
B2015	302	71	568	728	534	310	157	43	2713	B2015	50	188	704	1120	639	460	165	17		3342
B2016	354	72	584	682	496	327	196	34	2744	B2016	39	198	752	1294	636	459	171	17		3564
B2017	564	72	575	718	445	316	205	33	2726	B2017	54	234	782	1500	593	441	182	19		3587
B2018	341.3	73.2	622.4	684.7	441.9	301.6	184.3	33.3	2682.8	B2018	37.7	234.2	783.5	1388.0	598.3	427.8	210.9	16.2		3696.5
B2019	341.7	74.4	669.4	675.5	476.1	292.4	185.9	40.9	2756.3	B2019	45.0	257.9	791.1	1330.9	602.5	407.0	231.4	15.7		3681.5
B2020	330.0	72.2	700.6	637.3	512.7	303.1	193.6	35.5	2804.9	B2020	45.0	252.1	796.0	1401.2	644.3	399.7	253.1	15.9		3807.3
B2021	330.0	68.8	707.1	640.8	557.8	331.3	213.0	74.1	2922.9	B2021	45.0	254.4	827.4	1430.8	720.8	457.1	271.6	22.4		4009.6

## D.4: DETAILED EXPLANATION PAM

### 1. Introduction

The calculation, on which the budget allocation is based, is determined on the basis of a model introduced in 2004. The resources are allocated on the basis of the financed performances and a fixed basic grant. The most recently available performances are used. In order to avoid sharp financial fluctuations, the allocation is based on a performance average over three years.

The faculties are free within the statutory framework to use the resources allocated on the basis of the performance based allocation model. No relationship is therefore necessary between the model-based allocation and the internal allocation at the faculties.

The model has the following funding parameters:

- a) Number of students enrolled for the first time at the faculty
- b) Number of pre master students
- c) Number of undergraduate and graduate diplomas (bachelor, master and (*temporary*) doctoral degrees)
- d) Number of dissertations
- e) Revenue from the second money stream
- f) Academic staff appointed in the first money stream working on research projects with good or excellent quality assessments

The allocation parameters were established in consultation with the faculties. In the case of education, these were discussed with the education funding working group at the time, in which all faculties were represented. The recommendations issued by the working group were set out in the Education Funding Report in 2005. The basis for the funding parameters for research is set out in the memorandum "Quality and the future scope for allocating research funding"<sup>3</sup>.

### 2. Time aspects

#### Policy Framework versus Budget Plan

To provide the faculties with a budget that is as realistic as possible, the largest possible number of parameters are updated in the Policy Framework. As this is not possible for the parameter first-year students (given the desired counting period), this parameter is estimated in the Policy Framework and adjusted in the budget year itself if necessary. The estimated student influx in the Policy Framework is only adjusted if the outcome varies by more than 4%. If the variance is smaller, no adjustment will be made to the budget in question. The outcome will be incorporated in the next Policy Framework in order to arrive at a correct calculation of the three-year average.

#### Reference periods and the three-year average

The parameters, which are used as input for the model in budget year T, have various counting periods as shown in the table below.

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<sup>3</sup> *Rapport Onderwijsbesteding* (Education Funding Report) FEB 209.936 dated 20 June 2005; *Kwaliteit en de toekomstige allocatie onderzoeksruimte* (Quality and the future scope for allocating research funding) FEB 192.061 dated 19 November 2002

Parameter	Reference period/time
<b>Education</b>	
(Faculty) Student Influx	October count for the academic year
Pre master students	October count for the academic year
Diplomas (Bachelor and Master)	Academic year
<b>Research</b>	
Dissertations	Calendar year
Revenue second money stream	Calendar year
Research assessments (Academic staff funded in the first money stream)	Recent external assessment presented in the Budget Framework Plan

The budget allocation is however not based on the performances in a single year, but on the performance average in three previous years. The performances that are relevant to the model-based allocation in T are consequently an average of the performances in the following academic and calendar years.

Academic year Parameter	T-5/T-4	T-4/T-3	T-3/T-2	T-2/T-1	T-1/T
Student Influx			X	X	X
Pre master students (no 3 years average)				X	
Diplomas	X	X	X		

Calendar year Parameter	T-5	T-4	T-3	T-2	T-1
Dissertations		X	X	X	
Revenue from second money stream		X	X	X	
Research Assessments (6 years average of the last external review)					

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### 3. Funded performances

The following conditions apply to the education-related parameters:

- All undergraduate and graduate programmes registered in CROHO count towards the funding<sup>4</sup>.
- The performances have been achieved by students who fall under the Higher Education and Research Act ('WHW') and who have satisfied all enrolment requirements<sup>5</sup>.
- Only performances of students with a nationality of one of the EEA countries or who are entitled to an educational grant are eligible for funding.
- Performances of students with a bachelor degree from a university of applied sciences (HBO) and students in a pre-master programme are not eligible for funding.

The bachelor-master structure was introduced at EUR effective the 2002-2003 academic year, with the exception of the Medicine study programme. The Medicine bachelor programme adopted the structure in the 2008-2009 academic year, with the Medicine master programme following in 2011-2012. The unified Medicine study programme will be phased out at the end of the 2015-2016 academic year. The transitional period saw a temporary peak in diplomas being issued since bachelor degrees, in addition to medicine degrees, were being funded. Agreements were made with the Erasmus MC in this regard to accommodate the transition in a financial sense; this was referred to as the BAMA transition model.

Below follows a more specific description of the funding parameters used in the performance based allocation model.

#### Education: Student influx (first-year students at the faculty)

Each year on 1 October, the number of students that have enrolled for the first time at a faculty are counted. The conditions referred to above apply to this count.

A more detailed description follows below:

- The programme year or phase in which a student enrolls at the faculty is irrelevant.
- Students who enrol in a master programme from a bachelor programme were already enrolled at the faculty and are not counted a second time when enrolling for the master programme.
- Students taking two programmes at different faculties are counted for both faculties.
- Students who enter the faculty after 1 October are counted in the following year, provided that they are enrolled on 1 October of that year. This also applies to students who have not satisfied all requirements before 1 October.
- As students transferring from universities of applied sciences and students in pre-master programmes are not included in the bachelor count, they are counted when they enrol in the master programme.

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<sup>4</sup> Programmes with the suffix "miscellaneous" are not linked to a CROHO code and are not funded. Furthermore, the performances of the part-time Business Administration programme and the programmes of the Faculty of Philosophy do not count as they are subject to different agreements.

<sup>5</sup> Exchange programme students are not eligible for funding.

The student influx is only divided into bachelor and master for informational purposes and facilitate the estimation of the number of diplomas required. In financial terms, there are no differences between two groups.

#### **Education: Pre master students**

Students with and bachelor degree transferring from universities of applied sciences (HBO) are not financed in the bachelor phase, but only from the time they started a master programme. On top of this an additional M€ 1 has been available to the faculties based on the number of pre master students per faculty on 1 October.

#### **Education: Bachelor and Master Diplomas**

In principle, only initial bachelor and master diplomas obtained at the faculty and which satisfy the above conditions are counted. Second bachelor and master diplomas are currently funded internally, regardless of the tuition fee rate. Exceptions to this are the non-EEA and HBO groups referred to above. The basic principle for the internal funding is that a faculty does not receive double funding for the same performance. Furthermore, the obligation on the part of the faculty to make sufficient efforts is verified in accordance with the statutory framework.

Diplomas for research masters have the same status within the performance based allocation model as other master diplomas. Outside the performance based allocation model (in the strategic innovation budget), the Executive Board has released resources for a temporary research master incentive measure.

#### **Education: Doctor's certificates**

The Medicine study programme has transitioned to the BAMA structure. The unified study programme exists alongside it, though it is being phased out in the 2015-2016 academic year. Its funding will be included in the BAMA transition model. This is currently still explicitly visible in the performance based allocation model.

#### **Research: Dissertations**

Dissertation funding from OCW is a condition for EUR funding of the faculties. Dissertations are included in the count for the faculty where first supervisor has been appointed. Where different faculties collaborate, the faculties must arrange any required settlement themselves. The funding of dissertations done abroad cannot be guaranteed.

#### **Research: Revenue from Second Money Stream**

The revenue from second money stream is determined based on the figures from EUR's financial statements. This relates to invoiced amounts, in respect to which Veni, Vidi and Vici grants are not included. A correction is made for projects that exceed M€ 0,5 in scale since these are not included. With respect to Erasmus MC and the iBMG, a correction is also applied for ZonMw, amounting to a deduction of approximately M€ 1,5 and M€ 0,3, respectively.

#### **Research: Assessments**

The number of academic staff employed in the first money stream who are involved in research that has been externally assessed as being 'good' or 'very good' are counted. The numbers are taken from the relevant research assessment report.

#### **Financial price differentiation**

The amounts, which are allocated for the performances, were determined the first time the model was used. The prices used per funding parameter are stated at the top of the model, and consist

of, like the OCW funding, three price levels: top, high and low. The Medicine and Clinical Technology study programme are in the first price level. The other Erasmus MC and iBMG study programmes, as well as the EUC, are in category 'high'. All other study programmes are in category 'low'.

Wage and price increases are incorporated into the price per performance. Applied cuts are also factored into the price. These changes will also be applied to the policy latitudes and the Tailored Budget FW, which is historically fixed.

A fixed size applies to a number of compartments. The total amount is adjusted for wage and price changes. The price per performance is determined by the total number of performances. A higher number of performances results in a drop of the price per performance.

#### **4. Fixed compartments**

##### **Research: Diploma-related research**

The total size of this compartment has been fixed at 45,3% of the other research compartments in connection with the introduction of the BAMA. The resources are distributed first by multiplying them by the historical price, and then by reducing the compartment to 45,3%. The prices shown above the performance based allocation model are the reduced prices.

##### **Research: Revenue from indirect funding**

According to the budget, M€ 5,1 is distributed from the revenues from the second money stream. The funds are distributed based on the count as described above.

##### **Research: Assessments**

For external research assessments, M€ 3,7 is distributed across the Woudestein faculties. The allocation for the Erasmus MC has been (subject to conditions) frozen at<sup>6</sup> M€ 9,9.

#### **5. Non model-based education funding**

In the initial phase of a course, there is a discrepancy between revenues and expenses. A faculty is directly confronted with the material and staff costs and the funding follows several years later. The discrepancy is exacerbated by the three-year average. Funding is largely based on the number of diplomas. Since the first diplomas in a bachelor programme are awarded after three years, the discrepancy between revenues and expenditure is larger than is the case for master programmes. This is why financing agreements are made with the Executive Board at the start of bachelor programmes. In general, this financing concerns start-up funding and the (temporary) funding of performances outside of the model.

##### **Pedagogical Sciences (FSW)**

The Pedagogical Sciences bachelor programme started in the 2011-2012 academic year. The master programme is expected to begin in the 2014-2015 academic year. In accordance with Executive Board decision 1717-07, a maximum of M€ 10,5 in resources will be made available to the faculty via the Strategic Innovation Budget. The faculty will contribute a further M€ 2 from its own resources. Furthermore, the Executive Board has made an additional M€ 0,6 available for a chair. The performances will be compensated based on a three-year average.

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<sup>6</sup> FEB 213.575 dated 24 January 2006



### **Nanobiology (Erasmus MC)**

The joint bachelor programme in Nanobiology started in the 2012-2013 academic year, in collaboration with Delft University of Technology. This is a programme with funding in the 'high' category, for which a factor of 1,5 to the price applies. A further factor of 0,5 is applied since the financial burden is being shared proportionately by the two parties. The business case gives a rate of return for this programme of 75% following four years of study and a student influx set at 50.

The master programme started in the 2015-2016 academic year.

In accordance with Executive Board decision 1800-25, a maximum of M€ 1,3 in resources will be made available to the faculty via the Strategic Innovation Budget. The start-up resources are freely disposable for both the bachelor and master programme. The performances will be compensated based on a three-year average outside the model. No agreements have been made yet regarding the time of embedding for this programme.

### **Clinical Technology (Erasmus MC)**

The joint bachelor programme in Clinical Technology started in the 2014-2015 academic year, in collaboration with Delft University of Technology and Leiden University.

This is a programme with funding in the 'high' category, for which a price factor of 1,5 applies. A further factor of 0,33 is applied since the financial burden is being shared proportionately by the three parties. The business case gives a rate of return for this programme of 75% following four years of study and a student influx set at 100.

A flow-through ('doorstroom') master programme has been developed.

Erasmus MC receives M€ 3,3 outside the model for the startup costs of the joint bachelor and master programme.

### **Erasmus University College (Liberal Arts) (EUC/FSW)**

The Erasmus University College bachelor programme started in the 2013-2014 academic year. The programme has been placed under FSW. An evaluation after six years will determine whether the programme should continue as part of FSW.

This is a programme with funding in the 'high' category, for which a price factor of 1,5 applies. The business case dated 10-04-2014 indicates a rate of return for this programme of 80% following five years of study; it should be noted that 72% of students will have already completed the programme after three years. The business case also assumes a gradual rise in the student influx to 225, of whom 83,5% are expected to be funded and 16,5% non-EEA students.

On 10 June 2014, a letter with reference ABD/CTB/AD/261.656 was sent on behalf of the Executive Board to the dean of FSW. In the letter, the Executive Board announced that a maximum of M€ 23 would be made available to the faculty in the period through to 2021. M€ 10 of this amount has been pre-financed by means of a loan. The loan will be repaid over 40 years via an annual payment of k€ 300 under the header 'financial burden'.

The performances will be compensated based on a three-year average outside the model. No agreements have yet been made regarding the time of embedding for this programme.

## 6. Particulars

### Transfer of direct government financing

Effective the 2008 budget, OCW is gradually transferring M€ 5,8 macro framework to NWO. The UB and ABD/SSCs budget is reduced by respectively M€ 0,1 and M€ 0,3. The remaining M€ 5,4 reduction will be distributed across the faculties in proportion to the allocations for research<sup>7</sup>.

### Allocation to the UB

The budget of the UB is determined on the basis of a fixed basic grant, increased by an amount that is related to the budget of the faculties. In addition to this allocation, it has been agreed with the faculties that, effective 2009, they would contribute to a number of specific UB projects via a settlement.

### Allocation to ABD and USC

The budget of the ABD and USC has a historical basis. The budget was cut by M€ 1,5 in 2008 due to the reorganisation. Subsequently, a number of positive adjustments took place in the 2012, 2014 and further budget years because the budget has partially adjusted in line with the budget of the faculties.

### Correction Erasmus MC BAMA Transition Model

The Medicine programme has been transitioned to the bachelor-master system since academic year 2008/2009. The last academic year in which the old programme will be given is academic year 2015/2016. Due to the transition phase a diploma peak has occurred, because at the same time Medicine degrees, bachelor and master degrees are being held. This phenomenon is known as the BAMA-peak and causes (temporary) double financing. In consultation with Erasmus MC a transition correction is embedded in the model. The correction will be yearly calculated on basis of realisation numbers and is based on 330 diplomas.

### Correction International Bachelor in Communication and Media (IBCOM)

IBCOM had a start-up funding via the Strategic Innovation Budget. The programme's performances in the start-up years were financed non model-based. In the 2016 budget year the performances were embedded in the PAM and again compensated based on a three-year average, with previously funded performances not being taken into account. To prevent performances being double financed a correction rule has been introduced for the 2017 and 2017 budget years. 2017 leads to a correction of M€ 0,6.

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<sup>7</sup> BGZ/RvH/226.566 dated 05/12/2007

# APPENDIX E: HOUSING

## APPENDIX E: WOUDSTEIN CAMPUS HOUSING POLICY

The campus of Erasmus University Rotterdam is in a state of flux. We are investing a total of M€ 300 in the Woudestein campus. With these investments, the annual housing expenses of Woudestein will increase by approximately M€ 13 (reference year: 2010). As it has been decided to maximise the housing expenses at 13% of the total Woudestein revenue, excluding interest, we must manage use of space and the total housing expenses more carefully.

The aim of the new policy and the associated plan of action is to create high-quality working environments for EUR in which units are stimulated to critically evaluate their use of space and to reduce this where possible. The new policy framework contains the following changes compared to previous policy:

1. A new investment policy
2. Introduction of the lessee/lessor model
3. A new office space norm, expressed in m<sup>2</sup> 'VVO' (=rentable floor area)
4. An adjusted cost price per m<sup>2</sup> of office space
5. A new settlement and charging system.

With regard to the investment policy concerning the furnishings and fittings of offices, it has been decided that the Executive Board will bear the investments centrally provided that projects meet specific basic principles. If a faculty wishes to invest before certain furnishings and fittings have been written off (e.g. for cosmetic reasons), an accelerated depreciation will be carried out, the costs of which will have to be covered by the faculty. With the introduction of this new investment policy, the previous local maintenance provision, the 20% fund, lapses.

EUR has also decided to introduce the lessee/lessor model ('HVM'), the aim of which is to stimulate efficient use of space by charging on the actual space used. The new space norm for EUR offices has been set at 19,5 m<sup>2</sup> VVO (or 15 m<sup>2</sup> 'FNO' (functionally useful area)). This is a challenging but feasible step, whereby use of space at the university will be slightly lower than the (current) university average, without 'the need for using every last square inch of space available'. A further future reduction (e.g. in the average space used in offices) is possible, also given the working conditions guidelines.

A real estate prognosis model was constructed in 2012, which included all housing-related expenses, including operating (service) costs. The full cost price is calculated in the real estate prognosis model, following approval of RES (Real Estate Services & Facility Services) budget for the following year. It has been decided to set the full cost price annually based on an average over the next five years in order to somewhat mitigate erratic price fluctuations as a result of investments and to arrive at a more stable cost-price level as the years progress. The distinction between office spaces with and without daylight (and the associated difference in the price per m<sup>2</sup>) will no longer apply in the new method. The full cost price for one m<sup>2</sup> VVO of office space on the campus has been determined at € 255 for 2017.

In addition to the policy guidelines described above (new financing method, new space norm and a new full cost-price determination), the charging system for office space has also changed. The key features of this system are an adjusted (annual) determination of the average staff costs per faculty and an adjusted determination of the housing budget norm.

The budget norm is determined on the basis of derived FTEs in the first and second money flow:

- With respect to first money flow, the model-based budget allocation for the budget year (T) as determined in the Policy Framework / budget T applies.
- Budget allocations from the Strategic Innovation Budget, including start-up financing, are NOT included in the basis for first money flow. An exception to this is start-up funding for study programmes that commenced before January 2014.
- With respect to second money flow, revenues achieved in the year T-2 in accordance with the financial statements applies.

To calculate the number of FTEs concerned, both first and second money flow are multiplied by an average staff expense percentage relative to total expenses (current historical factor PL/ML: faculties 85/15, SSCs 80/20, UB 60/40); the average staff costs is determined again each year per faculty on the basis of total staff expenses in accordance with the T-2 financial statements, excluding costs of external/hired staff, divided by the average FTEs in T-2.

To determine any overuse or underuse relative to the norm, the following parameters are calculated:

- Housing budget norm:  $\text{FTE norm} * 19,5 \text{ m}^2 \text{ VVO} * \text{full cost price per m}^2 \text{ VVO}$ ;
- Actual  $\text{m}^2$  of VVO in use ( $\text{m}^2 \text{ FNO from Planon} * 1,3$ ) \* full cost price per  $\text{m}^2 \text{ VVO}$ .

The difference between both parameters constitutes the amount that will be charged (in the case of overuse) or refunded (in the case of underuse).

The new housing norm will be introduced in phases, and will depend on the time when a faculty is able (was able) to arrange its accommodation in line with the norm (following a renovation). As of 1 January 2014, the new financial principle will apply to everyone (new cost price, new determination of accommodation budget norm and adjusted average staff costs). It is assumed that all components will be charged in accordance with the new space norm no later than 1 January 2020 (after renovation of Building H).

**Table 1: Specification Housing budget Woudestein**

**k€**

in k€	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Total housing budget Woudestein	22.476	26.465	25.400	27.111	29.071	29.539	28.548	27.177	26.453	25.266

Costs model 'demo 0.35 scenario 2' and available resources (in k€)										
Expenses	2016 *)	2017	2018	2019	2020	2021	2022	2023	2024	2025
Housing costs	32.025	35.910	34.854	36.642	38.446	39.326	38.426	37.148	36.518	35.427
cf. demo 0.38 scenario 2										

Resources										
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Housing budget Woudestein	22.476	26.465	25.400	27.111	29.071	29.539	28.548	27.177	26.453	25.266
facilities	489	363	363	363	363	363	363	363	363	363
from model	3.864	3.864	3.864	3.864	3.864	3.864	3.864	3.864	3.864	3.864
external income	2.962	2.688	2.697	2.774	2.618	3.350	3.396	3.444	3.493	3.542
other internal income	2.234	2.530	2.530	2.530	2.530	2.210	2.255	2.300	2.346	2.393
<b>Total available</b>	<b>32.025</b>	<b>35.910</b>	<b>34.854</b>	<b>36.642</b>	<b>38.446</b>	<b>39.326</b>	<b>38.426</b>	<b>37.148</b>	<b>36.518</b>	<b>35.427</b>

\*) 2016 has been adjusted conform demo 0.38, the new estimation of USC

## Table 2: Calculation of charge net space usage

k€

User	Use of space			Used Norm	Old definition			New definition			Charge	
	Total FNO in m2	Total VVO in m2	cost of use in k€		Norm meter VVO/fte:		Spacenorm in k€	Norm meter VVO/fte:	Spacenorm		B 2016	KN 2017
					fte per unit	in meter			fte per unit	in meter		
iBMG	1.943	2.526	644	new				114,3	2.229,7	569	33	76
ESE **)	6.128	7.967	2.032	old	304,6	8.348,0	2.129				47	
RSM EU *)	7.385	9.600	2.448	old	376,9	10.329,9	2.634					
ESL	3.955	5.142	1.311	new				243,8	4.753,4	1.212		99
FSW	3.662	4.761	1.214	new				234,6	4.573,8	1.166	198	48
ESHCC	1.934	2.514	641	new				100,6	1.962,3	500	211	141
FW **)	644	837	213	old	27,4	751,8	192					
<b>Total</b>	<b>25.652</b>	<b>33.348</b>	<b>8.504</b>		<b>709,0</b>	<b>19.430</b>	<b>4.955</b>	<b>693,3</b>	<b>13.519,2</b>	<b>3.447</b>	<b>489</b>	<b>363</b>
<b>Rate KN2017</b>		<b>255</b>										

The space usage figures are provided by the USC. The startposition is the use of space per January 1, 2016. Major reductions during the year 2016 are taken in consideration as well as rent to bv's.

\*) The transition to the new system was originally planned for 2017 but this has been postponed to a date still to be determined.

\*\*\*) The transition of ESE and FW to the new system is provided by 2020.

Until now the EUR used to measure in FNO (Functionally usefull area); The new parameter will be VVO (Rentable Floor Area) where:  $VVO = 1,3 * FNO$ .

## Table 3: Count of normfte

k€

	IBMG	ESE	RSM EU	ESL	FSW	ESHCC	FW
<b>Count of budget fte 2017</b>							
budget corrected for personnel	8.924	22.614	30.488	16.973	17.007	7.364	2.279
gpl 2015	78,04	74,24	80,88	69,63	72,51	73,18	83,08
<b>normfte 2017</b>	<b>114,34</b>	<b>304,63</b>	<b>376,95</b>	<b>243,76</b>	<b>234,55</b>	<b>100,63</b>	<b>27,43</b>

<b>Count of budget related to staff costs</b>							
model	9.362	25.348	34.411	19.320	16.883	7.637	2.157
Research provision Psychology					679		
PTO Business Administration Research			236				
Pedagogy					1.557		
EUC					-654		
2e money stream income 2015	1.137	1.257	1.221	648	1.544	1.027	525
<b>Budget + 2e money stream</b>	<b>10.499</b>	<b>26.605</b>	<b>35.868</b>	<b>19.968</b>	<b>20.009</b>	<b>8.664</b>	<b>2.682</b>
<b>budget related to staff costs</b>	<b>8.924</b>	<b>22.614</b>	<b>30.488</b>	<b>16.973</b>	<b>17.007</b>	<b>7.364</b>	<b>2.279</b>

via

correction% for personnel 85% 85% 85% 85% 85% 85% 85%

<b>Count of gpl 2015</b>							
personnel costs 2015	10.289	20.155	31.256	19.398	21.332	8.256	2.966
realisation fte 2015	131,83	271,50	386,45	278,60	294,20	112,81	35,70
<b>gpl 2015</b>	<b>78,04</b>	<b>74,24</b>	<b>80,88</b>	<b>69,63</b>	<b>72,51</b>	<b>73,18</b>	<b>83,08</b>

staff costs 2015

see annual report 2015: personnel costs without costs of external personnel

actual fte 2015

see annual report 2015: personnel costs without costs of external personnel



## Table 4: Transfer housing budget Erasmus MC

k€

Description	Budget 2016	Index	2017
Article 7.4 agreement government grant investments other	1.855 2.973	Price index Price index	1.862 2.985
Subtotal art. 7.4	→ 4.828		→ 4.828
Article 7.5 agreement	400	Price index	400
Cumulated difference <sup>1)</sup>	1.031	Price index	1.056
<b>Subtotal</b>	<b>6.259</b>		<b>6.284</b>
Extra investments	958		958
Numerus Fixus Medicine	4.041		4.041
<b>Housing budget</b>	<b>11.258</b>		<b>11.283</b>
insurance premium	65	Own index	65
1)			
Budget 2007	893		
Price index B2008:	61		
Price index KN2009	45		
Price index B2010:	32		
Price index KN2017:	25		25
<b>Total cumulated difference:</b>	<b>1.056</b>		<b>11.283</b>
		<b>B 2016 in k€</b>	<b>11.258</b>
		<b>K 2017 in k€</b>	<b>11.283</b>

# APPENDIX F: MACRO FRAMEWORK

## APPENDIX F: MACRO FRAMEWORK

### Funding

Universities receive government financing for education and research. This amount is allocated each year to the universities as a lump-sum via an allocation formula.

Since 2013 higher education government financing has a model-based funding structure and a subsidiary scheme known as the performance box.

### WO Education component in the model-based funding

Universities receive a government grant for a range of accredited courses. There is a single funding model for HBO and WO. Government financing is primarily based on the nominal length of the study programme and the enrolment in and successful completion of one bachelor programme and one master programme. The education component consists of:

- a. a student-related portion: based on the number of enrolled and funded students and degrees (diplomas); there are three prices (low, high, top);
- b. an education add-on in amounts: amounts based on agreements regarding quality, vulnerable study programmes and special facilities; and
- c. an education add-on as a percentage.

The total education component is fixed with sporadic adjustments for inflation and new policy. An increase in performance leads to a decrease in the price.

### WO Research Component

Universities receive government financing to perform scientific research. The WO research component is based on:

- a. a student-related portion: based on the number of funded degrees;
- b. a dissertations portion: based on the number of PhD's that result in a thesis and the number of post-master design engineering certificates. The price per dissertation is at this moment a point of discussion. A price decrease is expected from 2017. The difference will probably be added to the component research in amounts. OCW has announced that the budgetary effect per university in 2017 will be zero.
- c. an add-on for research in amounts: amounts based on agreements on sector plans and leading research schools, etc.; and
- d. an add-on for research in percentages.

The total research component is fixed with sporadic adjustments for inflation and new policy. An increase in the number of funded degrees leads to a decrease in the price. The dissertation price is on the other hand fixed. An increase in the dissertation component is compensated by a decrease in the component research in percentages.

### Medical education and research support section

The universities arrange the funding of education and research at the eight university teaching hospitals, where students train in medicine and gain practical experience. The funding consists of a part that is based on the number of enrolled students and degrees, and a part in percentage terms (including housing).

## Performance box - Quality and profile

From 2013, additional resources amounting to 7% of the education funding have been deployed for quality and profile. Of this, 5% is intended for quality (conditional financing) and 2% for profile (selective budget). In the period 2013-2016, the conditional resources (5% quality) will be allocated based on performance agreements with the individual universities. A sum of M€ 104,2 was made available in 2016 for WO (excluding green education) for education quality and study success (**quality**). The agreements are made based on concrete indicators. This funding is conditional. If the performance agreements are not met, an institution may have its budget for quality cut (partially). The achievements are being measured in 2016.

It is not yet known how these funds will be allocated from 2017. It is likely that the budget will remain available for universities but the allocation between universities could be adjusted based on possible new performance agreements. In the budgetary framework it is assumed that the budget for the EUR from 2017 will remain at the level 2016

A sum of M€ 37,6 has been made available in 2016 for WO (excluding green education) for stimulating prioritisation and profiling in education (**profile**). In 2014, a mid-term review of the progress took place. It is not yet known how these funds will be allocated from 2017. In the budgetary framework it is assumed that the budget for the EUR from 2017 will remain at the level 2016.

# APPENDIX G: TUITION FEES

## APPENDIX G: TUITION FEES

### Bachelor programmes

Faculty	EEA/EU students Statutory fee	NON-EEA/EU students Institute tuition fee	EEA/EU students Institute tuition fee
<b>Fees 2016/2017</b>			
Erasmus School of Economics	€ 1.984	€ 8.800 3)	€ 6.200
Rotterdam School of Management	€ 1.984	€ 8.800	€ 6.200
Faculty of Social Sciences	€ 1.984	€ 6.200	€ 6.200
Erasmus School of Law	€ 1.984	€ 6.200	€ 6.200
Erasmus School of History, Culture and Comm.	€ 1.984	€ 5.900	€ 5.900
IBCoM	€ 1.984	€ 6.900	€ 6.900
Faculty of Philosophy 4), 5)	€ 1.984	€ 6.200	€ 6.200
Institute of Health Policy & Mgt	€ 1.984	€ 6.200	€ 6.200
Erasmus MC 1), 2)	€ 1.984	€ 21.200	€ 21.200
Eras. University College: Liberal Arts & Sciences	€ 3.900	€ 11.750	€ 3.900

1. Nanobiology, joint degree with TUD
2. Clinical Technology, joint degree with TUD and UL
3. Transitional arrangement statutory fee NON-EEA students for current students: 2015-2016 €7.200 and 2016-2017 € 7.500.
4. Bachelor Philosophy parttime: institutional fee equals the statutory fee= € 1.984
5. Bachelor Philosophy of a specific discipline, parttime: institutional fee equals the statutory fee = € 1.984

### Statutory fee EU/EEA students bachelor programmes

There are two requirements in order to be eligible for the EEA/EU students statutory fee in 2016-2017:

1. You have an EEA/EU, Swiss or Surinamese nationality or you meet the other requirements mentioned in article 7.45a, paragraph 1(b) of the WHW
2. You have, since 31 August 1991, not been awarded a degree in Dutch higher education that is equivalent of your current programme of study . In case you have an uninterrupted registration for a second (or more) bachelor programme before finishing your first bachelor programme, you pay the statutory fee for the second (or more) bachelor programme after you have finished the first bachelor programme as long as your registration for this programme is uninterrupted.

If both both requirements are not fulfilled, the institute tuition fee will be charged. Prices differ per programme and per person.

## Master programmes

Faculty	EEA/EU students Statutory fee	NON-EEA/EU students Institute tuition fee	EEA/EU students Institute tuition fee
<b>Fees 2016/2017</b>			
Erasmus School of Economics 2)	€ 1.984	€ 14.300	€ 11.300
Rotterdam School of Management 7)	€ 1.984	€ 17.000	€ 11.300
Faculty of Social Sciences 3)	€ 1.984	€ 14.100	€ 11.300
Erasmus School of Law	€ 1.984	€ 11.300	€ 11.300
Erasmus School of History, Culture and Comm.	€ 1.984	€ 10.600	€ 10.600
Faculty of Philosophy - regular master 4) 5)	€ 1.984	€ 11.300	€ 11.300
Faculty of Philosophy - Research master	€ 1.984	€ 3.900	€ 3.900
Institute of Health Policy & Mgt 6)	€ 1.984	€ 11.300	€ 11.300
Erasmus MC - regular master 1)	€ 1.984	€ 21.200	€ 21.200
Erasmus MC - research master	€ 1.984	€ 8.500	€ 8.500

- 1) Nanobiology: joint degree with TUD
- 2) Research master Philosophy in Economics, joint programme with UvA and VU: € 12.000
- 3) Research master Public Administration and Organisational Science, joint programme with UUn en UvTilburg
- 4) Master Philosophy part time: institute fee is equal to the statutory fee: € 1.984
- 5) Double degree Philosophy part-time: institute fee is equal to the statutory fee = € 1.984
- 6) Master iBMG in part-time, fee for 2 year programme: € 11.300
- 7) Master Business administration, part-time fee for 2 years: € 33.400

### Statutory fee EU/EEA students master programmes

There are two requirements in order to be eligible for the EEA/EU students statutory fee in 2016-2017:

1. You have an EEA/EU, Swiss or Surinamese nationality or you meet the other requirements mentioned in article 7.45a, paragraph 1(b) of the WHW
2. You have, as of 1 September 1991, not been awarded a degree in Dutch higher education that is equivalent of your current programme of study. In case you have an uninterrupted registration for a second (or more) master programme before finishing your first master programme, you pay the statutory fee for the second (or more) master programme after you have finished the first master programme as long as your registration for this programme is uninterrupted.

If both requirements are not fulfilled, the institutional tuition fee will be charged.

The institute tuition fee equal to the basic rate of the statutory tuition fee.

Faculty	Institutional fee equal to statutory fee
<b>Fees 2016/2017</b>	
Erasmus School of Economics	€ 1.984
Rotterdam School of Management 1)	€ 1.984
Faculty of Social Sciences	€ 1.984
Erasmus School of Law	€ 1.984
Erasmus School of History, Culture and Comm.	€ 1.984
Faculty of Philosophy	€ 1.984
Institute of Health Policy & Mgt	€ 1.984
Erasmus MC	€ 1.984
Eras. University College: Liberal Arts & Sciences	€ 3.900

1) The tuition fee for the part-time master programme *MSc Business Administration* is € 32.850 for two years

#### NON-EA/EEU and EA/EEU students:

All students eligible to pay the institute tuition fee equal to the basic rate of the statutory tuition fee, are those who:

- a) are clients of the Foundation for Refugee Students UAF ('Stichting voor Vluchteling-Studenten UAF') in Utrecht; or
- b) under the reduced institution tuition fee scheme for outstanding students (EUR Excellence Scholarships) are exempt from the difference between the institution tuition fee and the statutory tuition fee for their second programme; or

#### EU/EEA, Swiss or Surinamese students:

All EU/EEA, Swiss or Surinamese students and other students who meet the requirements mentioned in article 7.45a, paragraph 1(b) of the WHW who have, as of 1 September 1991, been awarded a degree in Dutch higher education that is equivalent of their current programme of study, are eligible for the institute tuition fee equal to the basic rate of the statutory tuition fee in case they:

- a) enrol for the Medicine master programme after obtaining one of the Erasmus MC research master degrees, or enrol for one of the Erasmus MC research masters after obtaining the degree from the Medicine master programme; or
- b) enrol, as a participant in the 'Mr. Drs.-programma voor Economie en Recht', for the Economics and Business Economics bachelor programme after obtaining the Bachelor of Laws degree, or



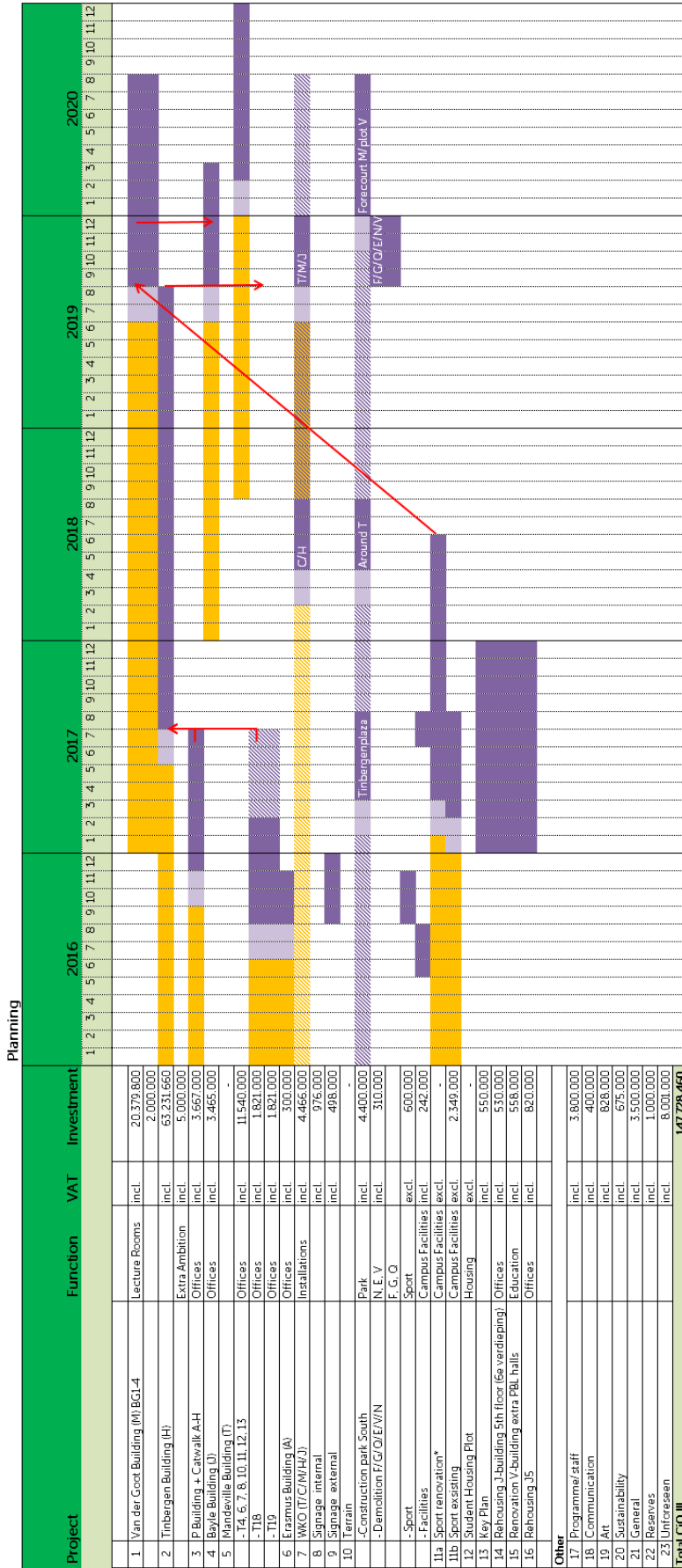
enrol in the Bachelor of Laws programme after completing the Economics and Business Economics bachelor degree;

c) enrol, as a participant in the 'Mr. Drs.-programma voor Economie en Recht', for the Economics and Business Economics master programme after obtaining the Master of Laws degree, or enrol in the Master of Laws programme after obtaining the Economics and Business Economics master degree.

# APPENDIX H: OVERVIEW INVESTMENTS

# Programme > CIO III April 2016

Project : 15EUR-ROT01 / CIO III  
Erasmus University Rotterdam  
Date : April 7, 2016



Description	Investmentcategory	Total Investment (k€)	Investment 2017 (k€)
Park Noord	Infrastructure/property	2.308	457
Kunst nieuw uit cio1	Other	241	-
Kunst onderhoud uit cio1	Demotion	203	-
Nieuwbouw plot 10/MFO	Education	20.370	-
B-gebouw	Education	19.144	-
Extra budget terrein II	Infrastructure/property	1.500	-
Extra budget algemeen CiOII	Programme management	1.500	-
Def.inrichting MFO	Education	600	-
Polak Erasmus Shopping Plaza	Other	650	-
Polak Hub	Other	250	-
Polak herinrichting tijdelijke collegezaal	Other	400	400
Riolering	Other	1.500	-
Terrein II, incl. trafo L, Tinbergen plaza, stedel. strac	Infrastructure/property	3.804	-
WRM Sportlaan	Infrastructure/property	801	-
Entree KZ	Infrastructure/property	1.000	-
wifi	Infrastructure/property	278	-
Bewegwijzering campus	Infrastructure/property	510	-
Parkeren fase 2	Infrastructure/property	14.600	-
Extra reserve	Other	1.538	-
WKO MFO	Infrastructure/property	608	-
WKO L/B	Infrastructure/property	1.699	670
Waterinfrastructuur	Infrastructure/property	1.000	-
Containerpark	Infrastructure/property	310	-
L-gebouw	Offices/research	27.536	-
iBMG J5-J7	Offices/research	1.634	-
iBMG J6	Offices/research	426	-
Tijdelijk huisvesten Bibliotheek	Offices/research	352	-
Gezondheidscentrum en retail U-gebouw	Provisions	1.318	-
BV 2013 veilige campus	Provisions	783	-
Kunst	Art	1.017	-
Duurzaamheid in projecten	Other	425	-
PV cellen MFO	Other	400	-
Programmamanagement CiO II	Programme management	3.552	-
T-19	Offices/research	11.879	1.301
vd Goot Building	Education	17.067	-
vd Goot Building meubilair onderwijs	Education	846	-
vd Goot Building verhuizing	Demotion	61	-
vd Goot Building voorzieningen	Education	1.573	-
vd Goot Building tijdelijke huisvesting	Demotion	150	-
vd Goot Building tijdelijke huisvesting	Demotion	600	-
WKO M/T	Infrastructure/property	1.071	-
WKO H	Infrastructure/property	1.500	-
WKO advies/onvoorzien	Infrastructure/property	1.345	161
WKO J	Infrastructure/property	550	-
Binnen bewegwijzering	Provisions	976	-
Terrein III	Infrastructure/property	4.400	750
Digitale infoborden	Infrastructure/property	498	-
Terrein voorzieningen aanleg	Infrastructure/property	242	-
P-gebouw, 3100 m2, ontsl.vanuit plein	Offices/research	3.123	2.323
H-gebouw	Offices/research	56.698	15.000
H-gebouw mobiele plekken	Offices/research	346	-
Antennes	Offices/research	50	-
Restaurants H en T gebouw herinrichten	Offices/research	998	-
H-gebouw duurzaamheid	Offices/research	750	-
Kunst H Karel Appel	Offices/research	263	-
J-gebouw (installaties)	Offices/research	3.322	-
Herhuisvesten ABD in A	Offices/research	290	-
Veilige campus H gebouw	Provisions	440	-
S-gebouw techniek	Provisions	2.252	75
Sluitplan	Provisions	550	200
Uitbreiding tennisbanen	Provisions	600	-
Herhuisvesting J-gebouw 6e verd	Offices/research	349	-
Verb. V PGO zalen	Offices/research	558	-
Herhuisvesting J5	Offices/research	427	-
Duurzaamheid in projecten	Provisions	675	169
Kunst 1%	Provisions	480	50
Kunst 1%	Demotion	85	10
Algemeen	Programme management	3.500	875
Extra reserve	Programme management	1.000	250
Communicatie	Demotion	400	100
Programmamanagement CiO III personeel	Demotion	3.800	950
Marktwerking	Other	8.001	-
Nieuwbouw Sport	Education	14.001	-
Nazorg M commercieel	Other	63	-
Nazorg plein	Other	48	-
Koeling oudbouw	Other	484	-
Vervanging installaties	Other	9.820	524
Kleine aanpassingsinvesteringen	Other	1.925	175
A-gebouw voorzieningen	Provisions	291	-
L-gebouw voorzieningen	Provisions	510	510
vd Goot Building voorzieningen	Provisions	876	-
Diverse gebouwen - voorzieningen	Provisions	119	-
T-gebouw voorzieningen	Provisions	3.013	-
C-gebouw voorzieningen	Provisions	1.000	-
V-gebouw voorzieningen	Provisions	400	-
H-gebouw voorzieningen	Provisions	4.700	-
Polak-gebouw voorzieningen	Provisions	924	-
EUC voorzieningen	Provisions	50	-
<b>Total</b>		<b>282.197</b>	<b>24.951</b>

# **Appendix I – Detailed overview additional investments**

## Overview additional investments in budget 2017-2020 (description on following pages)

<b>Overzicht investeringstoekenningen incidentele en/of structurele middelen</b>					
	2017	2018	2019	2020	Totaal
<b>Programma Impact &amp; Relevance</b>					
<b>Alumni Management Systeem</b>					
Extra incidenteel	200,000				200,000
Extra structureel	50,000	50,000	50,000	50,000	200,000
<b>Multichannel content strategie project</b>					
Extra incidenteel	1,150,000	1,150,000			2,300,000
<b>Programma D=N</b>					
<b>Digitale Leer en Werk Omgeving</b>					
<b>Portal</b>					
Extra incidenteel	500,000	300,000			800,000
<b>Learning Management System</b>					
Extra incidenteel	1,200,000	400,000			1,600,000
<b>Video Portal</b>					
Extra incidenteel	100,000	100,000			200,000
<b>Roosteren</b>					
Extra incidenteel	108,750	70,000			178,750
Extra structureel	27,000	27,000	27,000	27,000	108,000
<b>Programma Internationalisation Education</b>					
<b>Continuering a internationalisering</b>					
Extra incidenteel	350,000				350,000
<b>Programma Topsupport</b>					
<b>SAP 2/3</b>					
Extra structureel	108,000	108,000	108,000	108,000	432,000
<b>Benodigd extra budget IA&amp;M</b>					
Extra incidenteel	350,000				350,000
Extra structureel	400,000	400,000	400,000	400,000	1,600,000
<b>Programma RS(O)</b>					
<b>Research Support</b>					
Extra incidenteel	1,034,000	1,130,000	1,034,000	1,018,000	4,216,000
<b>Wetenschappelijke integriteit</b>					
Extra incidenteel	29,000	30,000			59,000
Extra structureel			15,000	15,000	30,000

## Overzicht investeringstoekenningen incidentele en/of structurele middelen

	2017	2018	2019	2020	Totaal
<b>Overlopend uit begroting ABD</b>					
Inhuur IV-architecten & MDM(CIO)					
Extra incidenteel	520,000	520,000			1,040,000
CISO (Chief Information Security Officer) (CIO)					
Extra structureel	140,000	115,000	115,000	115,000	485,000
PPM IV/ICT (CIO)					
Extra incidenteel	50,000	50,000			100,000
<b>Overlopend uit begroting USC</b>					
Basis op orde Functioneel beheer (USC)					
Extra incidenteel	143,000	143,000			286,000
Basis op orde HR (USC/HR)					
Extra incidenteel	616,000	225,000			841,000
Basis op orde IT (USC/IT)					
Extra incidenteel	1,100,000	600,000			1,700,000
Europese aanbestedingen (USC)					
Extra incidenteel	192,000				192,000
Organisatieverbetering (USC)					
Extra incidenteel	93,000				93,000
Overige (USC)					
Extra incidenteel	42,000				42,000
Extra structureel	75,000	75,000	75,000	75,000	300,000
Initiatie opbrengsten strategische projecten (USC)					
Extra incidenteel	40,000				40,000
Extra structureel	13,000	13,000	13,000	13,000	52,000
<b>Overigen</b>					
Kenniswerkplaatsen					
Extra incidenteel	140,000	140,000			280,000
Medical Delta (voortzetting bijdrage)					
Extra incidenteel		200,000			200,000
Voortzetting Honours Academy					
Extra structureel		120,000	120,000	120,000	360,000
Diversiteit					
Extra incidenteel	200,899	310,000	180,000	105,000	795,899
Extra structureel	347,300	345,500	345,500	345,500	1,383,800
<b>Totaal</b>	<b>9,318,949</b>	<b>6,621,500</b>	<b>2,482,500</b>	<b>2,391,500</b>	<b>20,814,449</b>
Totaal toegekend extra incidenteel	8,158,649	5,368,000	1,214,000	1,123,000	15,863,649
Totaal toegekend extra structureel	1,160,300	1,253,500	1,268,500	1,268,500	4,950,800
<b>Budget Plan EUR 2017-2020</b>					
Totaal	9,318,949	6,621,500	2,482,500	2,391,500	20,814,449

## Alumni Management System

The Erasmus Trust Fund and the faculties have jointly agreed that the university will intensify its alumni policy in the coming years. In anticipation of this, the alumni database has been incorporated into a new CRM system (Microsoft Dynamics), where a “personal environment” has been created on the basis that RSM is a launching customer. This project will be completed by 1 December. The additional resources are required in order to make the CRM system operational in the other faculties.

## Multi-Channel Content project

Within the strategic programme Impact & Relevance, work is being undertaken to renew the EUR website. However, the modernisation of internal and external communication cannot be limited to this intervention, but must be broadened to include all the channels used to approach various target groups (Multi-Channel Content Strategy). The resources applied for will be used for this purpose, subject to the condition that the structural costs are borne by the relevant parts of the organisation.

## DLWO Education

Within the strategic programme Digital is Normal (D=N), work is currently being carried out to modernise the digital learning and working environment (DLWO education). In the first phase of this project, a new portal for the new Learning Management System will be set up. The additional resources will be used to facilitate the next stage, i.e. the setting up of a user-friendly MyEUR environment in which both students and lecturers can work. These resources have been made available on the condition that, on completion, the structural costs of the project will be borne by the relevant parts of the organisation.

## Timetabling

In the first phase of the timetabling project, the timetabling and allocation of rooms will be computerised. The second phase will focus on the realisation of a MyTimetable for students (as part of DLWO), reporting, an Exam Scheduler linked to source systems and the expansion of the functionality of the core system Syllabus Plus.

## Programme Internationalisation of education.

To provide non-recurrent subsidies to students following language courses.

## SAP 2/3

Computerising the P&D cycle will create an additional structural burden due to the licence costs. After 2020, these costs will be compensated for in the Business Case provided cloud solutions are chosen for all the SAP Applications. Consequently, for the time being, the costs are accounted for as structural expenditure.

## Extra budget required for Identity & Access Management

Additional resources are required for an identity verification and access system; one which complies with all the new requirements of the digital world, including the privacy aspects. The current system is at the end of its life and has to be replaced by a system which is far more modern and has a greater range of functionalities. The invitation to tender for the new application has made it apparent that this will lead to higher expenditure. This new system makes a Single Sign On possible.



## Programme Research Services (in development).

Research support services does not, as yet, form any part of the investment programme EUR Strategy 2014-2018. Investment is essential if the ambitions for research and valorisation, described in EUR's strategic document Impact & Relevance, are to be realised. In particular, this relates to broadening EUR's research finance (reducing dependence on the first flows of funds) and assessing the potential of having multi-disciplinary research undertaken which could help solve the grand societal challenges, as formulated in Horizon 2020, for example.

## Scientific Integrity

This relates to financing an activity plan focussed on: enhancing *awareness in respect of responsible research conduct*; preventing academic misconduct; and providing facilities and services essential for the aforementioned *responsible research conduct*.

## Hiring IV-architects

With a view to the continuity of both the operational management and risk management, the IV-architecture requires some impetus. The resources focus on developing both target architecture and theme architecture. In this context, consider supplementary data modelling for Master Data Management and support for this from Management & Steering Information etc. Another example is the development of specific architecture for the benefit of new developments, such as the integration of a new CMS.

## CISO (Chief Information Security Officer)

At this moment in time, EUR has failed to develop the policy area of information security sufficiently. This poses a compliance risk within the context of new legislation and the continuity of operational management. Consequently, this specialist area needs to be structurally developed, realised and evaluated by a CISO, working from the CIO Office, and reporting to the CIO.

## Project Portfolio Manager

For many years, EUR has had a broad portfolio of IT/IV related change initiatives. These initiatives compete for the use of scarce resources and manpower. This prompts direction on the basis of priorities, sequence and the speed of programmes and projects. In 2016, we used external parties to support the PPM process. In 2017 and 2018, we will do the same. At that point, consideration will be given as to whether or not this extra input is still necessary.

## Getting the basis of HR in order

Over the past few years, HR has, in an organisational sense, been modernised. It is essential that, in the coming years, this modernisation process is continued in respect of the administrative processes, the HR policy, the HR advisory unit and specialist support. However, this will only be possible if there is substantial extra investment, under the motto: Getting the basis of HR in order.

## Getting the basis of IT in order

The organisations which provide IT services (ITD, ITS and functional managers) are under considerable pressure. This pressure is primarily due to: the organisational dynamics over the last few years (centralisation and reorganisation); the increasing obsolescence of the ICT infrastructure; the increasing importance of IT in the primary process; and new, more demanding legislative frameworks surrounding information security.

The on-going programme “Getting the basis of IT in order” will run until the end of 2017. In the past period, a great deal has been achieved, but there is still more to be done if the future is to be faced with confidence. For this reason, a final investment boost will be allocated.

## The European Tendering process

2017 will witness a peak in the number of mandatory European tenders, partly because four years ago there was a catching-up exercise in respect of legitimate procurement. To this end, extra support from tender advisors is required. Currently, part of the tender strategies of the various portfolios is to ensure that this becomes a more disseminated activity.

## The organisational development of the USC, miscellaneous USC and operational income from strategic projects, compensation of actual salaries

Additional investment is required to support the organisational development of the USC in line with the EUR-wide improvement plan for support staff. In addition, frictional costs have been incurred for a variety of reasons and these will have to be compensated for, if the service provided by USC is not to be endangered, for example by scrapping the IB-47 form, as a result of which EUR Ambassadors must be paid via the more expensive EUR-flex, and the delayed realisation of savings systems.

## Knowledge workshops/joint venture Rotterdam

The knowledge workshops contribute to the generation and dissemination of knowledge about social themes which are important to the municipality (and EUR). In this context, consideration should be given to: big urban data and liveable neighbourhoods. This year, a new Joint Venture Agreement will be signed, which will form the basis for the knowledge workshops. At the same time, additional conditions for the subsidy will be laid down. The joint venture and its potential inclusion with/in the Erasmus Initiatives will be analysed next year.

## Medical Delta

To ensure Medical Delta’s development and continuation, EUR is to provide resources for infrastructure and activities until the end of 2016. It is being assumed that this unique and valuable cooperative arrangement will be prolonged, not least because Medical Delta is developing itself into a structural activity which is vital to the collaboration between the academic knowledge institutions in Leiden, Delft and Rotterdam.

## Erasmus Honours Academy

In the last few years, the Erasmus Honours Academy has been successfully set up as a network organisation which incorporates EUR’s honours programmes; both EUR-wide and faculty honours programmes. This has significantly increased the participation of students in these types of programmes. These honours programmes

offer something extra to those students who want to acquire additional benefits from their period of study. Generally, this offer focuses on giving the education extra depth, as in the bachelor degree Honours programme.

## Expansion & continuation of the diversity policy programme

On the basis of the diversity of our workforce, we can conclude that the adopted (gender) diversity policy of recent years has not had the desired effect and that, considering the downward trend, we urgently need to review our (gender) diversity policy. EUR has committed itself to meeting the target of 25% female professors by 2025. Furthermore, in the Horizon 2020 programme, the European Union has made gender a central theme. To ensure the university is a powerful player in Europe, it is crucially important that EUR takes adequate action in this respect.

## Overview additional investments in budget 2016 (description on following pages)

<b>Overzicht investeringstoekenningen incidentele en/of structurele middelen 2016</b>								
		<b>Extra incidenteel &amp; structureel</b>						
		<b>2016</b>						
<b>Programma D=N</b>								
<b>Roosteren</b>								
	Extra incidenteel	654,750						
<b>Programma Topsupport</b>								
<b>Benodigd extra budget IA&amp;M</b>								
	Extra incidenteel	350,000						
<b>Programma RS(O)</b>								
<b>Research Support</b>								
	Extra incidenteel	105,000						
<b>RIS vervanging Metis</b>								
	Extra incidenteel	2,300,000						
<b>Wetenschappelijke integriteit</b>								
	Extra incidenteel	14,000						
<b>Overigen</b>								
<b>Kenniswerkplaatsen</b>								
	Extra incidenteel	140,000						
<b>Totaal</b>		<b>3,563,750</b>						
	Totaal toegekend extra incidenteel	3,563,750						

Some of the items on the previous pages, which have explanatory notes to the extra investments in the 2017-2020 Budget Plan, have also received an additional non-recurrent investment from the result appropriation of the current 2016 Budget Plan. These form part of the 2017 Budget Plan, but will be accounted for in the 2016 Financial Statements.

## Research Information System

Currently, EUR uses Metis for the management of its research information. The current system is at the end of its life and has to be replaced. In the first instance, the search to find an adequate system which could take over this function reached an impasse; however, there will be a follow on programme for which non-recurrent resources will be required. To this end, resources have been made available out of the current 2016 Budget Plan.

# **APPENDIX J: GLOSSARY OF ABBREVIATIONS**

## APPENDIX J: GLOSSARY OF ABBREVIATIONS

1CHO	1 Cijfer HO (central administration of student numbers)
ABD	Algemene bestuursdienst (general management office)
AOE	Administratieve Organisatorische Eenheid (administrative unit)
ARBO	Occupational health and safety
AZ-deel	deel Academische Ziekenhuizen (Academic hospital share)
B	Begroting (budget plan)
Ba / BA	Bachelor
BaMa	Bachelor-Master
BI	Business Intelligence
BICC	Business Intelligence Competence Centre
BKO	Basis kwalificatie onderwijs (basic teaching qualification)
BSA	Bindend studieadvies (binding study advice)
BV2013	Bedrijfsvoering 2013 (operations program 2013)
CAO	Collectieve Arbeidsovereenkomst (collective labour agreement)
CiO	Campus in Ontwikkeling (campus in development)
CIO	Chief Information Office
CPB	Centraal Plan Bureau (Netherlands Office for Economic Policy Analysis)
CPC	Corporate Planning & Control
CRM	Customer Relationship Management
CROHO	Centraal Register Opleidingen HO (Central Register of Higher Education Study Programmes)
CvB	College van Bestuur (Executive Board)
CWTS	Centre for Science and Technology Studies
DWH	Data Warehouse
ECSP	Erasmus Centre for Strategic Philanthropy
ECTS	European Credit Transfer System
EDC	Erasmus Dierexperimenteel Centrum (Erasmus animal experiment centre)
EER	Europese Economische Ruimte (European Economic Area)
EFB	SSC Erasmus Facilitair Bedrijf (Erasmus facility services)
EFS	Erasmus Foreign Services
EMC / Er.MC	Erasmus MC / Erasmus Medical Centre Rotterdam
EPB	Erasmus Programma Bureau (Erasmus programme office)
ERC	European Research Council
ESE	Erasmus School of Economics
ESHCC	Erasmus School of History, Culture and Communication
ESL	Erasmus School of Law
ESSC	Erasmus Studenten Service Centrum (Erasmus Student Service Centre)
EU	European Union
EUC	Erasmus University College
EUR	Erasmus University Rotterdam

EVC	Erasmus Valorisation Centrum
FGG	Faculteit der Geneeskunde en Gezondheidswetenschappen (Faculty of Medicine and Health)
FNO	(Functioneel Nuttige Oppervlakte) Functionally Useful Area
FSW	Faculteit Sociale Wetenschappen (Faculty of Social Sciences)
FTE	Full time equivalent
FW	Faculteit der Wijsbegeerte (Faculty of Philosophy)
GPL	Gemiddelde personeelslast (average staff costs)
GS	Graduate School
HBO	Hoger Beroepsonderwijs (higher education)
HO	Hoger Onderwijs (higher education)
HOPE	Holland Programme on Entrepreneurship
HOVO	Hoger onderwijs voor ouderen (higher education for seniors)
HR&F / HRF	SSC Human Resource Management & Finance
HRM	Human Resource Management
IB	Inkomstenbelasting (income tax)
IBCOM	International Bachelor Communication & Media
iBMG	(instituut) Beleid & Management Gezondheidszorg (Policy and Management Healthcare Institute)
IBO	Interdepartementaal beleids onderzoek (interdepartmental policy research)
ICT	(SSC) Informatie- en Communicatie Technologie (information and communications technology)
ICTO	Informatie- en Communicatietechnologie in het Onderwijs (information and communications technology in education)
IHS	Institute for Housing and Urban Development Studies
ISB	International Student Barometer
ISO	Interstedelijk studenten overleg (Dutch National Student Association)
ISS	International Institute for Social Studies
k€	Duizenden euro's (thousands of euros)
KB	Kaderbrief (Policy Framework letter)
KN	Kadernota (Policy Framework)
KNAW	Koninklijke Nederlandse Akademie voor de Wetenschappen (Royal Dutch Academy of Arts and Sciences)
LDE	Leiden, Delft, Erasmus
LMS	Learning Management System
Ma / MA	Master
MBO	Middelbaar beroepsonderwijs (vocational training),
MBO-bol	Middelbaar beroepsonderwijs - beroeps opleidende leerweg (vocational training track),
M€	Miljoenen euro's (millions of euros)
M&C	Marketing en communicatie (marketing and communication)
MFO	Multifunctioneel onderwijsgebouw (multifunctional education)

	building)
MIP/MEP	Meerjaren investeringen / exploitatiekosten planning (long-term investments/operating expenses)
MKB	Midden en Kleinbedrijf (small and medium-sized enterprises)
ML	Materiële last (material costs)
MOOC	Massive Open Online Course
Mrd€	Miljarden euro's (billions of euros)
MSI	Management- en stuurinformatie (management information)
MVO	Maatschappelijk Verantwoord Ondernemen (Corporate Social Responsibility)
NOA	Nationaal Onderwijs Akkoord (National Education Agreement)
NVAO	Nederlands Vlaamse Accreditatie Organisatie (Accreditation Organisation of the Netherlands and Flanders)
NWO	Nederlandse Organisatie voor Wetenschappelijk Onderzoek (Netherlands Organisation for Scientific Research)
OBP/obp	Ondersteunend - en beheerspersoneel (support and management staff)
OCW	Ministerie van Onderwijs Cultuur en Wetenschappen (Ministry of Education, Culture and Science)
O&O	Onderwijs en onderzoek (education and research)
OODD	Online Onderwijs en Digitale Diensten (online education and digital services)
OO&S / OOS	SSC Onderwijs, Onderzoek en Studentenzaken (education, research and student affairs)
OSIRIS	Student enrolment and information system.
OV	Openbaar vervoer (public transport)
PGO	Probleem Gestuurd Onderwijs (problem-driven education)
PhD	Promovendus (doctoral candidate)
PL	Personele last (staff costs)
PO	Primair Onderwijs (primary education)
PTO	Parttime opleiding (part-time study programme)
REI	Research Excellence Initiative
RES	Real Estate Services & Facility Services
RIS	Research Information System
RR	Referentie raming (national estimation of student numbers)
RSM EU	Rotterdam School of Management Erasmus University
RSM BV	Rotterdam School of Management Erasmus BV (werkmaatschappij) (operating company)
RSO	Research Support Office
RVO	Rijksdienst voor Ondernemend Nederland (Netherlands Enterprise Agency)
SAP	Systeme, Anwendungen, Produkte in der Datenverarbeitung (name of financial software supplier)
SAP BW	SAP Business Warehouse (DWH tool)
SEO	Stimulating European Research
SIS	Student Information System



SMC	Stafafdeling Marketing en Communicatie (Marketing & Communications staff department)
SR	Strategische Ruimte (strategic budget)
SSC	Shared Service Center
SSO	Shared Service Organisatie (shared service unit)
TUD	Technische Universiteit Delft (Delft University of Technology)
UB	Universiteitsbibliotheek (University Library)
UD	Universitair Docent (assistant professor)
UHD	Universitair Hoofddocent (associate professor)
UMC	Universitair medisch centrum (university medical centre)
VO	Voortgezet onderwijs (secondary education)
VVO	Verhuurbare vloer oppervlakte (rentable floor area)
VpB	Vennootschapsbelasting (corporate income tax)
VSNU	Vereniging (van Samenwerkende) Nederlandse Universiteiten (Association of Universities in the Netherlands)
VWO	Voorbereidend Wetenschappelijk Onderwijs (A-level education)
WEV	Wet Evenredige Vertegenwoordiging Vrouwen in Leidinggevende Posities (Proportional Representation of Women in Managerial Positions Act)
WHW	Wet Hoger Onderwijs en Wetenschappelijk Onderzoek (Dutch Higher Education and Research Act)
WNU/BWNU	Wettelijke / bovenwettelijke Werkloosheidsregeling Nederlandse Universiteiten (Dutch Universities (Enhanced) Unemployment Scheme)
WO	Wetenschappelijk Onderwijs (academic education)
WP	Wetenschappelijk Personeel (academic staff)
WSF	Wet Studiefinanciering (Student Finance Act)



Advisory memorandum on the review of the gender diversity policy

*Diversity + Inclusion = Benefit from Difference*

Daisy Boogaard (Diversity Programme Manager)

Hanneke Takkenberg (Chief Diversity Officer)

Date: 21 November 2016

Version: 10.1



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## 1. Introduction: Diversity in our DNA

Research has shown that organisations with diversity within their workforce, especially in leadership roles, perform better. It produces more innovation and leads to a better **team performance**. Moreover, **such organisations make better use of the talent** available to them, and their employees have higher job satisfaction. In addition, they can respond **better to their situation** and they achieve **better financial results** (please see appendix 1: McKinsey & Company, Diversity Matters). Erasmus University could also reap the benefits of a more diverse workforce. Accordingly, one of our institute's significant strategic ambitions is to encourage more diversity and inclusion. Part of this ambition is the creation of a more balanced division between men and women at the highest levels of academic careers. It means we can benefit from the aforementioned advantages and furthermore - and this is not insignificant - **our organisation can offer everyone equal opportunities**.

### *Diversity in the Dutch academic community*

At present, not enough women are represented at the higher levels of Dutch academia. This is detrimental to academia itself. KNAW President José van Dijck stressed this fact in her annual address on 30 May: *"Research shows that teams perform better if their composition is more diverse as regards gender. We are on the right path when we look at the proportion of women, but there really is plenty of room for improvement, particularly at the higher levels of the university's administrative ranks and among research leaders."*<sup>1</sup>

The Monitor Female Professors 2015 revealed that women occupied only 17.1% of the professorial FTEs at Dutch universities. This places the Netherlands third from the bottom in the EU ranking based on the representation of women in academia. Furthermore, the proportion of female professors in Dutch academia is only increasing very slowly. Despite the fact that with each step in an academic career, the proportion of women drops, there is more than enough potential among female university associate professors to succeed professors in the near future when these positions become vacant.

If we zoom in for a closer look at the position of Erasmus University Rotterdam among Dutch universities, it becomes apparent that we have one of the lowest percentages of female professors. Out of 14 universities, EUR occupies the 12th place in terms of the percentage of female professors. In fact, over the past few years (2011-2014), EUR even shows a drop in percentage (from 10.1 % in 2011 to 9.5% in 2014). This is in contrast to almost all other Dutch universities, which reveal an upward trend. In 2014 and 2015, there were **16** appointments, in total, to the position of full professor at EUR. Of this number, only **3** were women (see appendix 2).

### *Why now?*

Based on these figures, we can conclude that the adopted (gender) diversity policy of recent years has not had the desired effect and that, considering the downward trend, we urgently need to review our (gender) diversity policy. Moreover, external pressure forced all Dutch universities, in early 2016, to set targets focusing on increasing the percentage of female (full) professors. EUR has committed itself to meeting the target of 25% female professors by 2025. We have set an interim target of 20% by 2020. The Minister also stated, at the Rectors' Committee meeting (College van Rectoren-overleg), that this percentage should not only be applied as a total for the university but that the faculties should also aim for the same percentage. Accordingly, great responsibility has been laid on the individual faculties to ensure that they achieve that percentage. Lastly, in the Horizon 2020 programme, the European Union focuses on gender as a central theme to ensure a more integrated strategy for research and innovation by means of a better gender balance in research teams and in decision-making procedures and the

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<sup>1</sup> <https://www.know.nl/nl/actueel/publicaties/jaarrede-2016>

integration of gender into the content of research and innovation<sup>2</sup>. If the university is to become a significant player in Europe, it is crucial that EUR makes adequate efforts to achieve that.

We urgently need to review our diversity policy, specifically with respect to gender, to ensure that 25% of full professors are female by 2025, to acquire a better gender balance in research teams and in decision-making procedures and to integrate gender more fully into the content of research and innovation. This memorandum contains a proposal for this review. It is important to note that this proposal is to become part of the overall diversity policy pursued by Erasmus University. Within this wider context, we should prioritise inclusiveness (i.e. everyone should be able to feel welcome and have equal opportunities to develop his/her talents) and aim to make diversity self-evident (diversity in our DNA).

This memorandum contains a brief sketch and evaluation of our current policy, followed by an explanation of our workforce in figures. We shall put forward a proposal for a package of potential interventions, based on an evaluation of the current policy and an analysis of proven best practices (other universities and literature). After that, we will explain how those interventions (approach) could be implemented and, lastly, we have linked a risk inventory and budget to the proposal.

## 2. Current EUR policy for stimulating talented female employees

Research reveals that we cannot put our finger on a **single** cause for the underrepresentation of women in academia; it is caused, in fact, by a complex system of factors. There are three distinct categories of factors, i.e. factors related to an *individual* perspective, factors related to an *institutional* perspective and factors related to a *cultural* perspective (Portegijs Boelens & Olsthoorn, 2004). In this memorandum, we will use this classification to describe the possible obstructions and the proposed interventions.

The *individual* perspective relates to the individual characteristics of women, the differences in sex between men and women and how those difference are perceived. Subjects connected to this perspective are personal qualities, motivation and ambition, part-time jobs and stereotyping. Obstructions related to an *institutional* perspective are properties of procedures within a university that can affect all scholars. Factors that influence these properties are the way a university career is shaped and the way in which staff are recruited and selected. Lastly, there may be obstructions that are connected to the cultural characteristics of the university: the level of the opinions, standards and values (the organisational culture). (Timmers, 2007)

In recent years, EUR diversity policy consisted of the following interventions for the advancement of talented female academic staff. The purpose of these interventions was to achieve a more balanced female/male ratio in higher academic positions (associate professor/full professor). These interventions are explained in Appendix 3. If we examine the total package of current interventions, we can conclude that there is a unilateral focus on encouragement and support for women in their academic career, i.e. on the *individual* perspective.

Timmers' study (2007) reveals that universities often do not have sufficient successful measures that intervene in the obstructions women face in the organisational structure or the organisational culture; this applies to Erasmus University as well. Accordingly, we recommend that, in addition to implementing interventions that will increase the number of women (the individual perspective), our main focus should be on investing in changing the organisational culture (cultural and institutional perspectives) (Timmers, 2007). We expect that the combination of interventions in these perspectives will influence the diversity and inclusion at our university for the better in the long term - more specifically, it should change the position of female scholars for the better.

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<sup>2</sup> <https://ec.europa.eu/programmes/horizon2020/en/h2020-section/promoting-gender-equality-research-and-innovation>

In 2015, a number of separate HR measures were exhaustively evaluated, i.e. the exemption from teaching duties following maternity leave, the Career Development Programme for female associate professors and the Diversity Checklist for Professorial Appointments<sup>3</sup>. To summarise, most people were very satisfied with these measures. Nevertheless, improvements still need to be made in raising awareness for these measures as well as the way in which they are executed and communicated.

In the past, the implementation of the policy was very fragmented. The faculties were only assessed on the increased ratio of women and not on how they achieved that ratio. We also lacked the right (management) information to be able to set targets and to evaluate (e.g. figures for advancement and how long staff remain in a position). Consequently, important points to focus on in the revised policy include monitoring the way the faculties implement the measures and acquiring the right information required to evaluate the effectiveness of the measures.

Lastly, when we look at the covenant agreements on diversity, we must conclude that they are quite different in nature and as a result, they cannot be compared amongst each other. At the same time, many covenant agreements focus on the percentage of appointments. Unfortunately, this says nothing about the total male to female ratio in higher academic positions and the ability to retain talented women at the faculties.

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<sup>3</sup> [http://www.eur.nl/fileadmin/ASSETS/po/Leerstoelen\\_Hoogleraren\\_NL\\_2012.pdf](http://www.eur.nl/fileadmin/ASSETS/po/Leerstoelen_Hoogleraren_NL_2012.pdf)



### 3. Figures for the current state of affairs

#### The professorial body

If we look at the different figures with respect to the M/F ratio in professorial positions, we can draw the following conclusions:

- The percentage of female full professors is very low compared to the number of female endowed professors (see table 1).
- Over the years (the past 5 years), very little progress has been made in increasing the number of female full professors and endowed professors (see chart 1).
- There are significant differences in the M/F ratio in the professorial workforce per faculty (see table 1).

#### Professorial appointments:

- In the past two years (2014-2015), only three women of a total of 16 appointments (19%) were appointed as professors. Only 11 women were appointed as endowed professors out of a total of 45 appointments (24%) (see appendix 2).
- There is little to no difference in the M/F ratio when we look at closed or open procedures for the position of professor. It appears that women have not benefited in both cases (see appendix 2).

Faculty	Full professor			Endowed professor			Totals		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
ESHCC	7	3	10 (30%)	10	3	13 (23%)	17	6	23 (26%)
ESL	33	6	39 (15%)	11	7	18 (39%)	44	13	57 (23%)
FSW	26	3	29 (10%)	13	4	17 (24%)	39	7	46 (15%)
FW	2	0	2 (0%)	8	3	11 (27%)	10	3	13 (23%)
ESE	36	0	36 (0%)	15	1	16 (6%)	51	1	52 (2%)
RSM	30	1	31 (3%)	12	0	12 (0%)	42	1	43 (2%)
Erasmus MC	80	7	87 (8%)	90	27	117 (23%)	170	34	204 (17%)
iBMG	8	2	10 (20%)	5	3	8 (38%)	13	5	18 (28%)
ISS	13	3	16 (19%)	1	0	1 (0%)	14	3	17 (18%)
EUR subtotal	155	18	173	75	21	96	230	40	270
Erasmus MC	80	7	87	90	27	117	170	34	204
Total	235	25	260	165	48	213	400	74	474
% EUR	89.6%	10.4%		78.1%	21.9%		85.2%	14.8%	
% Erasmus MC	92.0%	8.0%		76.9%	23.1%		83.3%	16.7%	
% Total	90.4%	9.6%		77.5%	22.5%		84.4%	15.6%	

Table 1: Number of professors (number of persons) according to gender, per faculty, salaried and non-salaried (reference date 31 December 2015, annual report)

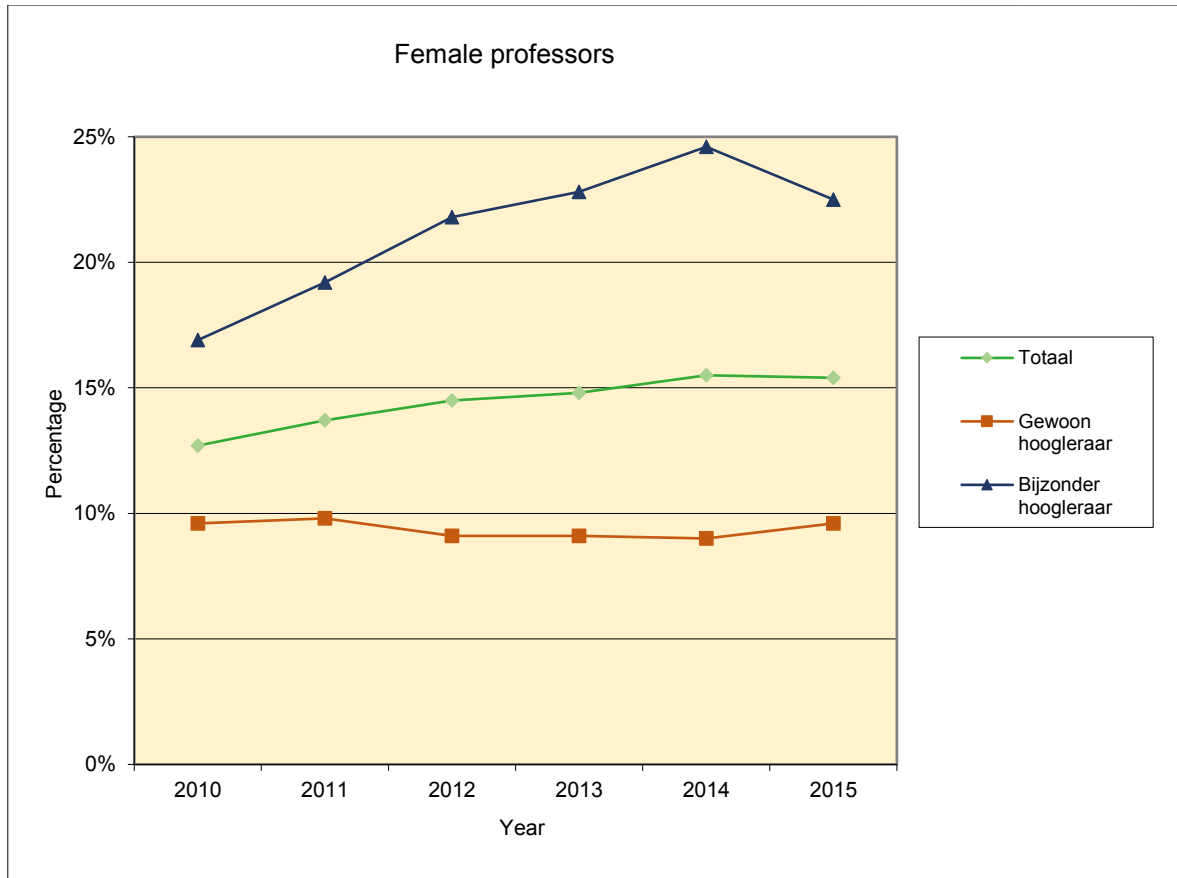


Chart 1: Percentage of female professors, salaried and non-salaried and EUR & Erasmus MC. (reference date: 31 December 2015)

### Departure of professors who leave due to retirement

If we want to be able to analyse staff "flows", we must have all the relevant data on the recruitment, advancement and departures. We can only predict the following (based on the numbers of retiring professors) using the cross-sectoral data that is currently available (reference date: 31 December 2015, HR information).

Total number of professors	N = 475
Full professors	N = 283, of which 256 are male and 27 female (9.5%)
	Aged 60+ (emeritus <2020): 87 male, 6 female
	Aged 55+ (emeritus <2025): 150 male, 15 female
Endowed professors	N = 192, of which 145 are male and 47 female (24%)
	Aged 60+ (emeritus <2020): 23 male, 7 female
	Aged 55+ (emeritus <2025): 61 male, 15 female



### *How does this affect our target (25% in 2025)?*

Out of the 283 full professors, 87 male and 6 female full professors will have left by 2020. If we may assume that replacements are found for all 93 of these positions and if we assume M/F neutral lateral departures (leaving for other reasons), the proportion of female professors will have risen to 24% by 2020 if 50% of those replacements are effected by appointing female professors to those vacated positions (47 women and 46 men).

There is sufficient female potential among endowed professors for promotion to full professorships; in figures, there are sufficient numbers to meet the target of 20% female professors by 2020. There are, after all, 40 female endowed professors who have not yet turned 60 years old. If all those female endowed professors are appointed as full professors before 2020, the proportion of female full professors will increase to 22%. It is important to mention that these calculations are based on the aforementioned assumptions (equal lateral departure), for which we also assume that all 40 female endowed professors are suitable, in terms of substance, for such promotion.

Unfortunately, the data available at present and the systems at EUR are not sufficient to generate numbers for associate professors or assistant professors, who serve as the most relevant pipeline for appointments to full professors.

### *The pipeline*

#### *The student body and academic positions*

- At present, the M/F ratio of our workforce is not very representative of the student body, particularly with regards to the higher academic job levels (please see table 2).
- The higher the job level, the larger the difference is in the M/F ratio. However, there are noticeable differences per faculty (please see table 2).

		HL		UHD		UD		Promovendi		Studenten*		Overig WP	
ESHCC	mannen	7	70%	6	75%	14	44%	11	46%	519	33%	18	44%
	vrouwen	3	30%	2	25%	18	56%	13	54%	1.072	67%	23	56%
	totaal	10	100%	8	100%	32	100%	24	100%	1.591	100%	41	100%
FW	mannen	4	100%	7	88%	5	83%	5	71%	370	54%	6	86%
	vrouwen	0	0%	1	13%	1	17%	2	29%	310	46%	1	14%
	totaal	4	100%	8	100%	6	100%	7	100%	680	100%	7	100%
RSM	mannen	33	97%	37	77%	50	68%	49	56%	3.934	62%	27	60%
	vrouwen	1	3%	11	23%	24	32%	39	44%	2.428	38%	18	40%
	totaal	34	100%	48	100%	74	100%	88	100%	6.362	100%	45	100%
ESL	mannen	32	82%	18	62%	17	63%	21	43%	2.206	44%	49	36%
	vrouwen	7	18%	11	38%	10	37%	28	57%	2.787	56%	87	64%
	totaal	39	100%	29	100%	27	100%	49	100%	4.993	100%	136	100%
Erasmus MC	mannen	0	nvt	0	nvt	0	nvt	0	nvt	1.301	37%	0	nvt
	vrouwen	0	nvt	0	nvt	0	nvt	0	nvt	2.254	63%	0	nvt
	totaal	0	nvt	0	nvt	0	nvt	0	nvt	3.555	100%	0	nvt
iBMG	mannen	7	78%	9	47%	13	41%	7	26%	230	25%	12	43%
	vrouwen	2	22%	10	53%	19	59%	20	74%	699	75%	16	57%
	totaal	9	100%	19	100%	32	100%	27	100%	929	100%	28	100%
FSW	mannen	23	88%	27	68%	15	37%	20	31%	1.008	32%	43	35%
	vrouwen	3	12%	13	33%	26	63%	45	69%	2.134	68%	81	65%
	totaal	26	100%	40	100%	41	100%	65	100%	3.142	100%	124	100%
ESE	mannen	34	100%	30	88%	52	69%	36	59%	4.392	69%	4	80%
	vrouwen	0	0%	4	12%	23	31%	25	41%	1.992	31%	1	20%
	totaal	34	100%	34	100%	75	100%	61	100%	6.384	100%	5	100%
ISS	mannen	10	77%	7	70%	11	44%	0	0%	niet bekend	niet bekend	3	50%
	vrouwen	3	23%	3	30%	14	56%	3	100%	niet bekend	niet bekend	3	50%
	totaal	13	100%	10	100%	25	100%	3	100%	niet bekend	niet bekend	6	100%
Totaal	mannen	150	89%	141	72%	177	57%	149	46%	13.960	51%	162	41%
	vrouwen	19	11%	55	28%	135	43%	175	54%	13.676	49%	230	59%
	totaal	169	100%	196	100%	312	100%	324	100%	27.636	100%	392	100%

\*aantal inschrijvingen, BA&MA per 1 oktober 2016

Peildatum: 31 december 2015

Table 2: Number of employees (per position in numbers of persons according to gender, per faculty (reference date 31 December 2015, annual report) and the number of student enrolments according to gender, per faculty (reference date 1 October 2016).

Note: In table 2, the full professors are classified under the heading "HL" (Professor) (the endowed professors are classified with the full professors due to the system-technical aspects of the registration). Unfortunately, we could not find any comparable figures about the student body in ISS. We shall ask the faculties to supply those figures. Erasmus University does not have any data from Erasmus MC for the different job levels, except for the number of professors.

### Figures for the Tenure Track

- When we look at the M/F ratio for the Tenure Tracks over the past five years, we see that a total of 191 Tenure Trackers have begun. Of these, 72 were women (38%) (see table 3).
- There is a noticeable imbalance in the number of men and women who entered via a Tenure Track, mostly at the larger faculties (ESE and RSM). At RSM, there were 33 female Tenure Trackers out of a total of 98 over the past five years (34%). At ESE, there were 20 women out of a total of 54 Tenure Trackers (37%) (see table 3). However, there are more women in Tenure Tracks at the smaller faculties (ESL and ESHCC).

	Total	Completed	In progress	Completed and targets met	
				Yes	No
RSM	98 (m-65, f-33)	38		13	25
			60		
ESE	54 (M-34, F-20)	20		13	7
			34		
ESHCC	6 (m-2, f-4)	6		3	3
FSW	19 (m-12, f-7)	13		11	2
			6		
ESL	14 (M-6, F-8)	9		9	
			5		
<b>Total</b>	<b>191</b>	<b>86</b>	<b>105</b>	<b>49</b>	<b>37</b>

Table 3: Figures for Tenure Tracks in the past five years.

### Differences in financial rewards for M/F in academia.

A recent study by the Dutch Network of Women Professors revealed that, on average, female scholars receive a lower monthly salary than male scholars. On average, the difference in the gross monthly salary (for a full-time position and of the same age) is 390 Euros. The difference in monthly salary between men and women is larger among professors than among associate professors and assistant professors. Moreover, female scholars receive allowances less often than male scholars (de Goede et al., 2016). Erasmus University also contributed to this study. In view of these results, we recommend launching an investigation at our university, both throughout EUR and per faculty.

## 4. Principles for the revised (new) policy

### 1. *Moving from problem-driven to the benefits of difference*

The policy must assume that diversity and teams with diverse compositions add value to EUR. This means we need to change the way we think and act, that we need to change the organisational culture, which means a change in policy. The revised policy is therefore not aimed at solving a “problem”; rather, it aims to create added value by means of diversity and inclusion.

### 2. *A multi-track policy*

As we explained above, we are presenting a package of interventions that should be introduced at the individual level, the cultural level and at the institutional level (Timmers, 2007).

### 3. *The short and long term*

As we want to achieve real results in the short term (such as the “20% women as full professors by 2020” target and “25% by 2025”) as well as bringing about a lasting change in culture, we need to introduce interventions for both the short term and the long term. These interventions should be carefully implemented in stages so that they will reinforce each other. The interventions that focus on the short term, the “levers”, should lead to a better balanced male/female ratio in higher academic positions. The long-term interventions, which focus on the culture, will not only benefit women but will also benefit all minorities in the organisation and this will eventually lead to an inclusive organisational culture.

### 4. *Focusing on recruitment, advancement and departures*

The package focuses on employees’ recruitment, advancement and departures. The measurement of this data based on male/female ratios is an important aspect of this package. Examples of interventions for recruitment are specifically recruiting talented female scholars and educating selection committees about implicit bias. Talent policy and identifying talent are examples of measures that will boost the advancement of women. While departures are often not considered, they can provide a great deal of information that will help us improve our policy. When and why do women and men leave the organisation? An example of a measure for departures is introducing structural exit interviews.

### 5. *Local responsibility*

The Diversity Team has a central organisation; its main task is to share knowledge and to unite stakeholders across the faculties. In addition, they have an advisory role and can help set up and implement diversity policies in the different parts of EUR. The faculties are charged with the responsibility to formulate the faculty targets, in consultation with the Executive Board, to implement interventions so that the formulated targets are eventually met.

### 6. *Based on proved effective interventions and best practices*

Diversity policy in organisations, even specifically for universities, is not new. Consequently, plenty of research on the effectiveness of interventions at universities is already available. For instance, there have been studies on success factors: a clear vision, support at the top, collaboration and networks, insight into figures and developments, reducing explicit and implicit bias and policy continuity. The measures that do not work, such as pressure and blaming employees for the diversity problem and lack of attention for communication on the policy, have also been investigated. (Kirton & Greene in Groeneveld & Verbeek, 2012; Willemsen & Timmers, 2009; Frouws & Buiskool, 2010; Henderikse et al., 2007; Moss-Racusin et al., 2014). To put it briefly, there is plenty of literature and best practices to find inspiration for a revised policy for Erasmus University. A complete list of these factors for success and failure is to be found in appendix 4.

## 5. The approach: how to implement the package of potential interventions

We have compiled a package of potential interventions, following the evaluation of the current policy and guided by the principles mentioned above and the proven successful interventions found in the literature.

### *How do we put this package of interventions into practice?*

The package of interventions is a combination of intended arrangements between the faculties and the Executive Board, interventions that are relevant to all the faculties and a free interpretation of the action plan per faculty.

The interventions that are relevant to all the faculties focus mostly on strategic staff planning and the faculty policy on talent. In addition, each faculty has the scope to set its own priorities, with due observance of this memorandum as a framework. Each faculty is to set out an action plan based on the faculty's own context and challenges.

The implementation must be done in stages as it is essential to retain some scope for changes in the organisation and to spread the work load caused by this theme across the various divisions of EUR. We recommend starting with the basics. The "foundations" must be well structured if we want to "build" on them. That is why it is crucial to start with strategic staff planning and a policy on talent.

### *Roles and responsibilities*

Each individual measure has been incorporated into the diagram, along with the party responsible for its implementation. The faculties have been given the responsibility for the implementation of most of the interventions. The support services, such as HR, are to help the faculties with that task. The reason for giving the faculties as much responsibility as possible is to create permanent change. The role of the Diversity Team is to connect, advise, coordinate and monitor the progress from a central position.

HR is responsible for the implementation of a number of interventions. We have coordinated some matters with USC Unit HR; the HR Department has indicated that they cannot implement the package of interventions with their current workforce. As a consequence, 1 FTE has been included in the budget; the FTE will be employed at USC's Unit HR (working closely with the Diversity Team) to implement the interventions.

## 6. The package of potential interventions

By emphasising diversity at different levels (*individual, cultural and institutional*), there will be more attention on diversity and inclusion in the coming years. The ultimate goal is to make diversity a component of EUR's identity/culture (the university's DNA). The diagram below has been divided according to this three-way classification: *individual, cultural and institutional* perspectives. A number of interventions require some explanation and have been marked with an \*. Appendix 5 contains the explanation.

### *Interventions: Individual perspective*

The individual perspective is based on the assumed differences in sex between men and women (Timmers et al., 2010). Interventions appropriate for this perspective focus on guiding and encouraging women because they have a smaller chance of advancing to higher positions.

Interventions	Parties responsible
<a href="#">Supporting women</a>	

1	A mentoring programme for female scholars.	Training & development Platform (TOP) in conjunction with the HR Policy
2	Extension of exemption from teaching duties following maternity leave after 31 December 2016.	HR Policy
3	Introduction of the recommendations in the advisory report on the Career Development Programme (including utilising the expertise available at EUR/Erasmus Centre for Women & Organisations to our best advantage).	TOP, HR Policy and Diversity Team

### Interventions: The institutional perspective

In the institutional perspective, the structure of the organisation is of prime importance. The focus here is on interventions that change the shape of processes and procedures. Recruitment & Selection, the process of professorial appointments and strategic staff planning are the most relevant subjects here.

Strategic staff planning (SPP) requires some explanation, perhaps. SPP actually means: preparing, shaping and implementing a policy on employee recruitment, advancement and departures so that the right people are present at the right time and at the right place at our university. Which talent is already available to us? For whom are we concerned? Who are our stable employees who achieve a good performance? If we look at the overall number, how many are we talking about per position? And how are they divided, with respect to age, gender and nationality? What does that say about the quality and diversity of our staffing? What do we do next with our talented employees? And how do we make our workforce as diverse as possible?

#	Interventions	Parties responsible
<u>Strategic staff planning</u>		
4	We will organise a large "fleet review" at each faculty so that we can obtain an overview of the composition of the staff and their quality based on principles and criteria we have set out in advance. Possible principles and criteria that will help build a diverse workforce are:	Dean
	4.a. More differentiation in the selection criteria and how they are weighed: they should not only be focused on the research output but also on teaching careers, knowledge valorisation, connecting skills, etc.	Dean
	4.b. Addition of selection criterion: the employee must complement the team or the department in terms of expertise and qualities.	Dean
	4.c. The M/F ratio in all the academic job levels should be representative of the ratio in the student body.	Dean
	4.d. At least 30% of the faculty boards/faculty MTs is female.	Dean

	4.e. A new appointment policy for deans, including a target figure of at least 30% female deans.	The Executive Board
	4.f. 50% of the professorial positions that become vacant due to retirement should be filled by female talent.	Dean
	4.g. Accelerated internal advancement of talented associate professors and endowed professors who are promoted to full professors; the aim is a good representation of the student body as regards the M/F ratio per faculty (4c).	Dean
5	The data required for each faculty can be charted in order to structurally carry out the personnel review and the strategic personnel planning.	HR in collaboration with Dean
6	The Dean and the rector annually discuss the outcome of the personnel review at all levels, their diversity, and what is needed to retain and develop their talent.	Dean and Rector Magnificus
7	Conducting a structural exit interview.	HR Advice (within the existing talent management project)
<b>Review the process for appointing professors</b>		
8	A new chair or any chairs soon to be empty will be discussed immediately with the rector before the recruitment and appointment process commences.	Dean and Rector Magnificus
9	Rector discusses with the Dean: shortlist/longlist composed of at least 50% women, Appointment Committee composition, attention paid to recruitment wording and diversity, and added efforts relating to attracting female talent.	Rector Magnificus and Dean
10	The job vacancy texts are appealing to women and other minority groups.	HR partners
11	Clear agreements between the rector and the Dean with regard to the M/F ratio in professorial appointments.	Rector Magnificus working with the Dean
12	Extensive communication of the diversity checklist in appointing professors.	The Dean and HR partner
13	Place responsibility for implementing the diversity checklist for appointing professors with the chair of the Appointment Committee (BAC)	BAC Chair
<b>Adjustments in recruitment and selection</b>		
14	Make the selection criteria for assistant professors/associate professors/professors transparent and/or improve communication.	The Dean working with HR partner
15	Faculty provides shortlist/longlist composed of at least 50% female candidates for associate professors and professor appointments in open procedures.	Dean
16	When assessing research output, take into consideration how much time was available for this assessment.	Dean, supervisors and HR partner
17	Make applying for the job appealing to women and other minorities (by using gender-neutral language)	HR partners
18	Send a vacancy for an academic positions such as professor, associate professor or assistant professor to 10 women from the personal network.	Supervisor/head of the department advertising the vacancy
19	Translate the diversity checklist for professorial appointments and apply to appointments of assistant professors and associate professors in the set career policy committee (VCL).	HR policy/HR partner and supervisors

*Interventions: Cultural perspective*

The above bodies all contribute to the cultural change that we wish to bring about. In spite of this, we are aware that this is not enough. Taking a look at the cultural iceberg, we can see that there is a large amount beneath the surface that we must focus on in order to make the cultural change a success. Not only do changes have to be made to the visible upper part, but most importantly, they must be made to the invisible factors that make up culture, which include convictions, personalities, and hidden values and norms. In short, it is about changing collective patterns of behaviour and exposing the invisible issues that lie beneath the surface.

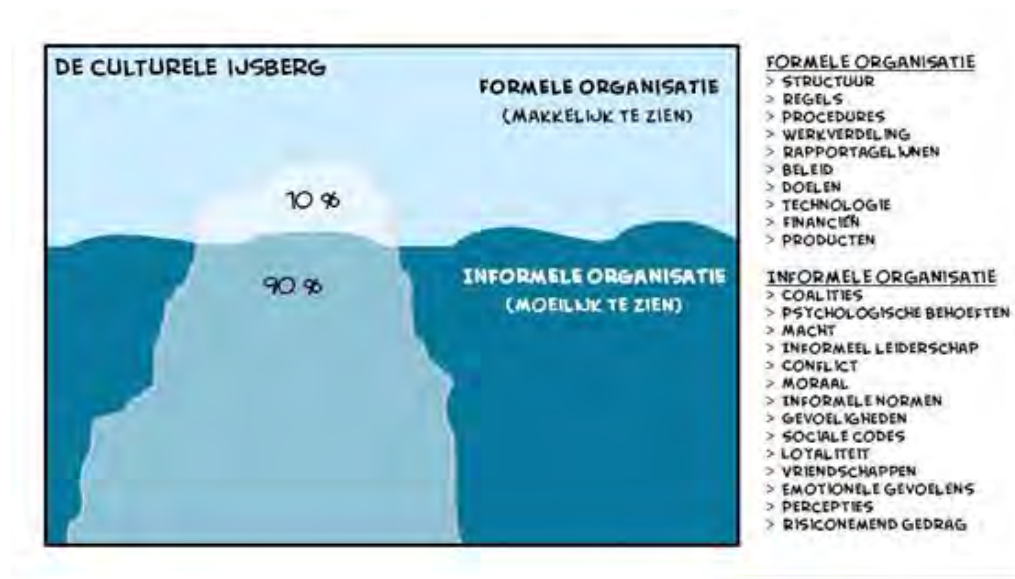


Figure 1: Cultural iceberg

*Leadership in a cultural change*

This requires that the individual undergoes a change in behaviour and therefore has self-insight, empathy and willingness to step out of their comfort zone. Leadership is crucial here. Supervisors have to set an example and determine the path for the rest of the organisation. They serve to express the importance of diversity and inclusion, to make it explicit and to put it on the agenda. And the result of this positive concept is that the benefit arises from the differences and not from what is 'going wrong'. For this reason, the managers and supervisors are also the most important target group in the initiatives suggested. The following aims are top of the agenda in this perspective: 1.) raising awareness of an 'implicit bias' (self-insight) 2.) emphasising the importance of diversity in the talent policy and 3.) securing the theme and its importance using monitoring and evaluation.

Creating awareness at all levels		
20	Embed diversity awareness in existing programmes, such as Academic Leadership	HR Policy working with TOP
21	Raising awareness of implicit bias among managers and supervisors	HR Policy working with TOP
22	Raising awareness of implicit bias in selection processes (e.g. by training or on-the-job coaching).	HR Policy working with TOP
23	Making role models visible.	Dean, Chief Diversity Officer and ENVH
24	Offer trainings to scholars for integrating diversity in research proposals	AZ (Clemens Festen)/Research Support working with Diversity Team



25	Disseminate and communicate diversity as a strategic theme.	Executive Board, deans, directors and supervisors
26	Research within EUR relating to the gender pay gap as a follow-up to LNVH research	HR working with Diversity Team
<u>Monitor and evaluate</u>		
27	Make one person responsible (as 'diversity officer') within a faculty for monitoring the implementation of the above initiatives (e.g. department head, policy officer or diversity officer).	To be confirmed per faculty
28	Embed the theme into the HR annual calendar, with a report being prepared twice each year.	HR partners working with Dean
29	Make covenant agreements that are both consistent and realistic (based on recommendations in the advisory report dated 2015).	Diversity Team, Deans, Executive Board
30	Cultural assessment relating to diversity and inclusion (baseline measurement and follow-up measurement)	Diversity Team working with HR Policy
31	Structural introduction of the theme into the faculty BILAs	AZ & Dean

## 7. Evaluation and Monitoring

As mentioned above, our aim is to make diversity and inclusion an integral part of the identity/culture of the EUR and to ensure this becomes a natural process (the DNA of the university). For this reason, it is important that the initiatives and ideas are given a chance to gain traction within the faculties and that they themselves go on to take the responsibility for tackling the theme going forward. We therefore advise the faculties to set up their own plan of action stating how the implementation can take place within their faculty.

In addition, we consider it to be of crucial importance that there is one person within the faculty who is made responsible for the theme and monitoring the progress and implementation of the initiatives. This may involve the appointment of a Diversity Officer (see for example RSM with their Associate Dean of Diversity) or, from a more accessible point of view, a colleague who is responsible for diversity as part of their work package (a policy officer, department head or a colleague from the academic staff).

We would also like to embed the topic into a number of standard processes such as covenants, faculty BILAs, the employee satisfaction services and the HR annual calendar. This also provides a method of monitoring objectives and faculty planning.

From this central organisation, the Diversity team advises the faculties and is responsible for the progress monitoring in discussion with the persons responsible for diversity in each faculty. A progress report of the diversity policy is drawn up each year for the Executive Board and the CvD.

In our view, a cultural assessment is a good way of gaining an idea of EUR's organisational culture. Both a baseline measurement and a follow-up measurement are required in order to measure the effectiveness of the diversity policy as a whole on the organisational culture.

## 8. Communication

Communication and transparency form an important basis for a successful diversity policy (appendix 4). The review of the gender diversity policy should also be carried out hand-in-hand with a communication strategy that provides transparency both inside and outside the Erasmus University and emphasises the 'benefits of difference'. This policy already takes into account the specific communication needs of gender within the EUR.

It is important that:

1. Colleagues and students are aware of the projects, policy measures and developments relevant to them within the framework of diversity, and of gender in particular. Where possible, they will

themselves contribute to knowledge sharing by actively communicating on this point within their own working environment.

2. Colleagues and students are aware of the importance of a more diverse team, and in this case, the equal distribution of men and women in particular.
3. Colleagues and students are aware of the implicit biases that exist in relation to gender and are proactive in contributing towards minimising these biases.

To get to this point, it is necessary that best practices relating to gender, obtained at the various faculties, are explained in greater detail. The appointment of female professors, for example, could be explained further. It is also important to offer a podium to role models within faculties and across the university.

## 9. Legal framework

In implementing a policy relating to the appointment and career policy of staff, a ban is in place regarding direct and indirect distinctions made on the basis of religion, personal convictions, political beliefs, race, gender, nationality, heterosexual or homosexual orientation or marital status. In accordance with jurisprudence from the Committee for Human Rights, hereinafter referred to as 'The Committee' (previously: The Committee for Equal Treatment or CGB), the European jurisdiction relating to equal treatment stipulates that the preferential treatment of women during recruitment and selection must be checked in accordance with a number of criteria.

The initiatives suggested, as specified in chapter 5, are checked in accordance with this criteria. It can be concluded that the criteria set for applying a preferential policy are being met.

The measure relating to pregnancy and maternity leave is already permitted according to the AWGB, because it pertains to a distinction based on gender made to protect women who are pregnant or on maternity leave.<sup>4</sup>

More information on the criteria and arrangements relating to the cases at the TU Delft and University of Groningen can be found in appendix 6.

## 10. Risks

There are a number of important risks to be taken into account. One of these risks is the support base within the university for Diversity and Inclusion at all levels. It is of fundamental importance that faculties and support departments recognise the urgency and subsequently feel the responsibility to start working on this theme. The limited tools and human resources in supporting departments for policy implementation (e.g. HR) may form an obstacle. It is important to use the project to support these departments in gaining the required (supplementary) tools and human resources. It is also very important that the urgency as well as the advantages ('benefit of difference') of the policy are repeatedly emphasised by the board, the project and the ambassadors.

Another significant risk to keep in mind concerns the limitations found in existing systems in use at EUR (for example SAP) and obtaining data for measuring the effectiveness of policy initiatives. Linking effect measurements to policy initiatives is, after all, one of the most important underlying principles of our revamped diversity policy.

In view of the fact that initiatives are specifically introduced in these advisory documents with respect to gender, it may create the impression that the appointment of female professors is a goal in and of itself. Of course, this is not the case - the objective is to promote diversity and inclusivity within the

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<sup>4</sup> Article 2, paragraph 2.2 under b AWGB.

organisation, so that we as a university can benefit from the advantages that this creates (see introduction).

An important footnote to the initiatives proposed is the image that may arise regarding the quality of female scholars. The initiatives may in fact have a stigmatising effect, and create the wrong impression and resistance among both current staff members ('she's only been hired because she's a woman and not because of her skills') and among the women concerned ('why am I getting special treatment?'). For this reason, it is important to introduce and communicate all initiatives with a positive message/objective. It is also important to take responsibility for the positioning of these women within the faculties (a proper provision of information for all staff members relating to the selection, object of the measure concerned, quality standards set, etc.).

## 11. Budget Plan

First of all, the costs of the intervention for accelerated advancement of talent are set out (from assistant professor or associate professor to standard professor). The central and faculty-level resources are broken down. The costs per person and per 10 people are displayed here.

The financial figures presented below cover costs for some of the interventions that are initiated by central and / or organized. These costs are part of the entire central long-term budget of the diversity policy (appendix 7). Funds are set aside in the decision making process of the additional investments 2017-2020. Required faculty resources, depending on their own objectives and priorities, will be covered by the individual plans of the faculties.

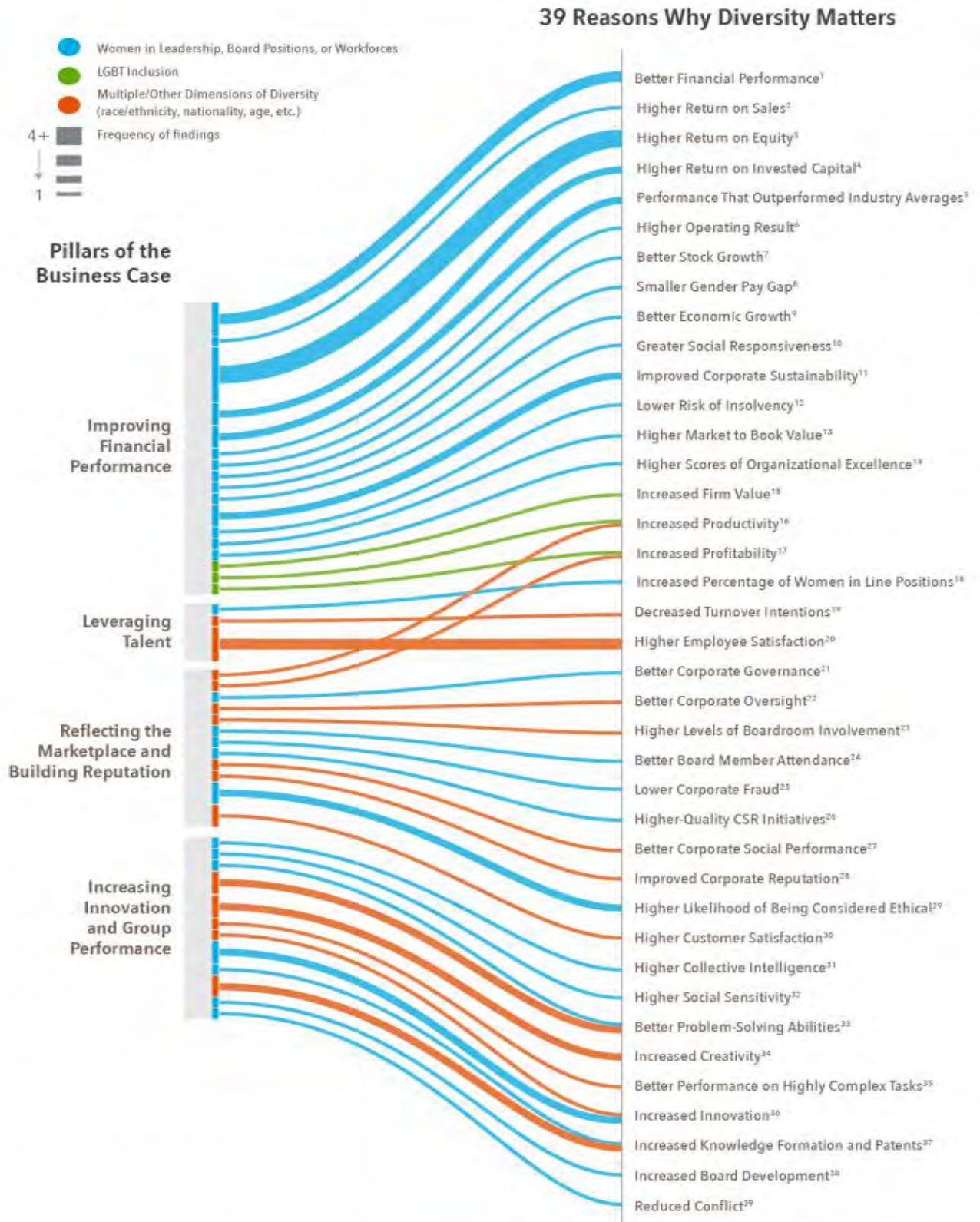
<b>Begroting versnelde doorstroom UHD/bijz. HL --&gt; gewoon HL</b>					
<b>Verdeling van middelen</b>	<i>100/0</i>	<i>50/50</i>	<i>0/100</i>		
<b>Jaar</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Centrale middelen per persoon	€ 20.000	€ 10.000			
Facultaire EXTRA middelen per persoon (naast huidige salariskosten ervaren UHD)	€ 0	€ 10.000	€ 20.000	€ 20.000	
<b>Jaar</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Centrale middelen per 10 personen start in 2017	€ 200.000	€ 100.000	€ 0	€ 0	€ 0
Facultaire EXTRA middelen per 10 personen start in 2017 (naast huidige salariskosten ervaren UHD)	€ 0	€ 100.000	€ 200.000	€ 200.000	€ 200.000
Centrale middelen per 10 personen start in 2019			€ 200.000	€ 100.000	€ 0
Facultaire EXTRA middelen per 10 personen start in 2019 (naast huidige salariskosten ervaren UHD)				€ 100.000	€ 200.000
<b>TOTAAL centrale middelen</b>	<b>€ 200.000</b>	<b>€ 100.000</b>	<b>€ 200.000</b>	<b>€ 100.000</b>	<b>€ 0</b>
<b>TOTAAL facultaire middelen</b>	<b>€ 0</b>	<b>€ 100.000</b>	<b>€ 200.000</b>	<b>€ 300.000</b>	<b>€ 400.000</b>
Maximaal verschil tussen gemiddeld maand salaris ervaren UHD/ bijz. HL (uitgaande van 6100euro UHD 1) en beginnend gewoon HL2 (uitgaande van 7100euro). Dit verschil zal kleiner zijn tussen bijz. HL en gewoon HL.	€ 1.000				
Verskil in jaarsalaris incl. werkgeverslasten	€ 18.567				
Gezien de facultaire verschillen, uitgaande van:	€ 20.000				

Meerjarenbegroting Gender Diversiteit 2016-2020						
	2016	tot 01-09-2017	tot 31 dec 2017	2018	2019	2020
<b>Personeel &amp; Organisatie</b>						
Interventies tbv ondersteuning van vrouwen (CDP voor UD's en UHD's)	€ 100.000	€ 50.000	€ 25.000	€ 80.000	€ 80.000	€ 80.000
Interventie m.b.t. bewustwording bias in selectieprocessen		€ 20.000	€ 5.000			
Activiteiten/events m.b.t. diversiteit o.a. seminars, Internationale Vrouwendag, ECHO conferentie.	€ 10.000	€ 7.000	€ 3.000	€ 10.000	€ 10.000	€ 10.000
Ondersteuning netwerken o.a. ENVH, Erasmus Pride.	€ 10.000	€ 7.000	€ 3.000	€ 10.000	€ 10.000	€ 10.000
Training HR partners en leidinggevenden in bewustwording en 'gendered words' /gender neutrale vacatures.		€ 25.000		€ 25.000		
Training impliciet bias bestuur		€ 15.000		€ 5.000		
Versnelde doorstroom naar HL (uitgaande van 10 personen in 2017 en 2019)*		€ 200.000		€ 100.000	€ 200.000	€ 100.000
Cultuur assessment (diversiteit & Inclusie) 0 en eindmeting			€ 25.000			€ 25.000
<b>Subtotaal</b>	<b>€ 120.000</b>	<b>€ 324.000</b>	<b>€ 61.000</b>	<b>€ 230.000</b>	<b>€ 300.000</b>	<b>€ 225.000</b>
<b>Overig</b>						
Personeel programmaondersteuning.						
1. Projectleider Diversiteit (1,0 fte)	€ 75.000	€ 50.000	€ 30.000	€ 80.000	€ 80.000	€ 80.000
2. Chief Diversity Officer (hoogleraar, 0,2fte)	€ 27.500	€ 18.300	€ 9.200	€ 30.000	€ 30.000	€ 30.000
3. Personele inzet HR policy 1fte per 1 jan 2017 **		€ 53.333	€ 26.666	€ 0	€ 0	€ 0
Projectcommunicatie (materiaal, vormgeving, interne & externe communicatie)	€ 20.000	€ 20.000		€ 10.000	€ 10.000	€ 10.000
<b>Subtotaal</b>	<b>€ 122.500</b>	<b>€ 141.633</b>	<b>€ 65.866</b>	<b>€ 120.000</b>	<b>€ 120.000</b>	<b>€ 120.000</b>
<b>TOTAAL</b>	<b>€ 242.500</b>	<b>€ 465.633</b>	<b>€ 126.866</b>	<b>€ 350.000</b>	<b>€ 420.000</b>	<b>€ 345.000</b>
*Alleen benodigde centrale middelen zijn opgenomen.						
** In overleg met USC Unit HR: eris in de huidige formatie bij de unit HR geen ruimte voor de implementatie van deze maatregelen. Daarom stelt HR voor 1.0fte aan te stellen die verantwoordelijk is voor de implementatie. In 2017 is deze meegenomen in de diversiteitsbegroting. De personele inzet voor HR Policy vanaf 2018 mee te nemen in de op te stellen begroting 2018.						

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Appendix 1: Business Case for Diversity



And One More: *It's the Right Thing to Do*

SOURCES:

For more detail on each study, see Catalyst, *Why Diversity Matters* (2013).

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## Appendix 2: Overview of the number of appointments 2014-2015

### 2014 appointments

#### Full Professor

Open		Closed		(tot.)
M	F	M	F	
3	1	3	1	(8)

#### Professor occupying an endowed chair

Open		Closed			(tot.)
M	F	M	F		
1	0	18*	9**	(28)	

\* (13 career and 5 network endowed chair)

\*\* (7 career and 2 network endowed chair)

### 2015 appointments

#### Full Professor

Open		Closed		(tot.)
M	F	M	F	
3	1	4	0	(8)

#### Professor occupying an endowed chair

Open		Closed			(tot.)
M	F	M	F		
1*	0	14**	2***	(17)	

\* consisting of 1 network

\*\* consisting of 3 network, 11 career

\*\*\* consisting of 1 network, 1 career



### Appendix 3 Summary of current initiatives

- Exemption from teaching duties following maternity leave and post-natal leave

As a result of maternity leave and post-natal leave, female scholars may fall behind in their research, which could affect their chances of advancing to a higher position. This is why the scheme 'exemption from teaching duties following pre-natal and post natal maternity leave' was introduced in 2010. Excellent female scholars receive €15,000 from the faculty to cover the costs of a substitute for their teaching duties following their leave period. This allows them to focus fully on their research.

- Career Development Programme for assistant professors and associate professors

The Career Development Programme [CDP] is a personal leadership track for excellent female scholars with the ambition of advancing to the position of full professor.

- Diversity Checklist for Professorial Appointments

A checklist with diversity guidelines has been included in EUR's policy for appointing professors.

- Erasmus Network of Female Professors (ENVH)

The ENVH aims for a balanced representation of women in academic positions at EUR, strengthening the position of women and increasing their visibility. Its primary focus is representation of collective interests.

- Target figures / covenant agreements

EUR has committed itself to meeting the target of 25% female professors by 2025. Internally, an interim target has been set for 20% by 2020. For the period spanning 2014-2018, covenant agreements have been drawn up between the Executive Board and the faculties, focusing on increasing the number of female associate professors and full professors.

- Monitoring using figures for M/F ratios per faculty and per job level

The ratio of male to female employees is monitored annually at EUR for each faculty and for all positions.

## Appendix 4: Literature relating to diversity policy

There are various preconditions and factors that have a significant impact on the success or failure of a diversity policy measure. Literature studies identify the following preconditions, success factors and failure factors. These are stated in a table below. (Kirtton & Greene in Groeneveld & Verbeek, 2012; Willemsen & Timmers, 2009; Frouws & Buiskool, 2010; Henderikse et al., 2007; Moss-Racusin et al., 2014).

Preconditions and factors for success	Factors for failure
A clear vision of diversity where a direct link is made with company objectives.	There is too much of an emphasis on associating diversity with affirmative action and this does not correspond to the wishes of employers.
Support at the top: <ul style="list-style-type: none"> <li>- Enthusiasm and commitment of at least one Executive Board member</li> <li>- Efforts made by the Faculty Board, primarily the dean</li> </ul>	Lack of clarity regarding diversity and diversity policy
Sufficient time and commitment of policy officers	Sharing responsibility without appointing a single problem owner
Line managers must be made responsible for implementing policy measures	Recruitment and selection in the public sector
Inclusive organisation with a tolerant corporate culture	"Window dressing", stating support for diversity policy but not doing anything in practice.
Enshrining diversity policy and evaluation of diversity policy	Communication; insufficient internal communication
Setting 'firm' targets	Placing pressure and blame on employees for diversity problems
Collaborating and networking	
Communication and transparency	
Integrating diversity policy in all facets of HR	
Specific focus on diversity within communication	
Involvement of employees and the target group	
Diversity must be viewed as a business case	
Continuity in diversity policy	
Commitment, both at the top management level as well as on the work floor	
Initiatives are most effective in the long-term if the cause is effectively dealt with.	
Insight into figures and developments is important for underscoring urgency and for the success of diversity policy.	

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Prevent diversity from being perceived as a discretionary objective. This seems to be one of the most persistent obstacles preventing diversity from being successful in an organisation.

Present diversity as a shared challenge and an opportunity.

Empirical evidence for impact. This counteracts any unexpected or negative effects.

Use of active learning techniques instead of lecturing.

Implement measures that deal with both implicit bias and explicit bias.

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Moss-Racusin et al. (2014) have developed a scientific framework for structuring, assessing, and implementing diversity initiatives. Effective measures must meet the following preconditions:

- Effectiveness is scientifically proven
- Use of active learning techniques
- Avoid placing blame or responsibility for existing diversity issues
- Include a plan for structural evaluation
- Raise consciousness among employees regarding research into diversity issues
- Reduce the explicit and implicit bias of employees
- Increase the willingness of employees to take action regarding diversity issues.

## Appendix 5: notes on initiative for internal advancement

A personnel review is carried out each year within each faculty. In collaboration with the Executive Board, the faculty determines their talents on an associate professor or endowed professor level, explicitly referencing the male/female ratio, and determines those with the qualities to move on immediately to full professorship. These talents are used to make formal arrangements, on which basis they can hold a full professorship within the faculties. An important condition here is that the advanced progression contributes to obtaining a reflection of the student population of the faculty in terms of the male/female ratio in the full professorial workplace. These formal arrangements are fed back to the Rector Magnificus. The funding for this initiative is made on the basis of a co-funding scheme. This can be found in the budget.

Advantages	Disadvantages
Creates opportunities in the short term for advancing primarily female talent within the EUR.	The faculty must create staff positions within a relatively short space of time.
It provides results in the short-term relating to achieving target figures.	
It gives the faculty insight into their talents (using the personnel review).	

## Appendix 6: Legal framework

Art. 2, paragraph 3 of the Equal Treatment Act (AWGB) - and the comparable article 5 of the Equal Treatment (Men and Women) Act (WGB) stipulates that the ban on making a distinction does not apply in the event that the distinction relates to a specific measure that aims to grant a privileged position to a woman or person belonging to a particular ethnic or cultural minority with the objective of eliminating or reducing actual disadvantages relating to race or gender and that the distinction is made in reasonable relation to that objective. That is also set out in the Dutch Civil Code (article 7:646, paragraph 1). The employer is furthermore not permitted to make a distinction between men and women when entering into a collective labour agreement, in the working conditions, in the advancement and in the termination of the collective labour agreement. Based on art. 7:646, paragraph 4 of the Dutch Civil code, this stipulation may be waived in the event that the clauses relating to female employees seek to place them in a privileged position in order to eliminate or reduce disadvantages and that the distinction is made in reasonable relation to the objective. The AWGB, therefore, goes a little further and forms the assessment framework for the public service appointment held by EUR employees. The current Collective Employment Agreement for Dutch universities (CAO NU) contains no special provisions relating to the promotion of equal treatment. The EUR has set out a number of special initiatives, such as those set out above in chapter 2.

### When is positive discrimination permitted?

The ban on making a distinction therefore does not apply when the distinction relates to a specific measure which aims to elevate or diminish the status of women, people belonging to a particular ethnic or cultural minority or persons with a disability or chronic illness. The distinction must, however, be reasonable in relation to the objective. It concerns measures that temporarily accord people a privileged status because they belong to a certain group that is disadvantaged from a societal point of view. The aim is to use this method to reduce or eliminate the social disadvantage. There is no legal obligation to conduct out a preferential policy, but it is permitted under certain conditions.

In accordance with jurisprudence from the Committee for Human Rights, hereinafter referred to as 'The Committee' (previously: The Committee for Equal Treatment or CGB), the European jurisdiction relating to equal treatment stipulates that the preferential treatment of women during recruitment and selection must be tested in accordance with the following criteria:

- Reference framework: the disadvantage of the group forming the subject of the preferential policy should be demonstrated and connected with the labour supply available. In order to determine whether this is the case, the specific portion of the group forming the subject of the preferential policy within a particular position type and level is compared with the relevant potential supply on the labour market (the demand for structural disadvantage)
- Due diligence requirement: the regulation must ensure that applications are subject to an objective assessment of all candidates, taking into account all criteria relating to the attributes of the candidates. In the event that one or more criteria tip the balance in favour of the male candidates and the same criteria is not (indirectly) discriminatory with regard to female candidates, the priority accorded to the female candidates must be disapplied. In doing so, it is important that privilege is only accorded for equal capability to the candidate making up part of the group that is the subject of the preferential policy (the requirement of an objective assessment)
- Proportionality requirement: the distinction must be in reasonable proportion to the objective. The preferential measure must be justified by the degree of disadvantage. The measure must also have the potential to result in the disadvantage in question being reduced or eliminated (the effectiveness requirement).

- Disclosure requirement: furthermore, the requirement arising from article 3, paragraph 2 of the Equal Treatment (Men and Women) Act applies in that if a preferential policy (relating to women) is promoted, this must be explicitly stated on the job offer. Failing to provide this disclosure therefore leads to conflict with the law. It is also important that, taking into account the requirements of the objective assessment previously mentioned, that it is clear that the vacancy is open to all potential candidates.

The Committee has assessed two cases relating to university preferential policies: the measures taken to increase the number of female scholars at the Technical University (TU) Delft and at the University of Groningen. In the assessment relating to the University of Groningen on 15 December 2011,<sup>5</sup> the Committee, in this case the CGB, determined that the criteria had not been met. Personal promotion was an option for increasing the number of female scholars. A chair was created for the female associate professor based on the recommendation of a personal file. Men were excluded from this procedure for a custom promotion. According to the CGB, this violated the requirement for due diligence. The CGB made reference to the 'Kalanke' case from the Court of Justice of the European Union, in which it was determined that absolute and unconditional priority of women during recruitment and selection is not permitted. The CGB also determined that the proportionality requirement had been violated because the disadvantage of women at the University of Groningen with regard to the qualified labour supply was not great enough for a preferential policy measure reserving female positions for women to be considered proportional.

Part of the assessment of the Committee made on 18 December 2012 contained an assessment regarding the preferential policy towards women at the TU Delft. The TU Delft created the Delft Technology Fellowship (DTF) with the aim of reducing the disadvantage of women among academic staff. Under the DTF, ten vacancies have been opened up exclusively for women in a tenure track position, i.e. a development process of five years (track) that will ultimately result in a permanent appointment (tenure) as an Associate Professor.

In assessing the preferential policy of the TU Delft, the Committee finds the following. In doing so, the Committee takes into consideration that a broader assessment framework is provided for in the European legislation for the application of the criteria. In exceptional situations, it is possible that a measure only benefitting women may be justified. According to the Committee, women at the TU Delft are experiencing a serious, persistent disadvantage, and it concludes that the means and the objective were in proportion to one another. For this reason, the due diligence requirement could be waived.

In this Advisory note, it is substantiated (in figures) that there is still a persistent and structural disadvantage as regards the participation of female scholars at the EUR. In addition, the initiatives suggested, as specified in chapter 5, are checked against the criteria mentioned above. It can be concluded that the criteria set for applying a preferential policy are being met.

The measure relating to pregnancy and maternity leave is already permitted according to the AWGB, because it pertains to a distinction based on gender made to protect women who are pregnant or on maternity leave.<sup>6</sup>

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<sup>5</sup> Equal Treatment Committee, 15 December 2011, 2011-98, published in JAR 2012/78 with memorandum from E. Cremers-Hartman

<sup>6</sup> Article 2, paragraph 2.2 under b AWGB.

Meerjarenbegroting Programma Diversiteit 2015-2020

	2016	tot 01-09-2017	tot 31 dec 2017	2018	2019	2020
<b>Projectoutput Onderwijs &amp; Studenten</b>						
Interventies tbv verkleinen verschillen studieresultaten van studenten (doorstroom)	€ 40.000	€ 50.000		€ 40.000	€ 40.000	€ 40.000
Interventies tbv bevordering arbeidsmarktintegratie	€ 20.000	€ 20.000		€ 20.000	€ 20.000	€ 20.000
Ontwikkeling van best practice m.b.t. de integratie van diversiteit in de gehele onderwijsaanpak**, o.a. ondersteuning van faculteiten en interfacultaire samenwerking.	€ 40.000	€ 40.000		€ 40.000	€ 40.000	€ 40.000
<b>Subtotaal</b>	<b>€ 100.000</b>	<b>€ 110.000</b>	<b>€ 0</b>	<b>€ 100.000</b>	<b>€ 100.000</b>	<b>€ 100.000</b>
<b>Projectoutput Onderzoek</b>						
De EUR doet gezamenlijk onderzoek naar culturele diversiteit & onderwijs met de VU en Leiden (lhkv de tasforce Diversiteit).	€ 100.000	pm		pm	pm	pm
Erasmus Center for Women & Organisations doet onderzoek naar de effecten van het carrière development programma voor vrouwelijke wetenschappers op de EUR.	€ 20.000	€ 20.000		€ 20.000	€ 20.000	€ 20.000
Er worden structureel workshops aangeboden aan wetenschappers voor het integreren van het diversiteitsperspectief in onderzoeksvoorstellen.	€ 10.000	€ 7.000				
<b>Subtotaal</b>	<b>€ 130.000</b>	<b>€ 27.000</b>	<b>€ 0</b>	<b>€ 20.000</b>	<b>€ 20.000</b>	<b>€ 20.000</b>
<b>Personeel &amp; Organisatie</b>						
Interventies tbv ondersteuning van vrouwen (CDP voor UD's en UHD's)	€ 100.000	€ 50.000	€ 25.000	€ 80.000	€ 80.000	€ 80.000
Interventie m.b.t. bewustwording bias in selectieprocessen		€ 20.000	€ 5.000			
Activiteiten/events m.b.t. diversiteit o.a. seminars, Internationale Vrouwendag, ECHO conferentie.	€ 10.000	€ 7.000	€ 3.000	€ 10.000	€ 10.000	€ 10.000
Ondersteuning netwerken o.a. ENNH, ErasmusPride.	€ 10.000	€ 7.000	€ 3.000	€ 10.000	€ 10.000	€ 10.000
Training HR partners en leidinggevenden in bewustwording en 'gendered words'/gender neutrale vacatures.		€ 25.000		€ 25.000		
Training impliciet bias bestuur		€ 15.000		€ 5.000		
Versnelde doorstroom naar HL (uitgaande van 10 personen in 2017 en 2019)*		€ 200.000	€ 25.000	€ 100.000	€ 200.000	€ 100.000
Cultuur assessment (diversiteit & Inclusie) 0 en eindmeting			€ 25.000			€ 25.000
<b>Subtotaal</b>	<b>€ 120.000</b>	<b>€ 324.000</b>	<b>€ 61.000</b>	<b>€ 230.000</b>	<b>€ 300.000</b>	<b>€ 225.000</b>
<b>Overig</b>						
Personeel programmaondersteuning						
1. Projectleider Diversiteit (1,0 fte)	€ 75.000	€ 50.000	€ 30.000	€ 80.000	€ 80.000	€ 80.000
2. Chief Diversity Officer (hoogleraar, 0,2 fte)	€ 27.500	€ 18.300	€ 9.200	€ 30.000	€ 30.000	€ 30.000
3. Ondersteuning (0,4 fte secretariële / 1 fte trainee)	€ 22.000	€ 18.300	€ 10.000	€ 28.000	€ 28.000	€ 28.000
4. Projectmedewerker (1,0 fte)	€ 9.000	€ 36.000	€ 18.000	€ 55.000	€ 55.000	€ 55.000
5. Personeel inzet HR policy 1fte per 1 jan 2017 ***		€ 53.333	€ 26.666	€ 0	€ 0	€ 0
Representatiekosten (catering, relatiegeschenken etc.)	€ 2.500	€ 2.500		€ 2.500	€ 2.500	€ 2.500
Projectcommunicatie (materiaal, vormgeving, interne & externe communicatie)	€ 20.000	€ 20.000		€ 10.000	€ 10.000	€ 10.000
<b>Subtotaal</b>	<b>€ 156.000</b>	<b>€ 198.433</b>	<b>€ 93.866</b>	<b>€ 205.500</b>	<b>€ 205.500</b>	<b>€ 205.500</b>
<b>TOTAAL</b>	<b>€ 506.000</b>	<b>€ 659.433</b>	<b>€ 154.866</b>	<b>€ 555.500</b>	<b>€ 625.500</b>	<b>€ 550.500</b>
Gereserveerde middelen begroting 2015 tot 1 september 2017 (zie CvB besluit 1991.11 en 2017.19)	€ 506.000	€ 366.100	€ 0	€ 0	€ 0	€ 0
Additionalle investeringen diversiteit	€ 0	€ 293.333	€ 154.866	€ 555.500	€ 625.500	€ 550.500
Structurale kosten	nvt	€ 249.100	€ 98.200	€ 345.500	€ 345.500	€ 345.500
Incidentele kosten	nvt	€ 410.333	€ 56.666	€ 210.000	€ 280.000	€ 205.000

Appendix 7: Total budget Diversity

\*Alleen benodigde centrale middelen zijn opgenomen.  
 \*\* Kosten zijn alleen voor de ontwikkeling. De kosten voor beheer komen vanaf 2018 op de meerjarenbegroting van HR.  
 \*\*\* In overleg met USC Unit HR: er is in de huidige formatie bij de unit HR geen ruimte voor de implementatie van deze maatregelen. Daarom stelt HR voor 1,0 fte aan te stellen die verantwoordelijk is voor de implementatie. In 2017 is deze meegenomen in de diversiteitsbegroting. De personeel inzet voor HR Policy vanaf 2018 mee te nemen in de op te stellen begroting 2018.

### **Diversity Officer (faculty level)**

*This profile serves as a recommendation, each faculty is free to add and adjust according to its specific context.*

#### Tasks & Responsibilities

- Translates ambitions into concrete objectives and projects/interventions within the faculty.
- Development of a faculty action plan regarding diversity in the broadest sense and on the three pillars: personnel, research and students/education.
- Supports the Dean and faculty management with the implementation of the action plan and interventions within the faculty.
- Monitors the progress of the various interventions and activities within the faculty and communicates it to different stakeholders;
- Shares knowledge and best practices in the network of faculty diversity officers within the Erasmus University.
- Collaborates with the central Diversity Office and HR.
- Stimulates the dialogue on diversity within the university community;
- Is an ambassador for diversity and promotes diversity both inside and outside the faculty.

#### Skills

The diversity officer can communicate and collaborate at different levels. He/she knows how to connect with the diversity of staff and students. Organizational sensitivity, planning and advisory skills are key in this role. Preference is given to a senior scientist who knows the organization well and can make the connection to the academic field.



**Tijdschema verkiezingen 2017**  
**Universiteitsraad, Faculteitsraden, Dienstraden**

		KRUR artikel
<b>Vaststellen Tijdschema en daarmee de data verkiezingen door CvB</b>	26 januari 2017	8 lid 2
<b>Digitaal bekendmaking definitieve tijdschema</b> Aan Beheerders Faculteiten en andere Beheerseenheden	Volgend op vaststelling van het Tijdschema door CvB	8 lid 3
<b>Kiezersregister, per geleding Kiesdistrict, ter inzage</b> Inzage in kiesregisters	1 t/m 17 maart 2017	Art. 9  Art. 10
CSB maakt bekend voor welk tijdstip de kandidaatsstellingen bij het CSB moeten zijn ingediend.	20 februari 2017	Art. 12 lid 1
<b>Kandidaatsopgaven indienen</b> - opgave dient <u>persoonlijk</u> te geschieden - kandidaat krijgt getekend bewijs van ontvangst van kandidaatsopgave van CSB	20 februari t/m 7 maart 2017, <b>11.59 uur</b> . Na 12.00 uur is Kandidaatsopgave niet meer mogelijk.	Art. 12 lid 3
<b>Toetsen door CSB kandidaatsopgaven</b> - onregelmatigheden aan kandidaten meedelen	20 februari t/m 7 maart 2017	Art. 14 lid 1
<b>Herstel onregelmatigheden door kandidaten</b>	8 t/m 14 maart 2017	Art. 14 lid 3
<b>Bekendmaken geldige kandidaatsopgaven en vaststellen van evt. stemmingen</b> - afschrift aan indieners	16 maart 2017	Art. 14 lid 5 en art. 15

<i>Indien er verkiezingen moeten komen (stemmingen)</i>		
<b>Aanleveren van informatie door kandidaten voor Verkiezingswebsite aan CSB</b>	Tot 30 maart 2017, 12.00 uur	Art. 16 lid 2. Zie ook lid 3.
<b>Verzenden digitale stemoproep</b>	10 april 2017	Art. 17 lid 1
<b>Verkiezingen = Stemmingen</b>	18 t/m 25 april 2017 middernacht	Art. 17 lid 2
<b>Sluiten stemmingen</b>	25 april 2017, om 24.00 uur	
<b>Vaststellen uitslag en opstellen proces-verbaal (1 brief)</b> - bekendmaken aan gekozen kandidaten e.a. belanghebbenden	Zo spoedig mogelijk na laatste dag stemmingen, doch uiterlijk 1 mei 2017.	Art. 18 t/m art. 21

**Overzicht feestdagen tijdens deze periode:**

Goede vrijdag en Pasen: 14 en 17 april  
 Koningsdag: 27 april  
 Bevrijdingsdag: 5 mei  
 Hemelvaartsdag: 25 mei  
 Pinksteren: 5 juni

**Schoolvakanties tijdens deze periode (regio midden):**

Voorjaarsvakantie: 27 februari t/m 3 maart  
 Meivakantie: 22 april t/m 7 mei

**Tijdschema verkiezingen 2017**  
**Universiteitsraad, Faculteitsraden, Dienstraden**

		KRUR artikel
<b>Vaststellen Tijdschema en daarmee de data verkiezingen door CvB</b>	26 januari 2017	8 lid 2
<b>Digitaal bekendmaking definitieve tijdschema</b> Aan Beheerders Faculteiten en andere Beheerseenheden	Volgend op vaststelling van het Tijdschema door CvB	8 lid 3
<b>Kiezersregister, per geleding Kiesdistrict, ter inzage</b> Inzage in kiesregisters	1 t/m 17 maart 2017	Art. 9  Art. 10
CSB maakt bekend voor welk tijdstip de kandidaatsstellingen bij het CSB moeten zijn ingediend.	20 februari 2017	Art. 12 lid 1
<b>Kandidaatsopgaven indienen</b> - opgave dient <u>persoonlijk</u> te geschieden - kandidaat krijgt getekend bewijs van ontvangst van kandidaatsopgave van CSB	20 februari t/m 7 maart 2017, <b>11.59 uur.</b> Na 12.00 uur is Kandidaatsopgave niet meer mogelijk.	Art. 12 lid 3
<b>Toetsen door CSB kandidaatsopgaven</b> - onregelmatigheden aan kandidaten meedelen	20 februari t/m 7 maart 2017	Art. 14 lid 1
<b>Herstel onregelmatigheden door kandidaten</b>	8 t/m 14 maart 2017	Art. 14 lid 3
<b>Bekendmaken geldige kandidaatsopgaven en vaststellen van evt. stemmingen</b> - afschrift aan indieners	16 maart 2017	Art. 14 lid 5 en art. 15

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