university of groningen

# 2021 Annual report

## University of Groningen



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front page: Bernoulliborg

This is an English translation of the original Dutch version of the annual report, including the financial statements. In case of any discrepancies or possible differences in interpretation between this translated version and the original Dutch annual report, the latter prevails. The Dutch version is online (you may have to use the language switch).

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# Report of the Supervisory Board

The Supervisory Board is an independent body that is responsible for the supervision of the governance and management of the University of Groningen performed by the Board of the University. The Supervisory Board is composed in such a way that its members can operate independently of and critically towards each other and towards the Board of the University. In 2021, the Board once again monitored the development of the key areas of teaching, research, and impact, as well as the University's finance and business operations.

Two changes were made to the composition of the Supervisory Board in 2021. Prof. Wim van Saarloos and Relinde Weil joined the Board, replacing Heleen van Balen and Harm Post, respectively. Also on behalf of the other members of the Supervisory Board, I would like to thank our retired colleagues for their valuable input and great commitment to the academic community of the University of Groningen.

These are strange times we are living in. The University community's adaptive capacity and mental resilience were once again severely tested in 2021. Just like in 2020, the UG had to scale up and scale down activities several times in response to government measures. The Supervisory Board had regular discussions with the Board of the University about the impact of the coronavirus pandemic on teaching and research as well as about the wellbeing of staff and students. We are impressed by the way in which students, PhD students, staff members, and the Board of the University have dealt with the problems and demonstrated flexibility.

It is good to see that the UG is also looking ahead at the 'post-pandemic era', and that developments are being continued, some of which were accelerated as a result of the pandemic. One example that I would like to mention is the UG Support Plan (Ruggesteun), which was launched in early 2021. This project ties in with the Strategic Plan and focuses on further improving the quality of teaching against the background of increasing numbers of students, reducing work pressure, Recognition and Rewards, blended learning, and student wellbeing. The UG Support Plan thus reinforces the previously initiated programme that is financed from the resources for quality agreements. It helped to create extra leeway for the faculties to implement educational innovation. The Supervisory Board greatly values the involvement of the consultative participation bodies in this plan. It was also encouraging to see that the Cabinet recognized the problems that education institutes were faced with and made extra resources available via the National Education Programme (NPO: Nationaal Programma Onderwijs). The Teaching section of the NPO has been added to the UG Support Plan.

The Board was shocked by the Russian invasion of Ukraine and fully supports the actions that the Board of the University has taken in the meantime. Our thoughts go out to all students, researchers, and their families who are directly affected by this war. The war will undoubtedly lead to a shift in geopolitical relationships, and will form a reason to decrease our energy dependence on Russia and accelerate our sustainability efforts.

In early 2021, the Supervisory Board approved the 2021-2026 Strategic Plan. The Board would like to express its appreciation of the integrated approach that helped to make this Strategic Plan a plan for the entire academic community. It was a good decision to use interdisciplinarity, four Schools and the University of the North (UvhN: Universiteit van het Noorden) as focus points. The Board

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will closely follow the development of the UvhN into a network organization that is expected to serve as an innovation ecosystem and have a strong appeal for businesses. The UvhN Knowledge Agenda was launched in late 2021 and was received well. In addition, the Board mainly focused on the UG governance model in relation to the Schools.

The attention paid to diversity and inclusion in the Strategic Plan is appropriate since these values are important in achieving academic success. There is a great sense of connection to the University, precisely because within the UG, everyone should count. The Supervisory Board is therefore pleased to see that the Board of the University sets great store by continuous interaction between staff, students and consultative participation bodies. As a result of this, the new Strategic Plan and the UG policy are more widely supported, and staff members and students feel connected with the University. In the meantime, the faculties have drawn up their own strategic plans in line with the UG-wide plan. The progress of these plans will be tracked annually and discussed in the administrative meetings between the Board of the University and the various units. The Supervisory Board will monitor this closely.

In 2019, the Van Rijn Committee issued a set of recommendations about the funding of higher education. However, these recommendations may put the quality of teaching in the arts and humanities, social sciences, and medical sciences under pressure and do nothing to solve problems such as the high workload experienced by academic staff and underfunding per student. The concerns about these effects, which the Supervisory Board expressed several times, have still not been removed.

Nevertheless, the Supervisory Board is hopeful, now that the new Cabinet has taken office, the initial signals seem positive for higher education, and compensation of the negative effects of the Van Rijn recommendations appears to be forthcoming. The Cabinet is expected to reserve an additional structural amount of € 700 million to compensate for the observed structural underfunding of academic teaching, research, and the necessary facilities in these fields. This is partly the result of a study conducted by the PwC accounting firm on the request of the Ministry of Education, Culture, and Science, which revealed that the financial framework of universities was approximately € 1.1 billion too low, resulting in a decrease in investments and support and an increase in work pressure. Another piece of good news is that the reintroduction of the basic grant in higher education will not be at the expense of the funds from the student loan system or the resources for quality agreements. The UG has used these resources to improve the student-staff ratio and for several faculty and UG-wide projects in the field of teaching and educational innovation.

In today's digital society, in which information sharing is key, digital security and personal data protection play an increasingly important role. There are numerous examples of organizations that fall victim to data breaches, ransoming of privacy-sensitive data, and espionage. In 2021, the Supervisory Board, therefore, repeatedly examined integrated safety in various fields, such as health, safety, the environment, cyber security, privacy, and international collaboration. We are aware that there is an area of tension between working safely and optimally collaborating with each other and with international partners. The Board is pleased to see that the necessary steps are being taken towards raising its maturity level in terms of information security and privacy monitoring by 2022 and that the risks for the primary process have been identified. The Board will continue to monitor the progress of this theme closely.

The student numbers at the UG increased again in the 2021-2022 academic year, although less than the national trend. This is partly due to the coronavirus pandemic and Brexit. The Board has closely monitored the developments in intake numbers throughout the year and will continue to do so, taking into account the consequences that increases in numbers have for student housing (including housing for international students) as well as for the city of Groningen. The Supervisory Board has every faith in the approach taken by the Board of the University and is glad that the intake has not resulted in any great problems, despite the current clogged housing market.

In terms of business operations and facilities, in 2021, the Board devoted a great deal of attention to the strategic real estate plan.

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This plan focuses on governance and risk management as well as the process of market exploration, enabling the UG to borrow capital for large-scale construction activities. Due to its scale, the construction of the Feringa Building, in particular, has major implications for the University's future financial position. The Board is therefore closely monitoring the delay that this construction project incurred in 2021. Decision-making regarding the new Sports Centre building, in which the UG and Hanze University of Applied Sciences are jointly investing, was also on the agenda. The Board critically monitored this process, and is delighted to see that good agreements have been made between the parties about governance, the maximum investment and the future operating costs.

The Board recognizes that it is useful and necessary to annually evaluate its own functioning. Good self-evaluations contribute to professional supervision. The Board has decided to organize annual evaluations, alternately conducted externally and internally. In November 2021, an evaluation was conducted under the supervision of an external expert, in which the Board of the University was also involved. An internal self-evaluation will take place in December 2022, and in 2023 there will be another evaluation under external supervision.

The UG has a proven track record, and the new Strategic Plan demonstrates how ambitious the University is. It is pursuing an extensive investment programme in the field of real estate and is taking the necessary steps in the field of integrated safety. It has committed and enthusiastic academic staff and a lively student community, as well as consultative participation bodies that have a critical eye and play a vital role. The Board is happy about the constructive dialogue that it has with the Committee of Deans and the University Council. This is thanks to the joint efforts of its administrators, staff, and students. Everyone has their own role to play in this process.

Therefore, we are most confident that the University will continue to develop and improve in the years to come. This is also proven by the way in which the UG is dealing with the consequences of the coronavirus pandemic. The Board would like to express its gratitude for the efforts made by everyone, including both staff and students, in these difficult times. We would particularly like to thank the Board of the University for its commitment and achievements in challenging circumstances. We are confident that we will be able to continue to move forward towards a healthy academic community in which students and staff members feel safe and can work, study, conduct research and move around freely.

**J.W. Remkes**
Chair of the Supervisory Board



Photo: P. Schrijen,
Province of Limburg

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# Foreword
# By the President of the Board of the University

Just like the year before, 2021 was mainly dominated by the coronavirus pandemic. Once again, the UG had to scale down its in-person activities in response to government measures. However, at the time of writing this foreword, all pandemic measures have been relaxed or abolished. The past two years have been both mentally and physically tough for students and staff members. The measures demanded a lot from everyone. We are therefore particularly delighted that we are able to meet in person once again and that teaching and research can resume on location.

Looking back, I am proud to see that the UG has made it through the coronavirus pandemic relatively well, and that the pandemic has also resulted in positive developments. I would particularly like to draw attention to how resilient, resourceful, adaptable, and strong our institution turned out to be. Quick decision-making turned out to be possible, and developments such as 'blended learning' and 'blended working' were accelerated. The Board of the University's policy was continuously monitored critically by the University Council, which is a good thing, also because transparency is one of the UG's core values. The Board greatly appreciates the inspiring dialogue and constructive collaboration with the Council.

In addition, I would like to express my huge gratitude and appreciation of the lecturers and researchers who, despite the difficult circumstances, made great efforts to successfully continue the UG's teaching and research. The same goes for our support staff members, who enabled the UG to properly continue its business operations and to function optimally.

The Board of the University is fully aware that 2021 was once again a difficult year for students, also because in-person teaching was limited for lengthy periods. As a result, students missed out on much of the interaction and social contact with fellow students and lecturers. Fortunately, the vast majority of students recognized that the restrictions were necessary and cooperated very well, thus helping to combat the spread of the virus. The problem of increased student work pressure was partly solved by measures such as a temporary relaxation of the Study Advice System. The Board hopes that this decision will encourage students to continue to work hard and achieve good results, while contributing to their sense of wellbeing.

Europe is currently being confronted with a new major crisis. The entire University community was shocked by the Russian invasion of Ukraine. Being an international university with ties across the world, the UG is directly noticing the consequences, and everyone sympathizes with those affected by the extreme violence. The UG has decided to put its collaborations with teaching and knowledge institutions in Russia and Belarus on hold. In addition, all relations with Russian non-university partners have been suspended until further notice.

The UG is also responding to the problems that students and staff members from Ukraine, Russia, and Belarus are experiencing as a consequence of the sanctions and restrictions imposed by the international community. The UG offers financial support to Ukrainian, Russian, and Belarusian students via an Emergency Fund. In addition, the University reaches out a helping hand and wants anyone facing problems to know that the UG is happy to help them where possible. The UG is a member of the Scholars at Risk network. This worldwide network aims to protect academics whose freedom, wellbeing, and lives are at stake in their own countries. Help is

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available not only for Ukrainians but for anyone who finds themselves in a situation of distress as a consequence of the conflict in Ukraine. Ultimately, the UG is an inclusive university that is committed to all its students and staff members.

Inclusion and diversity are key themes in the new Strategic Plan for the 2021-2026 period. This plan was approved by the Supervisory Board in early 2021. Important elements include collaboration beyond the boundaries of faculties and disciplines within the four interdisciplinary Schools. These Schools are named after iconic people from the UG history and are linked to the themes of energy transition and climate adaptation; healthy ageing and a healthy society; digital innovation, Artificial Intelligence and the knowledge society; and governance, politics, and a sustainable society. In addition, the University of the North (UvhN: Universiteit van het Noorden) will develop into an innovation ecosystem that collaborates with education institutes, businesses, and other institutions in the northern Netherlands and north-west Germany. The UvhN Knowledge Agenda was launched in late 2021 and was received well.

Another important issue is the policy in the field of Recognition and Rewards. We realize that academic success is nearly always a team effort. It is also important for the UG to recognize, reward, develop and utilize the talents of all staff and students in order to achieve top quality in all three academic fields: teaching, research, and societal impact. The Board of the University is convinced that Recognition and Rewards will enable more career paths, which are needed in teaching and administration. At the same time, we emphasize the need to conduct research at the highest levels, work on important academic breakthroughs, and publish in top-level journals. The outlines have been drawn up, and the first steps are being taken via the Strategic Plan. The fact that we managed to do all this despite the coronavirus pandemic is very satisfying.

The number of students at the UG increased slightly in 2021, by 3.1%. Just like last year, the UG is the third largest university in the Netherlands. The increase was smaller than previously expected (and, to a certain extent, feared) based on the numbers of applications in the spring of 2021. Many students did apply in the spring but did not actually register, partly as a consequence of a combination of the coronavirus pandemic and Brexit. The number of Dutch first-year registrations dropped, probably partly due to the relaxation of coronavirus measures, which enabled more Dutch students to take a gap year to work, travel, or study abroad.

The increase in student numbers is causing problems in the field of student housing both at a national level and in the city of Groningen. The shortage of affordable student rooms is a point of societal concern, which the Board of the University has brought to the attention of the umbrella organization Universities of the Netherlands. It is a complicated issue because universities have few instruments available to regulate intake. In addition, the current labour market actually demands growth. At the same time, the Board has also noticed increasing pressure being placed on the city of Groningen, and major shortages in the general housing market. We are currently thinking about a variety of possible solutions, and an open debate will have to be held about this issue.

The increase in student numbers may also cause capacity problems for the University itself, including extra work pressure for teaching staff and bottlenecks in terms of facilities and provisions. The Board has been paying particular attention to this issue for some time now. It was with this in mind that the UG Support Plan (Ruggesteun) was introduced in early 2021. The UG Support Plan focuses particularly on the teaching process, as well as on student and lecturer wellbeing. The Plan is also in line with the UG's strategy to further improve teaching and, for example, work towards blended learning. It was also encouraging to see that the Cabinet introduced the National Education Programme (NPO: Nationaal Programma Onderwijs) in 2021. The NPO makes substantial amounts of funding available to enable knowledge institutions to address the consequences of the coronavirus measures for teaching and research and to support students who are facing difficulties. Finally, the 'Lessen the Work' committee is running a parallel and separately financed programme at the UG aimed at further reducing work pressure.

The new coalition agreement contains considerable investments in teaching, research and impact, which is good news for universities

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and university medical centres. An independent study conducted by PwC at the request of the Ministry of Education, Culture, and Science in 2021 revealed a backlog in maintenance and major problems at the universities. The structural amount that has now been reserved will enable the University is to get the basics back on track, reduce work pressure, and improve the student-staff ratio. The funding will thus help to find solutions to the major challenges that society is currently facing, such as climate issues, teacher shortages, and digitization.

In today's digital society, in which information sharing is key, digital security and the protection of knowledge and personal data play an increasingly important role. Knowledge security is therefore high on the UG's agenda. There are numerous examples of organizations, including in higher education, that fall victim to data breaches, espionage, and the ransoming of privacy-sensitive data. Both the threat and the number of actual incidents are increasing. It is therefore important for our organization to be resilient in terms of cyber security, privacy, and knowledge security, and that all staff members and students are constantly aware of the risks. A secure system depends on a good technical setup and adequate procedures, as well as awareness among and appropriate conduct of staff and students.

Everyone at the UG should be able to express their own opinions and ideas and take a critical approach in an open and safe atmosphere. Social safety is a serious and complex issue that requires continuous attention. Every form of socially transgressive behaviour, including aggression, discrimination, sexual harassment, and other inappropriate behaviour, is inadmissible. The UG works hard on eradicating this type of behaviour by making it a topic of conversation and by offering opportunities for reporting concerns and complaints. Prevention is extremely important, and all signals, reports, and complaints must be addressed. But the most important thing is for us to be united in speaking out against inappropriate behaviour, as it leads to an unhealthy work atmosphere and an unsafe work and study environment.

In conclusion, I would like to emphasize that although 2021 was another exceptional year that was very difficult for many of us, it was also a period in which a lot was achieved. Important progress was made in many fields, we jointly approved a new Strategic Plan, and the University has continued to perform at the level at which it belongs. The UG's financial position is still stable, and the coronavirus crisis will not affect its continuity. In short, our University is optimistic about the future, certainly once we are able to call the coronavirus pandemic a thing of the past and once peace is restored on the European continent.

**Prof. Jouke de Vries**
President of the Board of the
University of Groningen



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# REPORT OF THE BOARD



Linnaeusborg

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# 1 Mission and vision

University College Groningen



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# 1. Mission and vision

## 1.1 Mission

The University of Groningen (UG) is a broad-based University at which teaching and research are inextricably linked. The UG operates at an international level and uses its innovative strength to address academic and societal challenges and train students to become global citizens. In addition, the University is committed to the region and actively contributes to strengthening and shaping the regional knowledge system.

## 1.2 Vision

The UG is a close-knit, open academic community that enables all its members to fully develop. Both students and staff are curious, committed, and motivated; they take responsibility and want to excel. They follow the UG's core values in generating knowledge in order to better understand the world and in sustainably applying this knowledge for the benefit of people and society.

The UG's strong disciplines, which span the entire academic spectrum, form a basis for talent and collaboration to flourish. Collaboration takes place between disciplines, as well as between the University and society at large. Its good connections enable the UG to enter into collaborations with partners in the northern Netherlands and with universities and institutions in many other countries. This creates added value for today's as well as tomorrow's world.

The teaching and research programmes offered at the UG attract talented people from around the globe to the northern Netherlands, boosting both the University and the region. The diversity of the academic community and the opportunity to gain international experience enable students at the UG to develop a global perspective and intercultural skills, which in turn enable them to get involved in society and make professional contributions towards solving societal problems.

### Core values

The core values define the UG's culture, and determine the decision-making and the communication and relationships between staff, students and stakeholders.

### Academic freedom

Teaching and research take place in a context of freedom of opinion and expression, in accordance with UNESCO's definition.

### Integrity

Integrity translates into honesty, respect, sincerity, openness, transparency, and responsibility. The UG's internal rules of conduct for academic integrity and the Dutch Code of Conduct for Academic Integrity are key here.

### Inclusion/diversity

The UG aims to be a university where all students and staff members feel respected, socially safe, and at home, regardless of any differences in background, experience, perspective, and identity. Diversity and inclusion are also recognized as important factors in achieving academic success.

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### Sustainability

The UG aims to respect the environment by using natural resources in a rational way and limiting the ecological effects of all university processes. The UN's Sustainable Development Goals and the UG's own Sustainability Roadmap form the guidelines in this field.

### Openness

The UG aims to be an academic community with an open culture. Research results are made available to the entire academic community as well as society at large. The management culture is transparent, and the consultative model is accessible to all.

## 1.3 2021-2026 Strategic Plan

### Making connections

Since autumn 2019, managers, staff, students and external associates have been meeting to consult and discuss the content of a new Strategic Plan, which should dovetail with the previous Strategic Plan for the period 2015-2020. Several strategy meetings were held, and a special Board Day was organized in February 2020. Even though the original schedule was delayed due to the coronavirus pandemic, the ideas were further developed in the course of 2020. The new Strategic Plan will run from 2021 to 2026. The plan was approved by the university governing and consultative bodies in February 2021.

'Making connections' in teaching and research is a recurring theme in the new Strategic Plan. The theme is also reflected in the responsibility that we feel and the connections that we make with the world around us through our focus on societal themes, globalization and sustainable business operations. In addition, it can also be seen in the way that we connect with the region and in our interdisciplinary approach to issues and problems.

As an academic community, the UG is part of society – a society that is faced with enormous challenges in the fields of climate change, sustainability, social resilience, healthy ageing, and digital developments. The UG feels that it is its duty and responsibility to use academic research and teaching to contribute to the development of well-founded, structural solutions. It does so in the conviction that an interdisciplinary approach is most valuable. The UG works in virtually all academic disciplines and aims to fully utilize this advantage.

Making connections is not only important on an internal level but also externally. The 'Making Connections' strategy aims to improve existing networks and develop new ones. The UG positions itself in these networks as an open academic knowledge and development centre and an active hub in knowledge networks. Connections with other education institutes, the business world, NGOs, government, and other relevant partners in the Netherlands and abroad are being intensified.

### Students and staff

The Strategic Plan pays specific attention to academic, personal, and career development. The UG aims to train students to become independent, critical, and responsible global citizens by offering them first-class teaching. The development of intercultural skills is an important instrument in this regard.

The national 'Recognition and Rewards' programme for staff has been integrated into the Strategic Plan. This programme aims to stimulate a broader perspective on individual development of talented academic and support staff. The UG and staff members together develop differentiated career paths for research, teaching, leadership, and/or societal impact based on their personal qualities. The opportunities for personal guidance and support are being expanded to enable all talented people to continue to work on their own development.

In addition, the Strategic Plan covers systematic monitoring of staff and student wellbeing. Special attention is paid to work pressure in the context of occupational health. A healthy working environment and a good balance between work and private life are also essential for the UG to achieve good results. In addition, the UG focuses on existing and new communities, such as Young Academy Groningen

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(YAG), Teaching Academy Groningen (TAG) and Young RUG. In these networks, young researchers, lecturers, and other staff members respectively help and support each other in looking for solutions to academic and societal questions. The UG intends to start up a Leadership community, where managers can connect, meet, and find training options, and which will also incorporate the existing leadership activities from the Corporate Academy.

The University of Groningen attaches great value to diversity and inclusiveness, integrity, sustainability, and social and personal safety. An independent UG Ombudsperson looks into all worrying signals and complaints concerning inclusion. All students, lecturers, researchers, and other staff members are invited to become actively involved in the academic community. Everyone can play an active role, for example, by joining a student council, consultative participation council, or other advisory body. The entire academic community can thus contribute to the University's success and future.

## Internationalization

Since 1614, the UG has developed into a successful University that is globally active. Our international focus and our experience with projects and partners all over the world enhance the employment opportunities of our students and staff. Activities abroad are therefore stimulated, and good relationships are maintained with universities and institutions, including knowledge institutions, in countries relevant to the UG's teaching and research.

## Research and teaching

Conducting excellent fundamental and applied research and offering high quality teaching are extremely important. The UG is constantly looking for ways to deepen and broaden both of these processes.

Interdisciplinary programmes help to increase the range and scope of teaching. They give students more options to choose from and enable them to follow interdisciplinary minors at various different faculties, corresponding with the wide range of societal issues. In the coming years, the UG will also develop a number of new teaching concepts. Students can familiarize themselves in a targeted way with the latest insights in the research field associated with their degree programme and are also stimulated to develop their own ideas.

Innovative fundamental and applied research is conducted in the three main domains of Social Science & Humanities, Science & Engineering, and Health. Emphasis is placed on working in academic teams. In addition, investments are being made in new facilities that enable teaching and research in the fields of complex societal questions, including the Schools. Customized training programmes are developed for PhD students, which also pay attention to the possibility of developing a successful career outside the academic world.

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# 2. Profile

Aletta Jacobshal



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# 2. Profile

## 2.1 Schools

The Schools aim to initiate and facilitate collaboration among the various disciplines and with the outside world. They function as incubators for interdisciplinary teaching, research, and outreach. In addition, they are clearly recognizable contact points for partners who are involved in the UG's activities. The Strategic Plan envisages four Schools, each with their own specific focus areas. Each School has its own theme and functions as a flexible network, where faculties are able to collaborate with each other in the broadest sense of the word, as well as to connect with knowledge institutions, companies, and societal organizations. There are four Schools:

| School | Focus area |
|---|---|
| Wubbo Ockels School | energy transition and climate adaptation |
| Aletta Jacobs School | healthy ageing and a healthy society |
| Jantina Tammes School | digital innovation, AI and the knowledge society |
| Rudolf Agricola School | governance, politics, and a sustainable society |

## 2.2 University of the North

The University of Groningen is the initiator and coordinator of the University of the North (UvhN: Universiteit van het Noorden), an open network of research universities and universities of applied sciences in the northern Netherlands and north-west Germany. The network aims to stimulate general prosperity in this northern region. Intensive collaboration with the universities of applied sciences and other universities will help to strengthen the academic climate in the North. The network aims to jointly find better solutions to the societal questions that are relevant to the region, taking the Regional Innovation Strategy of the Northern Netherlands (RIS3: Regionale Innovatiestrategie Noord-Nederland) as a starting point. RIS3 focuses on good health, healthy nutrition, clean water, and sustainable energy use in the broadest sense of the word.

The UvhN was officially launched in autumn 2021, during an event that had to be held online as a consequence of coronavirus measures. Under the motto of 'Drivers of Transition', the UvhN presented its knowledge agenda and six 'icon programmes', and announced a booster fund worth € 0.25 million per year for new interdisciplinary projects.

In addition, working groups were set up for teaching, research, impact, and general coordination, laying the foundations for a network for innovative, societally oriented projects that will enable students to develop additional skills for internships in the region as well as their future career.

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## 2.3 Internationalization

The University of Groningen is strongly connected to the city of Groningen, its region, Europe and the wider world. Global engagement contributes significantly to what the UG is today: a leading research-intensive university that attracts the brightest talent, as well as a knowledge partner of choice for partners in the region, the Netherlands, Europe, and the world. The internationalisation efforts focus on improving the impact and quality of research and education, and strengthening the UG's position as a leading global university.

UG is part of well-established networks and has many partners across the globe. In the coming years, we strive to develop strategic alliances and intensify collaboration with a select group of European and global partners. The overall aim is to create more education and research opportunities for our students and staff, for example through the development of joint study/research programmes and PhD collaboration.

### ENLIGHT

UG is an active member of Coimbra Group, The Guild, and, since 2020, also of ENLIGHT: a European University Alliance funded via the Erasmus+ Programme that has absorbed the U4 network. The goal of this new network is to contribute to the fundamental transformation of European higher education and research, piloting new learning formats in five societally relevant themes: climate change, health and well-being, inequality, digital revolution, energy and circularity.

In 2021, the focus for UG was on development and scale up of international research-driven and challenge-based learning and teaching. UG is leading the Global Engagement module, which aims at developing new opportunities for students to gain global experience. To stimulate close connections and interactions between the campuses and the regions, ENLIGHT partners have initiated "Regional Academies" which will connect cities, regions, and universities to work on jointly identified challenges in education and research.

Additionally, the ENLIGHT consortium was awarded a Horizon 2020 grant for the ENLIGHT RISE project in 2021, which is aligned with the same flagship areas and focuses on a research support structure at the nine partner institutions. The project will run until 2024, and UG is responsible for the Work Package focused on stimulating cooperation between researchers and society.

### Strategic Partnerships

At the end of 2020, UG adopted the Strategic Partnerships Framework (SPF) with the intention to develop deep, sustainable, and impactful partnerships with our key global partners in Latin America, Africa, Asia, and Oceania. SPF provides a vehicle for targeted cooperation outside of Europe, with long-standing partners committed to expanding the shared education and research agenda. In 2021, SPF was launched with the appointment of Academic Ambassadors acting as academic leads for those partnerships.

Despite the border closures caused by the ongoing pandemic, UG has successfully delivered a number of activities aiming at strengthening and deepening our relationships with the nine selected partners and preparing the groundwork for calls for travel grants. UG has organised a number of academic matchmaking events and high-level meetings to align strategic agendas for future bilateral collaboration, for example with Stellenbosch University (South Africa), Macquarie University (Australia), Gadjah Mada University (Indonesia), Osaka University (Japan), University of São Paulo (Brazil), or University of Antioquia (Colombia).

In April, UG's President attended the Presidents' Summit hosted by Osaka University. On that occasion Osaka University and UG signed a Statement for Joint Collaboration which outlines ambitions for multilateral collaboration among Osaka's six Global Knowledge Partners.

In October, UG organised a large virtual academic matchmaking event with our Mexican partner Universidad Nacional Autónoma de México, attended by around sixty researchers, including the representation of eight UG faculties. In November, UG sent a delegation (in person and online) to Singapore to discuss summer

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programs, the extension of double doctorates in FSE, and cooperation in educational innovation with Nanyang Technological University.

UG has established strategic links in cross-border regional collaboration with two German members of the University of the North: Hamburg University and the Oldenburg University. In 2021, UG ratified the double appointment of a Professor in Physics in collaboration with Hamburg University and DESY (The Deutsches Elektronen-Synchrotron). UG and Hamburg have also started collaboration in joint supervision of double-degree PhDs. UG and Oldenburg have set out a roadmap for strategic collaboration until 2030. In 2021, the first 7 projects were selected for funding from a seed money budget in 2022. The ongoing cooperation in the European Medical School was extended with a joint graduate research training group with several new candidates starting their PhD research.

### Mobility

The global pandemic had a continuous impact on all international mobility also in the academic year 2020/2021. The number of UG students going on exchange in 2020/2021 was only 10.6% of the pre-pandemic number from 2018/19. International border closures had the most profound impact on exchange with partners from outside of the European Union. Erasmus+ exchange in 2020/21 shrank to 16.5 % of the number from 2018/19, and for students going on exchange to countries outside of the EU (using Marco Polo grants) this number was only 3%.

Double degree (DD) and joint programmes are an important part of UG's internationalisation strategy. In the academic year 2020/2021, there were 39 DD programmes across 7 faculties and 7 Erasmus Mundus Joint Master programmes.

Participation in Erasmus+ projects gives an important impulse to educational innovation, supports capacity building, as well as student and staff mobility. In 2021, UG was involved in 30 Erasmus+ KA2 and KA3 projects (capacity building, strategic partnerships, policy reform etc.), and 2 Jean Monnet projects. In 2021, a New Erasmus+ programming period started (2021-2027). In the first year of the new programme, there was no call for Capacity Building in Higher Education, in which UG usually is very active. Nevertheless UG applied for 13 projects, of which five have been selected for funding; two Erasmus Mundus Masters and three Cooperation Partnerships (previously named Strategic Partnerships). UG is a coordinator for one of the new Erasmus Mundus Master programmes and a partner in the other four projects.

## 2.4 UMCG

The University Medical Center Groningen (UMCG) is the affiliation established on 13 January 2005 between the former Academic Hospital Groningen (AZG) and the Faculty of Medical Sciences (FMW) of the University of Groningen. It was established according to the principle that the University would be responsible for teaching and research policy, while the academic hospital would be responsible for patient care, providing employment and specialist medical training. These tasks are inextricably linked. During the establishment of the UMCG, the AZG and the University of Groningen agreed on a financial arrangement. This arrangement was updated and approved in 2019. An interim evaluation held in 2021 led to the conclusion that the current agreement still suffices.

The UMCG pursues an integrated policy for teaching, research, patient care, and specialist training, and is therefore inextricably linked to society, within our region as well as in the Netherlands and the entire world. The UMCG offers solutions to complex care and health questions – solutions that are constantly being improved thanks to continuous innovations based on knowledge and new insights. The UMCG contributes to training the care professionals and health researchers of the future.

### Strategy

Some parts of the UMCG Research Strategy were adapted in 2021 in response to the new strategic plans of the UG (2021-2026 Strategic Plan: Making Connections) and the UMCG (Course 25: together we push the boundaries for a sustainable future of healthcare).

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In addition, the UMCG long-term strategic plan for teaching was completed.

A variety of themes from the strategic plans for teaching and research were addressed in 2021:

- Improving and making accessible new and existing cohorts in order to be recognized as a cohort champion together with other parties in the region within five years.
- Improving the IT infrastructure for research and open science.
- Establishing the HealthTech Initiative 'HTRIC', a platform for technological innovation, together with FSE and regional partners.
- Professionalizing and rolling out career paths and leadership programmes for researchers and lecturers.
- Supporting researchers, for example, by using the Advanced Research Toolbox, the Grant Support Hub, the UMCG impact team, and the DASH Hub (Data Science in Human Health).
- Establishing an innovation centre to facilitate the journey from idea, opportunity, or research all the way down to application in practice.
- Developing various e-learning modules and technology
- Enhanced learning principles to enable studying independent of time and place.
- Developing innovations in teaching, paying attention to interprofessional teaching.

## Impact of the coronavirus pandemic

The pandemic has affected the research conducted at the UMCG in various different ways. On the one hand, several grant providers incurred delays. Some grant rounds were postponed or even cancelled. It was therefore more difficult to acquire certain grants. On the other hand, new, COVID-related grant rounds were initiated. Preclinical research was able to go ahead to a reasonable extent in 2021, partly because shift work was introduced to limit the numbers of people present at the laboratories. Research involving human subjects incurred more delays because it was not always possible to invite participants and patients to attend research activities at the UMCG.

In 2021, the pandemic still seriously affected the Faculty's teaching. The government announced measures, as a result of which in-person teaching had to be scaled down again. It was thanks to the flexibility and efforts made by staff and students that teaching was able to continue; in person whenever and wherever possible, or else in hybrid or fully online modes. The conversion from in-person to digital teaching boosted the development of e-learning materials and didactic methods to provide high-quality online teaching. In 2021, emphasis was placed on 'quick wins' for policy and management of e-learning and technology-enhanced learning and teaching (TELT).

To mitigate the impact of the pandemic on teaching (including study progress and student wellbeing) and limit research delays for researchers with temporary appointments, the Cabinet made additional resources available to education institutes within the framework of the National Education Programme (NPO: Nationaal Programma Onderwijs) in 2021. Some of these resources were used in 2021, but most will be deployed in the coming years.

## Other developments

- The Educational Leadership track was fully implemented in 2021. It consists of four phases, each with its own didactics training programme: Junior Academic Teacher (JAT, lecturer 4), Academic Teacher (AT, lecturer 3), Senior Academic Teacher (SAT, lecturer 2), and Leading Academic Teacher (LAT, lecturer 1). The SAT and JAT training programmes started on 1 September 2021; the other programmes were already underway by that time.
- The new Dentistry curriculum started in September 2021 for the first Bachelor's year. In the coming year, ample attention will be paid to the preparation and implementation of the new curriculum for the second year. The new curriculum will focus more on working in teams.
- An independent committee conducted a research evaluation in late 2021. Although the official assessment report has not yet been received, the oral feedback provided by the committee suggests that the UMCG research scored well on several points (including quality, multidisciplinarity, committed researchers, and impact). Of course, there are also suggestions for improvement.

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> In 2021, 286 PhD ceremonies were held. This is an absolute record: never before did the UMCG award so many PhD degrees in one year.

## 2.5 Campus Fryslân

Even though the coronavirus pandemic demanded a lot from students and staff, we succeeded in providing teaching on location as much as possible, bearing in mind the applicable measures. In addition, the honourable visit by the Secretary General of the United Nations, Ban-Ki Moon, and other international dignitaries, was also able to take place in September. The aim of this visit was to share expertise in the field of climate adaptation.

The Province of Fryslân and the city of Leeuwarden are responsible for covering the costs of constructing Campus Fryslân via the Opbouw RUG/Campus Fryslân grant project. A mid-term review took place in 2021. In addition, Bureau Boneschansker investigated the impact of Campus Fryslân, and concluded that the Faculty makes a solid and consistent contribution to the regional aims and knowledge infrastructure in Fryslân.

### Teaching and research

In 2021, three new disciplines were added to the teaching portfolio of Campus Fryslân: Voice Technology, the degree programme in Cultural Geography with the track Tourism, Geography & Planning, and the specialization in Climate Adaptation Governance.

Campus Fryslân currently has 277 students who are following a degree programme at the Faculty. In addition, 49 first-year Bachelor's students of Law, six students of the Master's programme in Governance and Law in Digital Society of the Faculty of Law, and 11 students of the Master's degree programme in Multilingualism of the Faculty of Art are studying at the Beurs. This means that a total of 343 students are following a degree programme in the Beurs building.

Establishing a branch campus in a different province from the main site is both an honourable and challenging assignment. Starting up a new degree programme is a lengthy and complex process, and building a reputation also takes some time. The student intake numbers are not yet meeting the forecast.

The students from the fourth cohort, who started the Bachelor's degree programme in Global Responsibility & Leadership in the 2021-2022 academic year, have requested and received a contribution towards their tuition fees from the Province of Fryslân. This contribution has nothing to do with the UG and is accounted for by the Province.

A memorable moment occurred in November 2021, when the Bachelor's degree programme in Global Responsibility & Leadership of University College Fryslân was awarded the 2022 Top Degree Programme predicate by the editors of the Keuzegids. This programme has been recognized as a top degree programme ever since its starting year, and this year it was even proclaimed to be the best of all the academic Bachelor's degree programmes in the Netherlands that were assessed. In terms of teaching, 2021 was concluded with a positive NVAO recommendation for the start of the Bachelor's degree programme in Data Science & Society.

The Graduate School grew to 48 PhD students, four of whom were awarded their PhDs in 2021. In the area of research, top-level achievements were made by both young and experienced researchers. Campus Fryslân is an interdisciplinary faculty, which means that most research is also inherently interdisciplinary and thus dovetails excellently with the aims of the Schools. There is good collaboration between Campus Fryslân and the Schools. In some cases, Faculty researchers also bear responsibility for establishing a specific theme.

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# 3. Teaching

Harmonie Building



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# 3. Teaching

## 3.1 Vision and objectives

The aim of teaching is to instil in students the knowledge, skills and values that they will need in order to develop into globally involved citizens who are able to tackle today's challenges in academia and society. To this end, students are offered teaching in an environment that focuses on personal development and ambition and nourishes curiosity, creativity, flexibility, critical thought, collaboration, and entrepreneurship. This educational vision is based on the following focus areas:

- Close-knit learning communities: active, contextualized, and blended learning
- Increasing the innovation potential and evidence-informed teaching
- Increasing the focus on interdisciplinarity and diversity of teaching
- International focus: preparing students for the global labour market
- Life-long development

## 3.2 Innovation

The 2021-2026 Strategic Plan came into force in 2021, confirming the importance of activating, collaborative, and contextualized learning to the educational vision. Active learning aims to strengthen higher-order cognitive skills and instruction techniques. Students are required to take active ownership of their learning process.

To this end, in 2021, the UG experimented with a transition from teaching rooms to active learning classrooms. These classrooms are student oriented, welcoming, and flexible, and satisfy the variable requirements of active and collaborative teaching. In the first phase, five active learning classrooms were implemented on the Zernike Campus and seven in the city centre. The lecturers involved have been able to redesign and reorganize their course units in collaboration with didactic and logistics experts and thereby achieved more active learning.

### Blended learning

Digital teaching technology is developed in response to questions from lecturers. In 2021, lecturers' needs in terms of online teaching and the Teaching Action Plans were also taken into account where possible. Existing national and international networks, such as the European ENLIGHT consortium and the national Versnellingsplan voor onderwijsinnovatie met ICT (Acceleration Plan for Educational Innovation with IT), were also consulted.

The increased use of video in teaching, partly as a result of the transition to online teaching during the coronavirus pandemic, is also notable. Lecturers made great use of the Do-It-Yourself video studios that were established in the city centre and on the Zernike Campus. Partly based on the popularity of this AV-IT technology, the UG initiated and completed a tendering procedure for an up-to-date video platform in 2021. The implementation process recently started. In addition, the UG is also experimenting with the use of AI for collaborative reading, and to this end it has joined several national AI expert groups and coalitions.

### Learning environment

The UG planned to switch to a new electronic learning environment in the summer of 2021. However, as a result of the major impact that

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the coronavirus pandemic has had on the University community and the modes of instruction we will be using in the coming period, it was decided to postpone this transfer to the summer of 2022. This will enable the faculties and service units to devote more time and attention to the implementation. In addition, the changing requirements for online teaching can now be optimally included. The successor to the current learning environment will be called Brightspace.

The implementation phase of the project started in September 2021 and consisted of establishing a support infrastructure, training support staff, establishing a uniform course template, and conducting try-outs with real course units by students and lecturers. Attention was paid to the implementation of various tools, digital assessment, and a student portal. The new learning environment will be implemented UG-wide in September 2022, after which lecturer support and evaluations will of course continue.

### Open Education

In 2021, the UG was once again active in the Open Education branch of the national Acceleration Plan. The UG offers lecturers specific support to include Open Education in their teaching design. In 2021, this resulted in four workshops on course design and several publications within the Acceleration Plan. In September, these successes were followed by the start of a broader Open Science programme at the UG (which will run from 2021-2023), in which Open Education is one component. Through this programme, the UG initiated four pilots for producing open textbooks at the University of Groningen Press. In addition, the UG is also connected to the national Edusources repository, and additional resources have been made available to increase the support for Open Education. The UG also offers a special sub-module within the UTQ training programme.

### Microcredentials

In 2021, a microcredentials project was initiated to gain experience in developing and organizing smaller teaching units for professionals. The project consists of three components:

1. participation in the National Microcredentials Pilot for professionals, initiated by the Acceleration Plan with funding from the Ministry of Education, Culture, and Science
2. awarding an Edubadge to students of the ENLIGHT European University Alliance upon successful completion of the 5 ECTS Global Engagement Module
3. experimenting with badges for various different target groups at the University

In the National Microcredentials Pilot for professionals, 32 higher education institutions are collaborating in the development of a system in which microcredentials have acknowledgeable and recognizable value. The aim is to enrich the range of teaching activities available by offering microcredentials with independent value, and to make procedures, legal issues, and quality assurance in offering, registering, and issuing microcredentials more concrete. In addition, the UG will conduct a pilot in which it will award badges to various different types of learners via the SURF Edubadge platform.

## 3.3 Interdisciplinary teaching

Three new interdisciplinary Minors have been offered since 2018: Data Wise, More Healthy Years, and Rhetorics. These Minors are designed for interdisciplinary teaching and enable both students and staff to work in multidisciplinary and interdisciplinary ways. In addition, there are also multidisciplinary Minors, such as Energy, and Culture and Cognition. The University Minors are an elaboration of the aspect of interdisciplinary teaching in the Strategic Plan. More multidisciplinary and interdisciplinary Minors are expected to be created in the future.

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## 3.4 Assessment policy

The previous UG-wide assessment policy was approved in 2014 and evaluated in 2019. The policy for the coming years was updated in 2021. The update was based on the new Strategic Plan, the 2019 evaluation, new academic insights, and the experiences gained with assessment during the coronavirus pandemic. The new policy includes adjustments to the formal framework of assessment requirements as well as recommendations for implementation and further development of the assessment policy. The policy was drawn up on the basis of an assessment philosophy focusing on own responsibility, continuous assessment, learning with and from each other, digital and online assessment, and organization and support.

Many tests and examinations at the UG had to be held online as a consequence of the coronavirus measures. This demanded a lot from lecturers and Boards of Examiners. The UG responded to the situation with a solution strategy to convert examinations into (alternative) online modes of assessment where possible and by using the Aletta Jacobs examination hall for on-campus assessment. The UG-wide support team for digital assessment was strengthened in 2021 to support lecturers. In addition, training, information provision, and tooling were expanded. Frameworks for online assessment were approved in early 2021 with a view to quality assurance, didactic considerations, student wellbeing, and anti-cheating measures. The UG chose not to use proctoring software.

## 3.5 Teaching Academy Groningen

Even though the TAG was unable to organize any in-person meetings in 2021, the platform did succeed in relaunching with an experienced, committed team. Together with a variety of stakeholders, the TAG organized several successful initial activities, such as the Education Festival in April 2021 and various sessions and workshops to build up the community of practice and develop focus areas. An interim evaluation was conducted in June 2021.

In the current foundation stage, the TAG is changing from an ad hoc, 'learning by doing' approach to a more strategic, structured one. This means that the community of practice has been expanded to include more representatives from the various different stakeholder groups. Another aim is good coordination and collaboration with existing structures, networks, and projects. Each of the TAG's expertise groups currently has 40-50 core members as well as increasing numbers of participants in activities. In addition, on 1 October 2021, three PhD students started their programmes in the field of blended learning, wellbeing, and employability/dovetailing with the labour market.

## 3.6 Internationalization

### International Classroom

Building on from the International Classroom project, the EQUiiP programme offers an approach for the structural embedding of International Classrooms in study programmes via Continuing Professional Development of lecturers. The EQUiiP wishes were discussed with the Faculty Boards in 2021, resulting in seven partnerships with faculties in an EQUiiP programme. Lecturers following the programme are enabled to build on from their existing teaching experience and exchange expertise with their colleagues. They can reflect collectively on the possibilities for developing a curriculum for more inclusive education. By aligning strategic themes to educational practice, this EQUiiPPING approach (using EQUiiP material) contributes to connecting the strategic policy level with educational practice. The four modules of the programme have a flexible structure and can therefore be adapted to the context of the various disciplines and degree programmes offered by the UG.

In addition to the four modules, University-wide collaboration with educational developers takes place via internal networks. One of these networks, in which the EQUiiP materials are integrated and made available in a flexible way, is the interdisciplinary Community of Practice for inclusion and diversity in the Teaching Academy Groningen (TAG).

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### Summer and winter schools

In 2021, three winter schools and 22 summer schools were organized and initiated by academics from 10 faculties. Various different forms of interdisciplinary collaboration with national and international partners helped to expand and intensify networks. The majority of these one-week programmes had to be held online as a consequence of the coronavirus measures, with the exception of four hybrid summer schools. The multidisciplinary courses attracted 621 participants of 72 nationalities, in particular Master's and PhD students. The winter and summer schools are thus an excellent way to attract new talent, new research, and new stakeholders to our own community.

## 3.7 Quality assurance

### UG Support Plan

In addition to the Teaching Action Plans implemented in 2020, the UG initiated the UG Support Plan (Ruggesteun) in February 2021. This plan aims to support lecturers, give them more freedom, and get them involved in the implementation of the UG educational vision. The aim of the UG Support Plan is twofold: in the short term (phase 1), to create more 'breathing space' in the University by expanding its teaching capacity to further enable high-quality teaching as from 1 September 2021, and in the medium term (phase 2), to achieve the desired educational innovation based on the 2021-2026 Strategic Plan, creating links to ongoing projects such as the new learning environment.

For the implementation of the UG Support Plan, phase 1, faculties have been asked to draw up plans and submit them to their Faculty Council for advice. Faculty Boards, staff members, and Faculty Councils have put in a lot of work in a short space of time to draft, adjust, and approve successful plans. The faculty plans were presented to the University Council for definitive approval in September 2021. The plans provide for appointing additional staff. The main focus is on lecturers, as well as study advisors and teaching staff to support students and the teaching organization. The approach chosen ties in with the faculty context. All faculty plans considered, it can be concluded that the first aim of the UG Support Plan has been achieved. The faculties have been asked to elaborate their plans for phase 2 of the UG Support Plan in concrete activities.

### Internal quality assurance

The form and procedure of the Education Monitor were adjusted in 2021 to allow more freedom in drawing up reports. This ties in with the quality culture that the UG advocates, which provides autonomy to faculties based on trust. The Educational Strategy department conducted Annual Education Interviews with partners such as the Faculty Board members for Education and the Directors of Education of all faculties. The most important action points resulting from each of these meetings were reported to the Board of the University.

### Surveys

Surveys are important tools for the University to gain insight into students' and lecturers' experiences at various levels. The faculties, degree programmes, and Programme Committees are mainly responsible for processing these surveys, using the trends and signals arising from them as grounds for improvement plans and changes. The National Student Survey (NSE: Nationale Studenten Enquête) was conducted in a new form (with an adapted questionnaire) in 2021. In order to continue to monitor student wellbeing, in 2021, the UG also participated in the national Monitor Mentale gezondheid en Middelengebruik studenten hoger onderwijs (monitor on mental health and substance abuse among students in higher education).

### Evaluation

The UG wide support projects conducted during the coronavirus pandemic are internally monitored and evaluated. Focus groups and a University-wide internal survey among students and lecturers have been set up as extra quality assurance instruments. The results of the questionnaires were shared with the faculties and service units, and served as input for the Teaching Action Plan in 2020 and for evaluating and monitoring this Plan in 2021. Questions concerned topics such as on-campus and online teaching and the differences between these two forms, assessment, and wellbeing.

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## 3.8 Support of disciplines

### Sustainable Humanities

In 2021, the University of Groningen received almost € 2 million for Sustainable Humanities. These funds were received from the Ministry of Education, Culture, and Science via the Sustainable Humanities Programme Office (formerly the governing body). All funding for Sustainable Humanities, with the exception of those funds which are allocated for specific purposes, contribute to a better balance between teaching and research time for the academic staff of the faculties in question. Funding for Sustainable Humanities is an essential part of their income and guarantees the continuity of the humanities.

### Dutch Studies

The Ministry of Education, Culture, and Science has awarded € 0.3 million per year for four years to strengthen the degree programme in Dutch Studies. These resources will be spent on promoting the visibility and appeal of the degree programme in Dutch Studies and of the research conducted. To this end, extra time and attention will be devoted to the fit between the degree programme in Dutch Studies and secondary school pupils and pre-university teachers of Dutch in the northern Netherlands, the Bachelor's and Master's curricula will be updated, the research will be better presented, and several events will be organized in collaboration with societal partners.

## 3.9 Impact of the coronavirus pandemic

The impact of the coronavirus pandemic was particularly serious in 2020 as a consequence of the sudden transition to online teaching ('emergency remote'). In 2021, the focus shifted to improving the quality of teaching (online, hybrid, and on-campus) and facilitating safe examinations on location. The UG has made great efforts to adjust to the constantly fluctuating coronavirus situation and measures, and has been able to continue to provide teaching. Still, the crisis has had serious impact on teaching. The online teaching and the closure of the teaching buildings hugely affected the wellbeing of students and lecturers. UG Support Plan (see above) was therefore initiated in 2021. In addition, the UG has taken concrete steps to promote student wellbeing (see Chapter 7).

## 3.10 The coronavirus and teaching

### 3.10.1 Description of the impact of COVID-19 and the coronavirus measures

Several different chapters in this annual report will discuss the impact of the coronavirus pandemic on, for example, teaching (Chapter 3), research (Chapter 5), students (Chapter 7), staff (Chapter 8), and business operations (Chapters 9, 11, and 12), and the measures taken by the UG.

### 3.10.2 Developments of coronavirus envelope plans

The development of the expenditure plan for the 'coronavirus envelope' within the UG was closely linked to the development of the internal UG Support Plan. In February 2021, the Board of the University initiated the UG Support Plan to create more 'breathing space' in the University in the short term by expanding its teaching capacity, and in the medium term to work on educational innovation in the field of, for example, blended learning. Managers, lecturers, and students discussed the further details of the plan in various different sessions and groups. The National Education Programme (NPO: Nationaal Programma Onderwijs) was introduced in the same period. As the 'student support' part of the NPO's aim dovetailed with the UG Support Plan, the Board of the University decided to use a substantial proportion of the resources (€ 7 million for the UG) for this part. The resources that the UG received specifically for the teacher-training programmes (€ 0.8 million) and medical fellowships (€ 1.4 million) were allocated to the faculties in question. The implementation of the plans started in September 2021.

In April 2021, the Board of the University adopted a resource framework and a substantive framework for the UG Support Plan with the approval of the University Council. This framework also discussed governance during the planning and implementation phases. Faculties were asked to draw up plans for the three-year

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period of the UG Support Plan and present these to their Faculty Council for approval. To this end, the associated resources, a total of € 23 million including € 7 million from the coronavirus envelope, were distributed and allocated to the faculties based on their numbers of degree programmes and registered students.

In a short and busy period of time, the faculties succeeded not only in drawing up their plans but also in implementing them, in particular in terms of appointing extra staff. The faculties submitted their plans for the UG Support Plan, and thereby also for a major part of the coronavirus envelope, to the Board of the University in August 2021. All Faculty Councils approved the plans. Despite the time pressure, sufficient coordination took place between the Faculty Boards and Faculty Councils to achieve local approval. The faculty plans for the teacher-training programme and the medical fellowships were approved in a separate, parallel process.

Upon receiving the faculty plans, the Board of the University concluded that all plans satisfied the resource framework and the substantive frameworks. The recommendations from the Faculty Councils and the faculty plans were discussed by the University Council. The University Council also concluded that the faculty plans fit into the agreed frameworks and that the agreed procedure, including coordination with consultative participation bodies, had been properly followed. The University Council, therefore, approved the detailed plans and thus the use of the coronavirus envelope.

Looking back, the UG concludes that linking a substantial proportion of the resources in the coronavirus envelope to the internal UG Support Plan inspired a great deal of commitment on the part of managers, students, and consultative participation bodies in how they were spent. In addition, as the UG Support Plan was already initiated in February, the link also helped the plans to be quickly developed so that their implementation could start as early as September.

### 3.10.3 Progress of coronavirus envelope plans

The UG Support Plan, and by extension the coronavirus envelope, was deliberately based on a decentralized approach, in which the Faculty Boards were responsible for drawing up intended actions, which had to be approved by the Faculty Councils. This would enable the development of plans that tied in with the faculty context. Faculties were expected to justify the use of resources and the progress of their actions via the regular PDCA cycle in the quarterly reports submitted to the Board of the University.

The Faculty Boards also discussed the progress report over the entire 2021 year with the Faculty Councils. The central consultative participation bodies established a coordination group for the UG Support Plan, which regularly received information from both the meetings between the Board of the University and the University Council and from the UG Support Plan working group about the implementation of the Plan, including the plans for the coronavirus envelope, which in turn included the resources for the teacher-training programme and the medical fellowships.

Adjustments to the faculty plans are possible, but only with the approval of the Faculty Council. The Board of the University and the University Council will assess whether the new plans are in line with the previously approved substantive central framework. Incidentally, not a single faculty used the opportunity to adjust its plans in 2021.

### 3.10.4 Corona virus envelope: plans and achievements

The coronavirus envelope is mainly used for the 'student support' section in the internal UG Support Plan. This section aims to improve student support and guidance, which ties in seamlessly with theme 1 of the NPO Teaching administrative agreement. In addition, resources have been specifically allocated to the medical fellowships (theme 4) and the teacher-training programme (theme 5). The use of the associated resources is described in more detail below.

**Better student support (theme 1)**

To improve support and guidance of students, the UG used the coronavirus envelope to appoint extra staff, in particular for positions that focus mainly on student support and guidance. This mainly concerned lecturers 4 and study advisors. In other words, within theme 1, the use of resources focuses entirely on the 'extra support' action point set out in the administrative agreement.

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As described, each faculty individually considered which measures were needed and coordinated this with the local consultative participation bodies. The UG will appoint a total of 39 FTE extra to improve student support. This includes 26.5 FTE in additional lecturer capacity and 12.5 FTE of additional study advisors and other support positions that mainly focus on supporting students. In accordance with the plan period of the UG Support Plan, these new staff members will be appointed for three academic years, which means that the associated expenses will fall within the period 2021-2024. This results in the following depletion overview (in K€ ) of NPO Teaching resources, of which the UG is receiving a total of € 7 million:

Starting in April, all faculties worked hard on recruiting and selecting staff for the vacancies that had been made available. This included both increasing existing internal staff and filling vacancies externally. However, the shortage in the labour market turned out to be a limiting factor. Not all vacancies could be filled by 1 September 2021, resulting in the funds being depleted to a lesser extent than was budgeted. Nevertheless, the UG is proud of how energetically the faculties implemented the plans, and the Board of the University considers it a success that so much additional support capacity for students was realized in a relatively short time. The resources that were not used in 2021 have been added to the planned budget for 2023.

| Position | FTE | Budget 2021 | Realized 2021 | Budget 2022 | Budget 2023 | Budget 2024 | Budget Total |
|---|---|---|---|---|---|---|---|
| Lecturer 4 | 26.5 | 528.5 | 330.9 | 1,585.5 | 1,585.5 | 1,057 | 4,756.4 |
| Study advisor and other support staff | 12.5 | 249.3 | 156.1 | 747.9 | 747.9 | 498.6 | 2,243.6 |
| **Total** | **39.0** | **777.8** | **487.0** | **2,333.3** | **2,333.3** | **1,555.6** | **7,000.0** |

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**Medical fellowships (theme 4)**
The UG assigned € 1.4 million of the NPO Teaching resources to the Faculty of Medical Sciences to help prevent study delay as a result of medical fellowships being postponed. Students were incurring delays of 2 to 4 months as a consequence of the coronavirus pandemic. A plan was developed to remedy these delays, and implementation started in 2021. However, most of the plans are to be realized in 2022, as demonstrated in the following overview of expected and realized depletions (in K€ ):

| Budget 2021 | Realized 2021 | Budget 2022 | Budget 2023 | Budget Total |
|---|---|---|---|---|
| 345.0 | 53.9 | 1,010.0 | 47.0 | 1,402.0 |

The resources are used for the Master's degree programmes in Dentistry (€ 0.2 million) and Medicine (€ 1.2 million). The Dentistry programme focuses on research fellowships, additional support for skills training (in particular endodontological treatments) and extra-clinical lecturers. In other words, this deployment focuses on the 'extra teaching in the degree programme' action point set out in the administrative agreement. The measures are progressing well. Some of the planned expenses were shifted from late 2021 to early 2022, which means the budget was underused.

Medicine focuses on the first year of the Master's degree programme: extra lecturers, extra support staff, and extra simulation patients. These deployments thus concentrate on the 'increasing patient contact' action point set out in the administrative agreement. The second Master's year focuses on the extramural fellowship, and thus de 'additional fellowships' action point set out in the administrative agreement. Finally, the third Master's year focuses on the research fellowship, and thus the 'extra teaching in the degree programme' action point set out in the administrative agreement. The intended measures within the Medicine degree programme have been initiated as planned and are progressing smoothly. The extent of the measures, however, remains lower than planned, resulting in an underuse of the budget. The activities will be intensified in 2022.

The resources that were not used in 2021 have been added to the planned budget for 2023.

**Teacher-training programme (theme 5)**
The UG assigned € 0.8 million of the NPO Teaching resources to the teacher-training programme to help prevent study delay and dropout as a consequence of internship shortages. This amount will be invested in extra staff. These staff members will be hired to help provide extra student support and supervision, but also to develop the internship curriculum and provide flexibility and tailored solutions in internships, to intensify collaboration with schools and higher education institutions, to develop solutions (including digital solutions) for gaining practical experience, and to deploy IT tools to practice with classroom management. The depletion of resources (in K€) is linked to the academic years 2021-2022 and 2022-2023 and thus covers three financial years:

| Budget 2021 | Realized 2021 | Budget 2022 | Budget 2023 | Budget Total |
|---|---|---|---|---|
| 145.0 | 135.3 | 435.0 | 290.0 | 870.0 |

Fifteen activities were discussed in the expenditure plan. The expenditures therefore focused on a wide range of measures, covering all three action points set out in the administrative agreement (Extra teaching, Extra support and Expanding practical experience). Some activities just started in late 2021, whereas others had already reached further stages of implementation by that time. For example, significant steps were taken in the development of open online courses, six of which were already concretely offered.

In addition, tutors and lecturers offered extra support in workgroups and course units. The number of tutors and lecturers was increased, giving them more time to support students. In addition, a pilot on three-way discussions was initiated, and the first peer review sessions with schools took place. This year also saw the introduction of an improv course, which was specially developed by a theatre lecturer for students who still had difficulty with pupil contacts

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and did not have the opportunity to practise this skill in schools sufficiently. The resources available for 2021 were almost entirely depleted.

### 3.10.5 Financial processing of the 2021 coronavirus envelope

The UG will receive a total of € 9.2 million in the context of the coronavirus envelope: € 5.1 million in 2021, and € 4.1 million in 2022. To make sure the implementation remains realistic and feasible, the UG has drawn up an expenditure plan that runs until the 2024 financial year. In accordance with the administrative agreement, the UG is permitted to place unused resources from 2021 on the balance sheet. Below is an overview of which part of the € 5.1 million received in 2021 has been used and which part has been placed on the balance sheet:

**Other coronavirus support measures**
In addition to the coronavirus envelope for teaching discussed above (for NPO Research see Section 5.6), the UG is receiving several other resources from the NPO Teaching section. The deployment of these resources is briefly explained below.

**Compensation for tuition and course fees that were reduced to half their normal amounts**
This compensation was in fact a substitution, and did therefore not result in any new plans being made. The resources were added to the University's internal distribution model in the same way as the full tuition and course fees in previous years.

| Component of coronavirus envelope | Received in 2021 in millions of euros (A) | Expenditure plan in millions of euros (B) | Depletion in millions of euros (C) | Placed on balance sheet in millions of euros (A-C) |
|---|---|---|---|---|
| Support for teacher-training programme | 0.4 | 0.1 | 0.1 | 0.3 |
| Dentistry and medical fellowships and supervision | 1.4 | 0.3 | 0.1 | 1.3 |
| Student support | 3.3 | 0.8 | 0.5 | 2.8 |
| Extra classroom assistance | 0 | 0 | 0 | 0 |
| **Total** | **5.1** | **1.2** | **0.7** | **4.4** |

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**Compensation for increased student numbers**
In 2021, the UG received € 4.2 million to compensate for the increased student numbers. These resources were linked to the implementation of the UG Support Plan and, together with the coronavirus envelope, form part of the total UG Support Planned budget of € 23 million.

**Regulations for Corona positions in higher education and Extra classroom assistance**
The regulation for corona positions in higher education applies to the first six months of 2021, and the extra classroom assistance to the second six months of the same year. These regulations aimed to create work for people who had trouble generating income during the coronavirus pandemic, as well as to support higher education as an essential sector. The regulation for corona positions in higher education included salary caps (linked to the minimum youth wage) in income scales, and thus also in job profiles.

As a result, the UG was mainly able to appoint on-call staff and student assistants in the lowest scale, which in turn resulted in underutilization of the subsidy. No salary cap was defined for the regulation for extra classroom assistance, and activities eligible for subsidy were expanded to include lecturers, junior lecturers and support positions related to the pandemic. This resulted in a much better utilization of the subsidy by appointing, in particular, student assistants in all scales, junior lecturers, and online communication assistants. Financial details on these two regulations can be found in the 2021 Annual Financial Statement (Section 2.4.4 and the subsequent model G).

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# 4. Quality agreements



Academy Building

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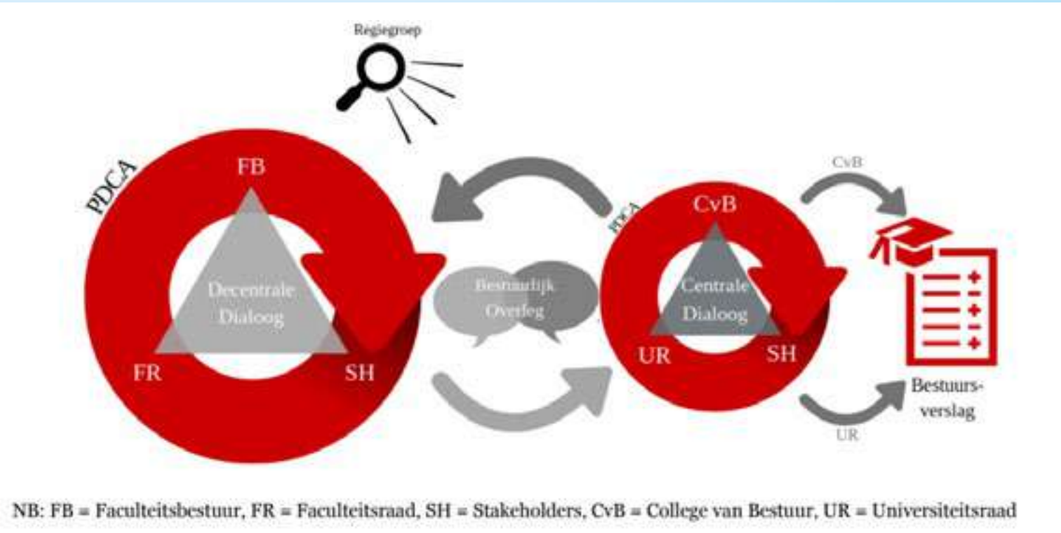
# 4. Quality agreements

The UG annually reports on the progress of the Quality Agreements in its Management Report. Below we will first discuss the monitoring process and how the consultative participation bodies are involved in this process. We will assess the progress in general terms, after which we will briefly discuss the UG's vision on the themes within the Quality Agreements and describe the progress of the underlying activities.

The Board of the University approved the UG Quality Agreements in late 2018, following an intensive process involving the faculties and consultative participation bodies. These are primarily faculty plans, for which the Faculty Councils have to give their approval. This decentralized approach ties in with the UG's governance system, which assumes shared values and a large mandate for the faculties. A maximum of ten percent of the available resources has been earmarked for five supra-faculty plans. In 2019, the UG Quality Agreements received a positive assessment from the NVAO panel. The Minister followed the NVAO's positive assessment and approved the UG Quality Agreements.

## 4.1 Monitoring and consultative participation

The monitoring process of the UG Quality Agreements is represented visually below.




NB: FB = Faculteitsbestuur, FR = Faculteitsraad, SH = Stakeholders, CvB = College van Bestuur, UR = Universiteitsraad

- FB: Faculty Board
- FR: Faculty Council
- SH: Stakeholders
- CvB: Management Board
- UR: University Council
- Regiegroep: Coordination Group
- Centrale Dialoog: Central Dialogue
- Decentrale Dialoog: Decentral Dialogue
- Bestuurlijk Overleg: Administrative Meetings
- Bestuursverslag: Report of the Board
- PDCA: Plan-Do-Check-Act Cycle

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### Local dialogue

Once the Quality Agreements had been approved in 2018, in 2019 all faculties drew up project plans and appointed project leaders to pursue activities within the framework of the Quality Agreements. The project plans discuss the resources to be used, the activities intended and the planning. In addition, they formulate the envisioned income in as much detail as possible. As such, the project plans provide a good basis for Faculty Boards to monitor the progress and discuss it with their faculty community. The project plans have been discussed with and officially approved by the Faculty Council.

Each faculty has its own coordinator, who monitors the progress on behalf of the Faculty Board. At least once a year, a formal written progress report is drawn up, which is then shared and discussed with the Faculty Council – usually at the end of the year or sometimes in the beginning of the new year. The 2020 meeting round focused mainly on the question of whether the plans should be adjusted in response to the coronavirus pandemic. Several faculties (Science and Engineering, Economics and Business, and University College Groningen) used this possibility with the approval of the Faculty Councils. No plans were adjusted in 2021. The faculty reports, containing the written opinions of the Faculty Councils about the progress in implementation of the Quality Agreements, were sent to the Board of the University. All reports were positive, which can be regarded as an important sign that the implementation of the plans is going well.

### Central dialogue

The progress of the Quality Agreements is a recurring topic in the Administrative Meetings between the Faculty Boards and the Board of the University. If a faculty report or a Faculty Council's opinion requires it, the relevant Faculty Board must answer questions about the progress orally during the meeting. No further discussions were needed during the 2021 meeting round. The faculties and consultative participation bodies were happy with the progress made in 2020, and there were no indications that the 2021 progress had to be discussed either.

In addition, project plans were drawn up, and project leaders appointed for the five supra-faculty activities. The specific resources, activities, planning and envisioned income of these activities were discussed with and officially approved by the University Council. In the course of 2021, the Board of the University entered discussions with the University Council about new pilots with new active learning concepts to follow up on the pilots conducted in 2020. The Board of the University and the University Council reached an agreement on this topic.

The Board of the University drew up written progress reports on the supra-faculty projects, and shared and discussed these with the University Council in the same meeting during which the progress of the faculty plans was also discussed. The University Council received all faculty progress reports and the opinions expressed by the Faculty Councils to this end.

The University Council subsequently drew up an independent reflection report, which has been included in this Management Report. The University Council was also positive about the implementation of the Quality Agreements in 2021, which is yet another important sign of their progress. Finally, the Board of the University also annually discusses the progress of the Quality Agreements with the Supervisory Board. The progress meeting for 2021 took place in May 2022. The Supervisory Board expressed its satisfaction with the progress.

## 4.2 Support from consultative participation bodies

A coordination group, comprising two Deans (or Vice-Deans) and two members of the University Council, has been set up to support the implementation of the Quality Agreements. This coordination group meets three or four times a year to discuss current developments and determine whether everything is still running in accordance with the agreements. This way, the University Council is also kept informed throughout the year.

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The coordination group is supported by an administrative working group. This working group maintains contact with the faculty coordinators and organizes annual support meetings for the Faculty Councils. A support meeting was also held in September 2021, when the new Faculty Councils had just been appointed. The content of the Quality Agreements and the process were explained, paying specific attention to the role of the consultative participation bodies and the questions that the new and existing Council members had.

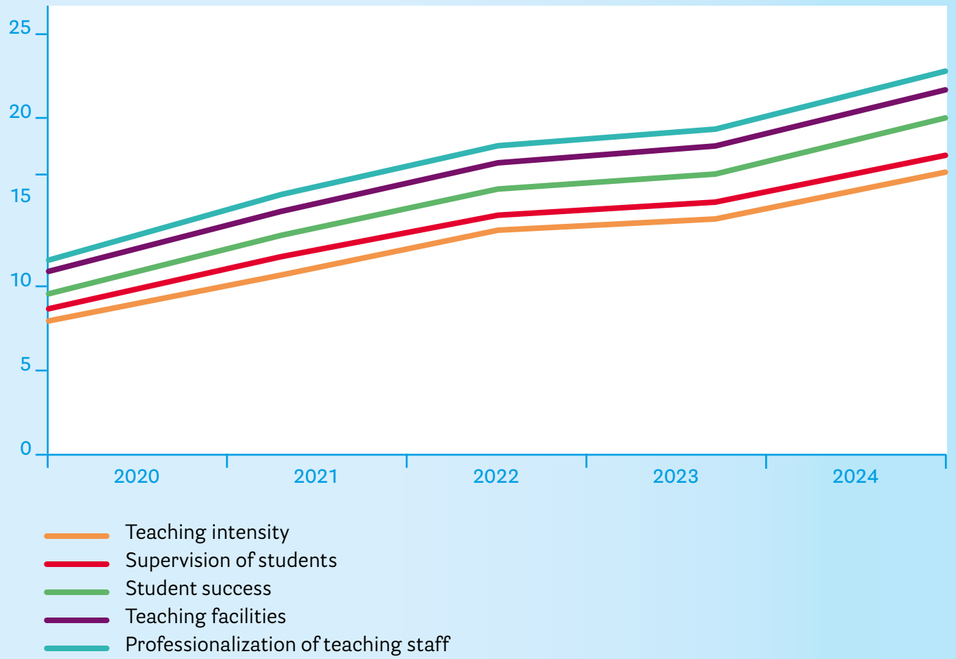
## 4.3 Themes of Quality Agreements

It is clear from the above that the progress of the Quality Agreements was properly monitored in 2021 and that implementation can count on wide support from the consultative participation bodies. The activities for each theme will be discussed below.

The UG Quality Agreements focus mainly on the theme of Teaching Intensity, and the vast majority of resources are allocated to this theme (see figure below). In consultation with the academic community, a decision was taken not to include the theme of Educational Differentiation, one of the six national themes, in the Quality Agreements. The UG attaches great importance to giving students the opportunity to explore and use their interests and talents. Consequently, steps have already been taken to offer differentiation opportunities to the students.

First, we will discuss the UG's vision on each theme and the measures taken in the context of the Quality Agreements in order to improve teaching, followed by an illustration of the progress for each project.

Figure 2: Resources by UG Quality Agreement theme




### Teaching intensity

A close-knit academic community in which students actively participate and that helps to create the desired interaction between students and lecturers is an important part of the UG's vision of teaching. Activating, intensive teaching concepts (such as active learning, project-based learning, flipped classrooms and formative assessment) have been increasingly implemented and integrated in recent years in order to stimulate active participation in the teaching and learning process. The size of the University and the strong growth of certain degree programmes are sometimes in contrast with the educational vision that is based on much interaction and a

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social learning process. The UG is taking the following measures to create a learning environment that enables the desired interaction between students and lecturers at even more locations within the University:

- More time for preparing and providing teaching
- More intensive interaction between students and lecturers
- More small-scale and interactive modes of instruction in degree programmes
- More personal contact moments and feedback.

All these measures require sufficient numbers of teaching staff. The UG is therefore structurally investing € 7.3 million in funds from the student loan system to hire 94 FTE worth of additional teaching staff. For 2021, this amounted to over 80% of the student loan system funds received. This part of the resources has been available since 2018, and the staffing level employed since then will remain available on a structural basis. In addition, the faculties will use € 4.5 million of the increase in student loan system funds to improve the teaching intensity in specific areas, for example by offering extra supervision for specific work groups or extra thesis supervision.

| Faculty | Project | Objectives for 2021 | Progress made in 2021 |
|---|---|---|---|
| All | Improve student-staff ratio | Appoint 94 FTE of extra teaching staff | Realized |
| Philosophy | Target group teaching and teaching intensification | Appoint two Assistant Professors | Realized |
| FSE | Improve student-staff ratio | Improve student-staff ratio by making 20 Tenure Track Teaching positions available | Realized |
| FSE | More teaching assistants | Appoint 5 FTE of extra student assistants | Realized |
| Law | Improve student-staff ratio | Appoint 3-4 FTE of extra lecturers/Assistant Professors | Realized |
| Law | Community development | Organize introductory meetings for Bachelor's and Master's degree programmes | Realized |
| Medical Sciences | Dedicated teachers, better teaching | Appoint extra teaching staff | Realized |
| Theology and Religious Studies | Spiritual Care placement supervision | Appoint extra supervision staff | Realized |
| Theology and Religious Studies | Thesis supervision | Give each lecturer an extra 5 hours per thesis to provide thesis supervision | Realized |
| BSS | Activating teaching and academic skills | Introduce more active modes of instruction (Academic Learning Communities, Peer Feedback) and more intensive teaching | Realized, with a minor delay as a consequence of the coronavirus pandemic |
| Arts | Extra staff | Appoint 9.9 FTE of extra staff | Realized |
| UCG | Enhancing Undergraduate Programme | Implement new undergraduate programme | Realized |
| FEB | Curriculum innovation | Draw up a framework for intended learning outcomes and draw up a new education philosophy | Realized |

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The activities within the theme of Teaching intensity are progressing according to schedule, and all intended objectives for 2021 were realized. This is important because the UG is focusing most intensively on this theme.

## Student supervision

Learning is a process that takes place within the context of the academic community. The diversity in disciplinary, social and cultural backgrounds that the UG has is conducive to this learning process. By acquainting themselves with diverse perspectives, staff and students get to develop and make the most of their talents. To this end, the UG is working on an inclusive teaching environment with strong connections between lecturers and students, in which all students and staff members feel at home and are able to participate. Extra efforts sometimes have to be made to make this possible for all target groups. A combination of early identification of problems and good supervision will enable all students to develop and achieve the learning outcomes. The UG is therefore taking the following measures:

> Expand existing personal supervision
> Make more facilities available for personal supervision.

In concrete terms, this means that the UG has spent € 0.4 million on expanding the central staff of the Student Service Centre (SSC) in order to reduce the waiting times for the student psychologists to a maximum of 2-3 weeks. As mentioned above, early identification of problems is also important, which is why the use of the Early Warning System has been expanded in a number of places. In addition, a dyslexia and dyscalculia centre will be established to

| Faculty | Project | Objectives for 2021 | Progress made in 2021 |
|---|---|---|---|
| FSE | Early Warning System | Implement A4all and Predict in selected programmes | Realized |
| Law | Improve tutorial teaching | Organize pilots with new digital and other teaching facilities | Immediately implemented faculty-wide in response to COVID |
| Law | Improve lecture teaching | Organize pilots for more interaction using digital tools | Immediately implemented faculty-wide in response to COVID |
| Medical Sciences | 'Healthy' studying | Offer students more personal supervision, particularly in the first year of the Bachelor's phase and the first year of the Master's phase | Realized |
| Theology and Religious Studies | Mental Health | Extra mentor meetings and student surveys on mental health | Realized |
| BSS | Writing Shop | More targeted and more intensive writing skills teaching | Realized |
| Arts | Student supervision and support | Appoint 1.5 FTE of extra supervision staff | Realized |
| UCG | Guidance Officer | Appoint extra guidance officer | Realized |
| FEB | Intensification of thesis supervision | Appoint 4.1 FTE of extra supervision staff | Realized |
| UG | Centre for dyslexia and dyscalculia | Start up a centre for dyslexia and dyscalculia | Realized |
| UG | Student counselling and support for students with functional impairments | 2 FTE of student psychologists, 1 FTE of student counsellor and 2 x 0.5 FTE for implementation of a policy plan for students with functional impairments | Realized |

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enable students to obtain up-to-date test results to present to their Board of Examiners at a reduced price. This will make it easier for this group of students to progress in their studies.

In addition to two supra-faculty activities, several faculties also specifically aim to improve student supervision. A total of € 1.3 million is invested in the following projects.

The coronavirus led to delays in two of the projects within this theme in 2020: the BSS Writing Shop and the Centre for dyslexia and dyscalculia. Both these activities were started in 2021. All other activities are progressing according to schedule, and the intended objectives for 2021 were realized.

## Student success

The UG regards student success as more than just studying successfully in terms of figures relating to drop-out, progress and graduation. The UG believes it is important that students acquire the knowledge and skills they need to contribute to society or to develop their own subject field after they complete their degree programme. The UG therefore aims to stimulate students to find meaning and learn to see relevant connections between what they are learning in their degree programme and their current or future life. For this reason, the UG focuses on:

- More room for developing skills
- Better preparation for successful performance in the labour market
- More diversity in modes of assessment.

The above-mentioned measures are applied in specific areas by the faculties. In total, the UG spent € 1.0 million on improving student success in 2021.

| Faculty | Project | Objectives for 2021 | Progress made in 2021 |
|---|---|---|---|
| Law | Law and Practice | All students follow a Law and Practice course unit | Realized in 32 course units |
| Law | Exam differentiation | Differentiate examinations using papers | Realized in several course units |
| Law | Legal English | Improve legal English by offering a course unit in Legal English in each of the four blocks | Realized |
| Spatial Sciences | Intensifying supervision and enhancing students' digital skills and employability | Appoint 6 FTE of extra supervision staff | Realized |
| Medical Sciences | 'Efficient' studying | Implement improved and more diverse assessment | Realized |
| Theology and Religious Studies | Future prospects | Organize meetings and speed dates between students and alumni | Not realized due to COVID |
| CF | Transdisciplinarity in the curriculum | Improve transdisciplinarity in the curricula of all degree programmes | Realized |
| CF | Education in Sustainable Development | Further professionalize education in Sustainable Development | Realized by achieving the designation of UNESCO Regional Centre of Expertise |
| BSS | Faculty office for external relations | Set up Faculty Career Services, introducing internships, making the professional field more visible in the curriculum | Realized |
| UCG | Study advisor and career and internship advisor/supervisor | Appoint extra advisors to work on an improved programme for internships and links with the job market | Realized |

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All activities except one have run according to schedule. In-person meetings between alumni and students at the Faculty of Theology and Religious Studies had to be cancelled as a consequence of the coronavirus measures. These will be scheduled as soon as possible in 2022.

## Teaching facilities

An appropriate learning environment is necessary in order to be able to achieve and facilitate the content-specific learning outcomes. Over the past years, much work has been done on relocating, renovating and newly building a variety of teaching facilities, paying attention to facilitating active learning. Nevertheless, there is still room for further improving the teaching facilities to create the desired learning environment. Increasing the quality, quantity and use of learning facilities will improve the quality of learning. The UG aims to offer:

> An appropriate digital learning environment
> Appropriate on-site teaching facilities
> More support of lecturers in using new and existing facilities.

In 2020, several UG rooms in the city centre were made suitable for active modes of instruction. In 2021, € 0.5 million was spent at the Zernike Campus on making space suitable for active modes of instruction. Lecturers of all faculties can use this space, and the lessons learned in this project are shared throughout the UG.

In addition, a total of € 0.4 million was spent in 2021 on supra-faculty additional support in the use of the digital learning environment. These spendings have eventually been assigned to the Teaching Action Plan, which aimed to enable the conversion to fully online teaching in response to the coronavirus pandemic. Within the framework of the Quality Agreements, the faculties have invested € 0.9 million in equipment and the support of equipment to improve online teaching.

The activities within the theme of Teaching facilities are progressing according to schedule, and all intended objectives for 2021 were realized.

| Faculty | Project | Objectives for 2021 | Progress made in 2021 |
|---|---|---|---|
| FSE | E-learning | Use SOWISO, LabBuddy, and Perusall e-learning tools in selected programmes | Realized |
| FSE | Lecture recording | Make a recording studio and mobile recording equipment available, including maintenance and support | Realized |
| Medical Sciences | 'Effective' studying | Develop blended learning in de Bachelor's degree programme in Medicine | Realized |
| BSS | E-learning environment | Appoint an e-learning coordinator, purchase equipment | Realized |
| BSS | Teaching rooms | Make teaching rooms suitable for small-scale and more intensive teaching | Realized |
| UG | Teaching Action Plan | All faculties have an embedded expert, and 145 FTE of student assistants support the online and blended teaching | Realized |
| UG | Zernike experimental teaching rooms | Create 4 experimental teaching rooms at Zernike and organize technical and didactic support | Realized |

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## Professionalization of teaching staff

Lecturers are at the core of high-quality degree programmes and play an important role in getting students involved in the learning process. Educational improvement is inextricably linked to professional development of teaching staff. In recent years, the UG has invested in the University Teaching Qualification (UTQ) and worked on a continuous pathway to facilitate lecturers at the various stages of their teaching careers. In addition, several initiatives aimed at the appreciation of teaching have been launched. To accommodate the diversity in disciplines, plans and needs, the UG focuses on:

> More time for and forms of professional development.

Several faculties appointed trainers and gave lecturers time to follow training courses in 2021. For the entire UG this involved a total amount of € 0.7 million.

All activities except one have run according to schedule. Due to the additional work pressure as a consequence of the coronavirus pandemic, the Faculty of Arts has once again been unable to pay attention to the dissemination of the previously conducted SVM projects. This will be addressed in 2022.

| Faculty | Project | Objectives for 2021 | Progress made in 2021 |
|---|---|---|---|
| FSE | Improve intercultural competences | Basic and advanced training courses are available to staff and students | Realized |
| FSE | Professionalize teaching assistants | Didactic training for student assistants | Realized, although not yet for all student assistants |
| Medical Sciences | 'Healthy, effective and efficient' teaching | Implement academic teacher programme | Realized |
| Theology and Religious Studies | Digital tools | Improve digital tools and promote their use | Realized |
| Arts | Teacher training | Extra available budget for training is used | Realized |
| Arts | Dissemination of SVM projects | Disseminate the results of SVM projects within the entire faculty | Not implemented due to the coronavirus pandemic |
| Arts | Extra time for professional development | Make 10% extra time available for professional development of lecturers | Realized |
| FEB | Collegial learning for lecturers | Make 20 hours per lecturer available for collegial learning | Realized |

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## 4.4 Financial overview

The funds from the student loan system at the UG will further increase to € 16.1 million in 2021 and ultimately € 23.6 million in 2024. In view of this increase, both the Board of the University and the Faculty Boards decided to finance some of their investments in activities from their own reserves in 2020 so that they could be immediately implemented at full speed. Despite the increase in 2021, a small contribution from our own reserves is still needed. The budgeted amount of € 16.7 million is therefore higher than the € 16.1 million in student loan system funds that the UG received in 2021.

Below is a summary of budgeted resources per theme and their realization in 2021. The overview shows that depletion of funds largely took place in accordance with the budget in order to implement the above-mentioned activities. Any resources that have not been used up will be reserved to be spent on the relevant activity in 2022.

## 4.5 Conclusion

The Board of the University is happy with the progress made in the implementation of the Quality Agreements. The opinions expressed by both the Faculty Councils and the University Council about the progress were positive, inspiring confidence. The 2021 project report shows that the majority of activities have been implemented according to schedule.

| Theme | Student loan system funds | Own resources | Budget (€ million) | Realized (€ million) |
|---|---|---|---|---|
| 1. Teaching intensity | 11.6 | 0.2 | 11.8 | 10.9 |
| 2. Student supervision | 1.4 | 0.3 | 1.7 | 1.1 |
| 3. Student success | 0.9 | 0.1 | 1.0 | 1.3 |
| 4. Teaching facilities | 1.5 | 0.0 | 1.5 | 1.1 |
| 5. Professionalization of teaching staff | 0.7 | 0.0 | 0.7 | 0.9 |
| **Total** | **16.1** | **0.6** | **16.7** | **15.3** |

## 4.6 Reflection on consultative participation at the UG

Starting in 2019, the University Council was closely involved in the overall process of establishing the Quality Agreements. The Board of the University facilitated this effectively, and the Quality Agreements Working Group of the Office managed the process successfully. The Quality Agreements were regularly discussed in University Council meetings, and the Working Group also organized additional meetings to keep the Council and the local Faculty Councils involved in the process.

In addition, two members of the University Council joined the Quality Agreements Coordination Group, together with two Deans (or Vice-Deans). The Coordination Group regularly met with the Working Group to discuss the progress and give feedback on the process. The University Council was thus well represented in the Coordination Group to discuss the progress of the process, and there was enough room to provide timely feedback from the University Council. The Coordination Group also attended the round-table discussions that were held with various stakeholders in preparation of the Quality

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Agreements, and provided explanations and advice about the process to Faculty Councils where necessary. During the quarterly council discussions with representatives from the central and faculty consultative participation bodies, attention was also paid to the quality agreements throughout the entire process.

Early in the process, the University Council decided on a decentralized approach to the Quality Agreements: at least 90% of the funds to be spent were allocated to the faculties and the remaining max. 10% could be spent University-wide. As a result, from that moment on, the University Council could only give its approval for:

1) the process
2) the 10% of funds allocated University-wide, and
3) the definitive University Quality Agreements plan containing the faculty subplans approved by the Faculty Councils.

The effective involvement of the University Council and the smooth collaboration between the Coordination Group and the Working Group resulted in the University Council's unanimous approval of the plans for the Quality Agreements in December 2019.

The Quality Agreements process continued with the same organizational structure in 2020. The Working Group and the Coordination Group meet twice a year to monitor progress, or more often if necessary. The Working Group provides the Coordination Group and the University Council with all the information they need in a proper, timely and transparent way. The information provided and the letters in which the local councils express their opinions about the progress show that the Quality Agreements are progressing well at the faculty level, apart from a few minor delays, some of which are caused by the coronavirus pandemic. Three faculties have proposed adjustments to their plans. After approval by the relevant Faculty Councils, the University Council unanimously approved the process surrounding these adjustments. In its meeting of March 2021, the University Council also approved the report drawn up by the Board of the University about the 2020 Quality Agreements. Several proposed adjustments to the subplans at University level (the max. 10%) will be submitted to the University Council for approval later. In its meeting of March 2021, the University Council also expressed its contentment with the information provision and the process surrounding the Quality Agreements and the monitoring of progress.

## Reflection on 2021 Quality Agreements

The Quality Agreement process progressed smoothly once again in 2021. Despite the more difficult circumstances as a consequence of the coronavirus pandemic, virtually all projects – at both central and local levels – ran according to schedule. The Quality Agreements Working Group coordinated and supervised the process very well, and has extensively reported on all projects. The Quality Agreements Coordination Group met again in 2021, and was informed in detail of all developments and reports by the Working Group. All Faculty Councils expressed their positive opinions about the progress of the faculty-wide projects.

The UG-wide projects are also progressing according to schedule, although a change in personnel has resulted in a temporary delay at the Dyslexia Centre. However, this project is now also running according to plan. The TEO – the experimental teaching rooms for small-scale teaching in the city centre – have been relocated, furnished, and opened under the name of ZEO at Zernike. A delegation from the University Council visited the location and was very pleased with the setup and use, which were extensively presented by people involved. In other words, in its meeting in March 2022, the University Council was able to issue a unanimously positive recommendation on the progress of the Quality Agreements in 2021.

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# 5. Research

University Library



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# 5. Research

## 5.1 Vision and objectives

Working and learning together is one of the main themes in the 2021-2026 Strategic Plan. This has been translated into three focus areas in the field of research:

1. stimulating and supporting top-quality disciplinary and interdisciplinary research – the latter mainly via the Schools;
2. recognizing and rewarding research in all forms, including team spirit and contributions to interdisciplinary collaborations, societal impact and Open Science;
3. creating a research environment that both optimally supports researchers and facilitates Open Science.

Based on these focus areas, in the coming years, the UG will attempt to achieve its vision of an innovative, ground-breaking research university – a university that optimally harnesses the power of a broad spectrum of disciplines to tackle the most challenging multidimensional research problems and complex societal issues, by stimulating intensive collaboration between disciplines and enabling fundamental and curiosity-driven research as well as strategic and applied research. This takes place in an ethical and transparent way, in which Open Science plays an important role.

## 5.2 Excellence

The reports from the external Peer Review Committees (PRCs) are the most reliable and independent source to monitor and, if necessary, improve the quality and impact of research. The PRCs assess the performance of the research institutes once every six years in accordance with the national Strategy Evaluation Protocol (SEP). Since the introduction of the 2021-2027 SEP, the assessment is no longer summarized in a rating. However, in the period 2015-2020, when ratings were still given, virtually all SEP institutes received 'very good' or 'excellent' scores for at least two of the three assessment criteria (quality (Q), social relevance (R), and viability (V)). Excellence was demonstrated in all domains, as evidenced by the table below.

| Domain | Average score | | | Number of 'excellent' scores | | | Number of units |
|---|---|---|---|---|---|---|---|
| | Q | R | V | Q | R | V | |
| Arts/Humanities | 1.8 | 1.8 | 1.8 | 1 | 2 | 2 | 5 |
| Social Sciences | 1.8 | 1.5 | 2.0 | 1 | 3 | 8 | 6 |
| Exact Sciences | 1.6 | 1.9 | 2.1 | 5 | 3 | 3 | 11 |
| Medical Sciences | 1.9 | 1.8 | 2.0 | 8 | 8 | 6 | 32 |

Table 1) Average scores on a four-point scale (1=Excellent, 2=Very good, 3=Good, 4=Satisfactory) and number of units with 'excellent' scores in the period 2015-2020 under the previous SEP. A total of 27 research institutes were assessed, although the five institutes in the medical domain were subdivided into 32 assessment units.

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### Evaluations in 2021

In 2021, the new SEP served as the national guideline for assessing research institutes. As mentioned before, the rating no longer applied. In late 2021, the first UG institutes were assessed via this new protocol: the five SEP institutes of the UMCG, pharmacy research conducted at the Faculty of Science and Engineering, and all research conducted at the Faculty of Economics and Business. The results are expected in early 2022.

The PRC report on the research conducted at the Faculty of Spatial Sciences was published in late 2020. In response to the results (Q 2, R 1, V 2), the Faculty Board formulated three priorities to improve the research. These priorities, which were approved by the Board of the University, aimed at refining the focus, redefining quality at our own and national levels, and improving the balance between demand-driven and more theoretical research. Their progress is discussed annually during the Administrative Meetings between the Board of the University and the Faculty Board.

## 5.3 Research quality

### PhDs awarded

In 2021, a record total of 640 PhDs were awarded (2020: 591), 28 of which with the 'Cum Laude' predicate (2020: 30). This included 160 PhD scholarship students and 15 lecturers of universities of applied sciences. Nationally, the UG's share of PhDs awarded increased to 13%. The expected increase in PhDs awarded to approximately 600 per year in response to the PhD Scholarship Programme was thus well exceeded.

The year 2021 saw a catch-up intake of foreign PhD students who were unable to start their programmes in 2020 as a consequence of the coronavirus pandemic. Non-Dutch PhD students accounted for 59% of the total intake, whereas the average percentage had been 55% since 2017.

As part of the PhD Scholarship Programme Experiment, in 2021, the UG focused particularly on positions within the framework of strategic themes, interdisciplinary research, internationalization, and collaboration with societal partners. On 31 December 2021, 1024 of the 1500 positions available for PhD scholarship students were filled. Ninety-four PhD scholarship students started their PhD projects in 2021, and the contracts of 271 students ended, 18 (7%) of which prematurely. At the end of 2021, 539 PhD scholarship students had a contract.

The UG awarded both full and 'top-up' grants within the framework of the experiment until the end of 2018. The 'top-up' grants were intended for international PhD scholarship students who had a scholarship from their home country and received an additional grant to arrive at a net income that was at the same level as that of PhD students with a full scholarship. Since 1 January 2019, the University of Groningen is permitted to exclude these 'top-up' grants from the number of students taking part in the experiment. From that date onwards, only PhD students with a full scholarship are included in the experiment. As a result, the percentage of full scholarships is gradually increasing, and the output has been higher than the input for several years now.

The scholarship payment method chosen by the University of Groningen guarantees all PhD scholarship students, including those with a 'top-up' grant, proper integration in the Dutch social system. Key aspects of the PhD Scholarship Programme are that PhD scholarship students can choose their own supervisor, write their own research proposal, and that they are offered a customized teaching programme (the Career Perspectives Series), which prepares them for a career after their PhD, within or outside the world of academia.

The UG has a special scheme for universities of applied sciences (UASs) in the northern Netherlands to facilitate PhD programmes for their lecturers. Agreements are currently in place with Hanze University of Applied Sciences, NHL Stenden, Saxion, Van Hall Larenstein and Windesheim. By the end of 2021, 49 lecturers of universities of applied sciences received financial support from this scheme. In 2021, 18 programmes were started, and 15 were ended. Since the beginning of the scheme in 2007, 183 lecturers have received support, 67 of whom have by now obtained their PhD.

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By the end of 2021, the percentages of the various types of PhD students at the UG were as follows:

- 44% PhD candidates with employee status
- 5% employees completing a PhD
- 30% PhD scholarship students
- 10% externally funded PhD students (e.g. by research institutes or universities of applied sciences)
- 1% external PhD students (no time or money provided for the PhD)

### Individual researchers

In the framework of the NWO Talent Programme (formerly known as the Innovation Research Incentives Scheme), four Vici grants (12% of all grants awarded) and five Vidi grants (6.5% of all grants awarded) were awarded to researchers at the UG (including UMCG). In addition, seven Veni grants were awarded in the Science (ENW: Exacte en Natuurwetenschappen) and ZonMW (Zorgonderzoek en Medische Wetenschappen; healthcare research and medical sciences) domains. The Veni results in the Social Sciences and Humanities (SSH) and Applied and Engineering Sciences (AES) domains have not yet been announced as a result of the adjusted NWO planning.

The UG was awarded five ERC Starting Grants (11% of the total number of ERC Starting Grants awarded to the Netherlands) from the European Research Council in 2021. In early 2022, two UG scientists from the FSE and UMCG were each awarded a Consolidator Grant. Ten Incoming MSCA Individual Fellowships were awarded with the UG as host (11% of the total number of incoming fellowships awarded in the Netherlands).

In 2021, just like in previous years, several academics were admitted to the KNAW (2), the DJA (3), and the KHMW (3). In addition, UG colleagues won a variety of awards: one Distinguished Lorentz Fellowship (DLF, NIAS-Lorentz Program), one Ammodo Science Award for fundamental research, one NWO Athena Award, and one team reached the official shortlist of the Huibregtsen Prize.

### EU projects

In 2021, researchers at the UG and the UMCG launched 79 new Horizon 2020 (H2020) projects and one project in the new Horizon Europe programme. In total, in 2021, the UG was actively involved in 280 projects in H2020, one project in Horizon Europe, and three projects funded by the Third EU Health programme. Of these Horizon projects, 151 were Pillar-1 projects (including ERC and Marie Skłodowska Curie Actions). A total of 204 projects were conducted together with partners in a consortium, 31 of which were coordinated by the UG or the UMCG.

### Reputation

The UG has been ranked in or near the top-100 universities in the most influential global ranking lists for many years. The UG was in place 64 in the 2021 edition of the authoritative 'Shanghai' ARWU ranking, in place 80 in the Times Higher Education World University Ranking, and in place 128 in the QS ranking list. These ranking lists lean heavily on bibliometric indicators, and the THE and QS are also based on reputation.

## 5.4 Research environment

### Open Science

With components such as Open Access and FAIR Data (Findability, Accessibility, Interoperability, and Reusability), Open Science is an essential instrument to promote collaboration within and outside the University and to be transparent about the research process. A two-year project programme to promote Open Science (OS) was initiated in 2021. The Open Science programme aims to strengthen the various aspects using the following five pillars: Open Access, FAIR Data, Open Education, Public Engagement, and Communication. No detailed results can be reported in this annual report yet as the programme has only been running for four months.

The Groningen Digital Competence Centre (GDCC) was established using NWO funding. This is the second initiative that aims to promote FAIR Data and support researchers in making their research data 'FAIR'. Over the past year, the Center was regularly (over 500

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times) involved in supporting and solving data management and storage problems. The GDCC issued advice on data management plans, the planning cycle of data storage and management, privacy and security of data, and underlying storage technology. In addition, a training programme was developed, which was implemented at several locations, including the Graduate Schools. In addition to supporting faculties and researchers in the field of research data, the UG data management policy was updated in 2021. The faculties are currently implementing this policy.

### Research support

In 2021, a UG-wide project was introduced to create an online Research Support Portal. Although a lot of expertise and support in the field of research exists within the organization, it is rather fragmented and often difficult to find for researchers. The Portal aims to provide insight into the support offered and make this support more accessible by referring users to the right expert or service unit. Support is offered, for example, in the fields of research strategy, personal development, funding, Open Science, Research Integrity, FAIR data, Digital Competence Center, ethical assessment, and administrative and legal procedures.

A modular setup has been chosen for the Portal in order to enable future support for impact and teaching as well. A first version is scheduled for completion in mid-2022. The realization takes place in collaboration with the various central service units that support research, the faculties, and user groups. The inventorying of existing support will also indicate any overlaps and gaps, thus enabling further professional development of research support at the UG. This is very important in order to attract, retain, and further develop talented researchers.

## 5.5 Impact of the coronavirus pandemic

In 2021, the pandemic continued to leave its mark on the execution of research. As a consequence of the measures, researchers were once again unable to conduct their research in the desired manner. In particular, researchers with temporary contracts experienced adverse effects because they were unable to complete their research at the required level within the contract period.

Possible solutions were investigated, such as adjusting the research setup, reusing existing datasets, and opening laboratories in shifts. However, these solutions were not universally applicable, and they would not help to eliminate or prevent all delays.

The NPO Research resources were therefore mainly used to extend the contracts of researchers with temporary appointments (within the UG, this mainly concerned PhD students) where possible and necessary. In 2021, this was done for 158 PhD students and several postdocs. The Graduate Schools carefully examined the underlying causes of the delays when awarding extensions, also taking bottlenecks in the home situation and illness as a consequence of the coronavirus into account.

## 5.6 NPO Research

The Ministry of Education, Culture, and Science's Support Programme for Research (NPO Research) aims to offer temporary researchers recovery and prospects. Below is an overview of how the UG has distributed and utilized the NPO Research resources.

### NPO Support Programme

In 2021 and 2022, the UG is receiving € 4.1 million per year from the NPO Support Programme for recovery and prospects of researchers. These resources have been internally distributed among the faculties based on their numbers of researchers with temporary contracts. The Faculty Boards, in close collaboration with the Graduate Schools, assessed which researchers with temporary contracts qualified for extension funded by the NPO Support Programme resources. In the

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table below, the number of researchers who were supported in this way is presented under A., followed by the total salary costs (in K€ ) of these extensions in 2021. Incidentally, in a significant number of cases the costs of extensions awarded will apply after 2021.

UMCG O&O is receiving a contribution of € 4.4 million per year in 2021 and 2022 from the NPO Support Programme for Research (via the contribution for the UMCG as a place of work). The number of researchers who were supported within UMCG O&O, as well as the accompanying costs, can be found in the table below.

| | Number of supported researchers | Total funding in mln € |
|---|---|---|
| A. NPO support program for restoration and perspective of researchers | 235 | 1,8 |
| B. Own means and financial/non-financial measures (approx.) | | 0,8 |

A deliberate decision was made to charge only the salary costs of researchers to the NPO Support Programme. This would enable as many researchers as possible be supported. Of course, researchers also need material matters to complete their research, as well as facilities, supervision, and other expenses. These costs, which can be estimated on the basis of the internal faculty cost model, have been included in the table under B.

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# 6. Impact

## 6.1 Vision and objectives

The UG regards societal impact as one of its primary responsibilities. Conducting teaching and research activities and translating them for and into society where possible is a cornerstone of the academic system. The UG also actively supports students and staff members who want to become entrepreneurs. Interaction with society (social engagement) enriches both teaching and research. To this end, the entire knowledge chain, from the co-creation and sharing of knowledge all the way down to knowledge utilization and creating economic value, is utilized in the context of a variety of teaching and research activities. Collaboration between different disciplines, as well as with and for external partners, plays a key role in this. Processes for teaching, research, and societal impact are closely interwoven, enabling staff members and students to develop the knowledge, competences and business drive needed to meet society's needs.

The UG is intensifying its contribution to solving societal issues, in particular in the northern Netherlands. The University is more actively disseminating its knowledge and better supporting its staff and students in converting this knowledge into products, processes, services, and new business activities. The UG determines relevant teaching and research topics in close collaboration with societal partners and the valorization partners in the Northern innovation ecosystem.

Top priorities in this context include sustainably creating value, and generating and transferring knowledge to society based on the UN's Sustainable Development Goals.

## 6.2 Impact organization

In early November 2021, work started on the new impact organization by merging the Industry Relations team and the UG part of the Northern Knowledge umbrella organization (IP and Business Development team, Project Developers team). The impact organization will be further developed within the framework of the new Research & Impact cluster of the Office of the University.

One coherent programme concerns teaching and research in the field of entrepreneurship, including support and guidance of start-ups and initiatives towards start-ups. Thus far, these activities have been organized by the University Groningen Centre of Entrepreneurship. In 2021, a decision was made to transfer the teaching and research in this field to the Faculty of Economics and Business while retaining the interfaculty scope. In addition, explorations are being held on how and in which form the activities of Venture Lab North should be continued in the future. Venture Lab North supports early-stage knowledge-intensive and ambitious entrepreneurship and functions as a Living Lab for research and teaching in the field of entrepreneurship. One possible organizational form that is being considered is a foundation. This would enable collaborating with regional partners that, just like the UG, play an active role in facilitating new economic activity.

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## 6.3 Interaction and collaboration

### Regional

The following projects were carried out in 2021:

- IT Hub Hoogeveen: programme under development with partners in the region, including universities of applied sciences and institutions providing senior secondary vocational education. € 4 million grant for innovative forms of research, teaching, and valorization in the digital transition. Industry partners include TVM, Unigarant, Fokker, and SME businesses.
- Masterplan Campus Emmen: administrative collaboration with government and knowledge institutes. This concerns a broad-based campus under development, focusing in particular on Smart and Circular themes, including the start of a hybrid research group (UG and NHL-Stenden) in the field of sustainable polymers. This group has been awarded a € 2,4 million grant.
- In north-west Germany: Innolab Papenburg received a grant from the Amt für regionale landesentwicklung and is collaborating with wirtschafstregion Papenburg Dörpen.
- Start of the AI Hub in the northern Netherlands within the framework of the National Artificial Intelligence Coalition (NL-AIC). The UG, in collaboration with the knowledge institutions and the Investment and Development Agency for the Northern Netherlands (NOM: Investerings- en Ontwikkelingsmaatschappij voor Noord-Nederland), received a € 0.25 million NL-AIC Kick Start grant for this purpose.
- SNN REACT-EU project 'Expanding the AI hub in the northern Netherlands': SNN and the three northern provinces have made a € 1.75 million grant available for this purpose. The UG acts as coordinator in a network in which 11 Northern key partners are aiming to build up a network of public and private partners in the field of AI and digitization. This network will support a variety of PPS projects, learning communities, and startups in the next two years.
- InRep (Integrated approach towards recycling of plastics): in this project, a Northern consortium, originally led by the UG, works together with a national consortium set up by the Dutch Polymer Institute (DPI). Coordinated by the DPI, this chain project develops promising methods for physical and chemical recycling. The Netherlands Enterprise Agency (RvO; Rijksdienst voor Ondernemend Nederland) has awarded this project a grant of € 3.5 million, approximately half of which is for the benefit of the Northern ecosystem.
- 3D printing: in this project, a Northern consortium of 15 public and private partners develops and tests various different technologies for 3D metal printing, 3D plastic/composites printing, 3D glass printing, and 3D electronics. SNN and the provinces have made a € 2.6 million grant available, € 0.3 million of which is used by the UG for the 3D metal printing component.
- TTT Watertechnologie: this project aims to establish a startup community in the field of water technology in six years. The UG, Wetsus, and Deltares have been awarded a € 2.5 million RvO grant for this purpose. A € 6 million investment fund has been established in collaboration with the NOM, which can be used to offer a large number of – mainly Northern – startups with starting capital.
- Smart & Circular hub: the most important crossover for the Northern profile of industry and society will enter the next planning phase in response to the initial positive advice issued by PwC. SNN has made almost € 0.1 million funding available for this purpose. Further development is scheduled for the coming years, using financial support from the UG and Northern partners.
- Venture Lab: € 1.5 million subsidy from the Groningen National Programme. Definitive amounts and use will follow in the year 2022.

### National

The UG participates actively in the Top Sectors, a government instrument that focuses on fostering collaboration between researchers, businesses, and the public sector within nine sectors. The UG is especially successful in the following Top Sectors: High Tech Systems and Materials, Logistics, Life Sciences & Health, Chemical Industry, Agrifood, and the Creative Industry.

The first grants were awarded in the first round of the National Growth Fund (NGF) in 2021. The UG and UMCG are closely involved in three of the accepted proposals: Artificial Intelligence (NL-AIC), Groenvermogen (hydrogen, green molecules), and Health

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RI. In addition, a contribution has been made to the proposal for QuantumDeltaNL, in which the UG participates. The national assessment committee will issue its recommendation about the proposals submitted in the second round in the spring of 2022. The UG is co-initiator of 12 proposals at various different levels.

### International

Capacity development in higher education is at the heart of NICHE projects. The Energy project in Mozambique, which focuses on transition and sustainable energy, was concluded. Funding has been secured for the six PhD programmes that are still ongoing. Hanze University of Applied Sciences Groningen and Stellenbosch University in South Africa were important partners in this project.

In 2020, a new capacity building project in the field of food security was initiated within the framework of the Dutch government's Orange Knowledge Programme, in which higher education institutes in Mozambique are establishing and guiding local Communities of Practice to strengthen the value chain of various crops. Considerable progress was made in implementing the project, despite the difficult circumstances due to the pandemic. The project has been extended by 15 months, until the end of March 2023.

Several new initiatives were introduced with partners in Sub-Saharan Africa, which will probably result in new proposals for Capacity Building projects within Horizon Europe and Erasmus+ programmes funded by the EU. A score of PhD projects started within the NICHE projects or are in the process of being completed, with individual grants involved. Several PhD students graduated in 2021. Erasmus+ ICM scholarships and the University's own funds were used to finance research training visits of PhD students and Early Career Researchers from Africa, although travel was highly restricted due to the pandemic.

In collaboration with European consortia, the UG is involved in several Erasmus+ capacity building projects: Baqonde with South African partners, Calohea with Asian partners, TIGRIS with Iraqi partners, ACE with Latin American partners, RISHII with Indian partners, PROFIC with Latin American partners, and Forth with partners in the Philippines. Several of the summer schools that the UG had planned in collaboration with partners in developing countries had to be cancelled due to the coronavirus pandemic.

## 6.4 Entrepreneurship

Take-off is a funding instrument that stimulates business activities and entrepreneurship in the Dutch knowledge institutes. It is offered by NWO. Academic entrepreneurs can apply for a Take-off grant to take the first steps towards marketing their innovative research results. Take-off grants are available for Phase 1 (feasibility study, € 0.04 million) and Phase 2 (proof-of-concept programme, risk-bearing loan of € 0.25 million). In 2021, Two take-off Phase 1 feasibility study grants were awarded to UG researchers, as well as three Take-off Phase 2 proof-of-concept programme grants, including two in the exact sciences/engineering domain and one in the arts/humanities/social sciences.

The University of Groningen Holding Company (RHM: RUG Houdstermaatschappij BV) aims to give shape and substance to the UG's impact. In 2021, the Holding Company was rebranded into RUG Ventures, including a completely revamped website and other features. RUG Ventures invests in startup companies based on UG knowledge by providing loans and/or participating. Most of these startups are located at the Zernike Campus, the Healthy Ageing Campus or elsewhere in the city of Groningen. At year-end 2021, RUG Ventures was participating in 35 spin-out companies, as well as in the Innolabs, which make laboratories available to startups and product development projects focusing on chemistry, engineering, and agrifood. Construction of the Innovation Center Chemistry & Engineering (ICE) was completed in 2021. This centre will house several companies as well as the new Engineering Innolab and the Chemistry Innolab.

RUG Ventures is an independent entity that functions as a 'self-revolving fund'. All revenues generated by providing loans to and/or participating in startups are used to invest in new startups. The exit moment of businesses that have developed well is decided on

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the basis of business-economic considerations, bearing the UG's valorization objective in mind as a guiding principle.

RUG Ventures invested in four new businesses in the course of 2021: ARC Ventures BV, Deep Atlas BV, Implican, and Sencilia BV. In addition, RUG Ventures made follow-up investments in EV Biotech BV, Ancora Health BV, SG Papertronics BV, Van Swinderen Huys, and QDI Systems BV. RUG Ventures' equity is positive. The funds received will be used to invest in new UG spin-offs in 2022.

Within the framework of the valorization objective and the development of the University of the North, an investment was made in the Netherlands Enabling Watertechnology fund in 2021. The year 2022 will see the establishment of a new early investment fund for high-tech startups. In addition, an investment in the Pharma Connect Capital fund is planned. These funds will enable RUG Ventures to offer support to starting academic entrepreneurs in the early stages of their business.

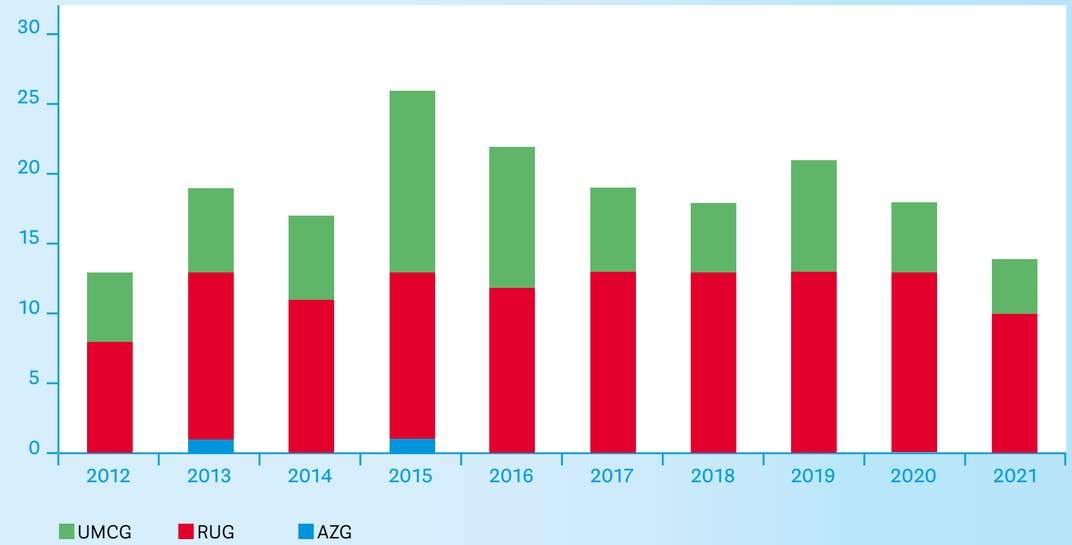
## 6.5 Patents, licences, and IP

The UG and the UMCG have a joint IP (Intellectual Property) policy, which was updated and re-approved by the Boards in November 2019. Societal impact is realized through valorization in various ways. Although patent applications continue to be cornerstones of the IP policy, the protection of intellectual property of, for example, software and know-how is becoming increasingly important.

A fine example of how knowledge can be brought to market and society is Griphingo.
The UG spin-off Griphingo Pharmaceuticals acquired funding to conduct applied follow-up research on the development of an innovative inhalation therapy for COPD patients. To develop this therapy, the startup will collaborate with a network of experts in the fields of COPD and drug development in the northern region.

This startup is the result of PhD research by Martijn Zwinderman at the Groningen Research Institute of Pharmacy (GRIP). Under the supervision of Frank Dekker, professor of Pharmaceutical Epigenetics, Zwinderman discovered an innovative mechanism to treat COPD. Griphingo aims to use the innovative inhalation therapy to help improve the quality of life of millions of COPD patients in the future. This discovery was patented by the UG and licensed to Griphingo.

### First applications 2012-2021




In 2021, a total of 14 patent applications were filed, and seven licence agreements were signed with companies – both existing companies and startups that resulted from the Northern innovation ecosystem. Five new startups emerged from the UG/UMCG In 2021, against a long-term average of 9.6.

The relatively low numbers of patent applications and startups can partly be explained by the coronavirus effect. The various lockdowns and the policy to work from home not only meant that part of the

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research temporarily came to a halt but the screening and scouting of new inventions also became more difficult. New strategies and initiatives will be implemented in 2022 to increase the output of the valorization process.

## 6.6 Contract research and contract teaching

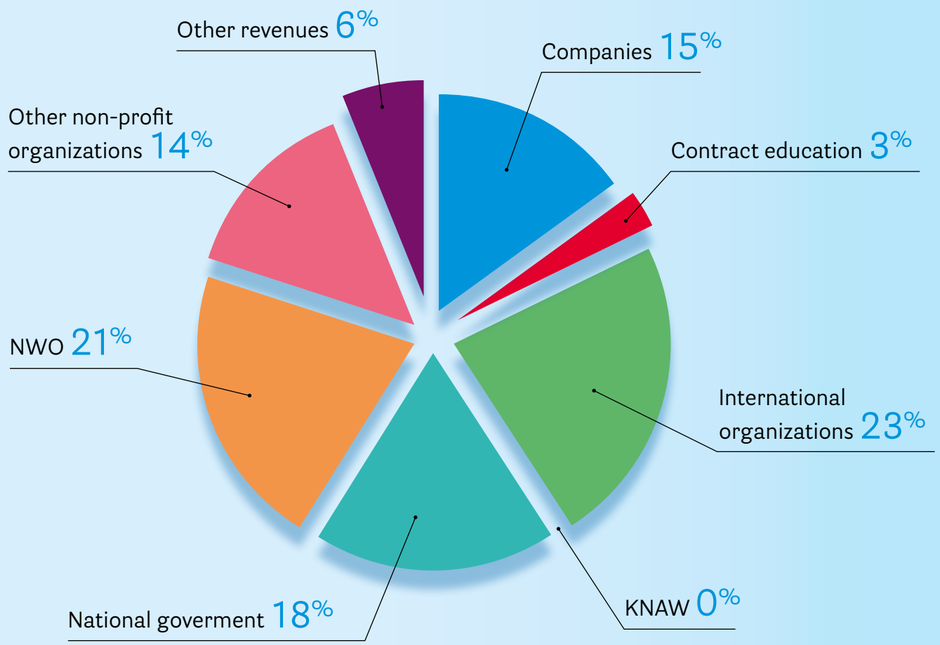
In 2021, revenues from work for third parties were € 20.0 million higher than in 2020. This brings the total revenue to € 160.5 million, i.e. approximately 20.3% of the University's total income. € 13.3 million of this increase is the result of higher project revenues at the UMCG/O&O. The project-based revenues of UMCG O&O increased on balance thanks to the higher revenues from businesses (€ 4.5 million), other non-profit organizations (€ 4.3 million), national governments (€ 4.1 million), as well as EU-based revenues (€ 1.9 million).

FSE saw an increase of € 4.0 million in its revenues from work for third parties in 2021 compared to 2020. The reclassification from direct government funding to contract funding in 2020 meant that in 2020 mutations for work in progress were booked under the header 'income' for the first time. This caused a relatively large difference of € 2.6 million this year (-€ 3.6 million in 2020 compared to -€ 1.0 million in 2021). In addition, together with the other faculties as well as UMCG/O&O, FSE also saw a positive development of € 6.7 million in the revenues from work for third parties. Most of this increase is thanks to the EU-based revenues from work for third parties, which increased by € 3.1 million compared to 2020.

The revenues from work commissioned by third parties is subdivided into revenues and mutations of work in progress. The actual UG-wide revenue shows an increase of € 5.0 million. The total project expenses in 2021 were higher than the advances received, resulting in an increase in mutations of work in progress of € 15.0 million compared to 2020 (€ 20.0 million together).

In addition to the revenue from contract teaching, for several years, the University has been in a partnership with Freia/AOG, which is also responsible for providing some of the contract teaching. This partnership is formalized at executive and management level through the AOG Foundation.

### Project-based revenues according to funding sources (percentages)



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## 6.7 Fundraising

The Ubbo Emmius Fund (UEF) is an independent foundation that funds research and teaching at the UG. The Fund is supported by the department of Alumni Relations & Fundraising. In 2021, the UEF made over € 5.9 million available to researchers and students, a major part of which was intended for the CogniGron research institute. CogniGron aims to develop a new generation of low-energy computers based on the human brain.

In addition, in 2021, the Fund also co-financed a new ecological research project in the Serengeti region in Kenya and Tanzania, developed by Han Olff, for € 0.81 million, together with several partners, including DOB Ecology and Grumeti Fund. The additional funding will enable five experts from the region to be appointed as PhD students. Other projects include: research on the consequences of infection with the RS virus in children, four Eric Bleumink Fund grants for talented students from developing countries, migratory birds research by Theunis Piersma, leadership research by Janka Stoker and Harry Garretsen, and a coronavirus study related to the large-scale Northern research project Lifelines. In total, the Fund had over 2000 donors in 2021.

The UEF rapidly developed in the period of 2019-2021 in response to a changed context of increased equity capital and funding of larger projects. The Fund had already been granted the status of a Public Benefit Organization, and in 2021 it was also recognized as a charity by the Netherlands Fundraising Regulator.

university of groningen

# 7 Students



Heymans Building

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# 7. Students

## 7.1 Vision and objectives

The UG has fostered a diverse, very active student community for many years. One important aim is to instil in students the knowledge and skills they need to become successful and responsible participants in society. To this end, the UG offers a wide variety of both intracurricular and extracurricular activities to enable students to learn and grow.

The aim is to facilitate and guide student success by creating an environment that allows room for individual distinction, personal and talent development, and participation in all aspects of student life, including sports, culture, and student facilities. To this end, student life is supported, student wellbeing is monitored and improved, and a safe environment is created. The UG offers individual support and guidance by strengthening the role of confidential advisors and study advisors, building up a diverse and inclusive community, and expanding the facilities that these services need.

The UG has formulated the above in its new strategic plan, entitled 'Making Connections: 2021-2026 University of Groningen Strategic Plan'. This vision focuses on the following points:

1. To promote active student life by offering financial resources, support, and facilities.
2. To continuously monitor and improve student wellbeing by offering personal support and making facilities available.
3. To establish an interdisciplinary, sustainable network in order to facilitate the transition between primary and secondary education and the UG.
4. To consolidate our alumni strategy on the basis of the student/alumnus life-cycle.

## 7.2 Wellbeing

### Wellbeing and the coronavirus

The coronavirus pandemic greatly affected the wellbeing of students in 2021. In the spring of 2021, UG students participated in a national survey conducted by the Trimbos Institute about mental wellbeing and substance abuse among students. The feedback provided at the end of the year showed that student wellbeing is low and needs attention. In addition, students turned out to be using a lot of drugs, in particular alcohol. In response to the results of the survey, a task force for student wellbeing was established, which will introduce an action plan focused on promoting student wellbeing in 2022.

The UG already worked hard on student wellbeing in various ways in 2021. Firstly, in the field of prevention, a variety of initiatives were pursued to connect students with each other and with the University. These connecting initiatives also focused on preventing loneliness. Examples included temporarily refurbishing the former public library as a meeting space for students and student organizations, and establishing a 'welfare grant' that aimed to support and encourage student organizations to pursue activities in the field of wellbeing.

Secondly, the UG used NPO resources that had become available as well as other funds to expand the chain of student support services so that students could be offered the support they needed. Both the faculties and the Student Service Centre expanded their support by appointing new psychologists, student counsellors, and study advisors. In addition, based on the positive evaluation of the E-health modules, the UG decided to extend its offer, thus providing students and staff members with low threshold access to a wide range of self-help modules.

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Thirdly, a 'student wellness portal' has been launched to provide a clear overview of all initiatives and resources available in the field of student wellbeing. This portal aims to show students where they can find help and support and to provide them with information about how they can positively contribute to their own wellbeing.

### Diversity and inclusion

The University of Groningen strives to be a university in which students and staff are respected and feel at home, regardless of differences in background, experiences, perspectives, and identities. Working on its core values of inclusion and equality is a joint responsibility, and the university is constructively working on creating a socially safe environment. Diversity among students and staff members enriches academic debate and contributes to the quality of our teaching and research.

The past year mainly focused on improving inclusion for students with functional impairments and international students by providing inclusive teaching and 'Language and Culture Policy'. The coronavirus gave inclusive teaching a boost. Online teaching and assessment turned into an advantage for a variety of students with functional impairments. Several faculties and departments are currently thinking about these new insights, accessible teaching, and the use of blended learning. More specifically, information provision to prospective students and students with functional impairments was improved by providing better communication about support options at the UG, both for Dutch and international students. The application procedure for teaching and examination facilities was standardized and simplified.

In collaboration with study association Ganymedes, special attention was drawn to the inclusion of LGBTQ students on Coming Out Day (11 October) and Purple Friday (11 December). In 2021, three students were nominated for the ECHO award, a prize for excellent talent with a non-Western background in higher education. One of them made it to the final round. Throughout the University, attention is being paid to the debate about the theme of 'decolonization' of education. Finally, students in the University Council are involved in discussions about social safety.

## 7.3 Facilities

### Student housing

As a consequence of undercapacity in the housing market, it is difficult for international students in the Netherlands to find accommodation at the start of their studies. Even though universities in the Netherlands are not responsible for providing student housing, the UG actively participates in the 'Groningen Student and Young People Housing Covenant'. This covenant sets out how the parties involved, each from the perspective of their own duties and responsibilities, jointly tackle this problem. The Municipality of Groningen, the housing corporations in the city, Hanze University of Applied Sciences, and the UG are involved in the covenant. The education institutes are mainly responsible for communicating with the target group and submitting adequate prognoses on student intake.

The demand for rooms for international students in Groningen exceeded supply more strongly at the start of the 2021-2022 academic year than in previous years. As a result, some students were unable to quickly find a room in what is currently a tough housing market in Groningen, and had to resort to emergency accommodation.

On 9 September 2021, students of the action group Shelter Our Students (SOS) occupied the Academy Building of the University of Groningen, demanding more accommodation for students in the city. The occupation was lifted once agreements had been reached between the occupiers, the UG, and the Municipality of Groningen. One of these agreements concerned improving the communication towards international students to enable them to make a realistic assessment of their expectations of finding accommodation for the 2022-2023 academic year and subsequently make an informed decision on whether or not to come to Groningen.

In addition, it was agreed to lower the rental fees for dormitory beds, to increase the number of beds in emergency accommodation, and to guide students who had been provided with beds by SOS towards the regular range of accommodation. Furthermore, the Municipality

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of Groningen, the UG and Hanze University of Applied Sciences agreed to commit to accelerating the construction of 1,500 housing units on the Zernike Campus and to publish a joint statement on the website.

### Sports facilities

The UG and Hanze University of Applied Sciences (Hanze UAS) have joint sports accommodations for students and staff. The ACLO Foundation, run by students, has a policy-making role when it comes to organizing student sports for the University and Hanze UAS.

Sports facilities at the University and Hanze UAS in 2021 in figures:

- 19,000 students participating in sports, approx. 11,000 of whom are members of a sports association
- 51 student sports clubs
- 1,200 staff members participating in sports
- 100 different sports
- 600 hours of supervised sport per week

In 2021, the pandemic still seriously affected sports. The available options to continue to offer sports activities to students and staff members have been used as far as possible within the applicable frameworks of measures. After the summer, the Sports Centre was able to run its usual sports programme until mid-November, including the valuable community aspect that sports offer. Even – or perhaps especially – in such difficult times, it is clear that the entire concept of sport makes an important contribution to the physical and mental wellbeing of students and staff members.

The number of ACLO student sports cards sold once again increased to 19,000, which is more than before the beginning of the coronavirus pandemic. The number of staff members participating in sports also increased again after the summer of 2021. After a significant decrease during the first coronavirus year, the SPR (the joint personnel sports association of UG and Hanze UAS) now a shows tentative increase to 1,200 members.

Interest in organized sports strongly increased in September, resulting in significantly increasing numbers of members for most student sports clubs. As a result, waiting lists have emerged at increasing numbers of sports clubs.

In 2021, the UG and Hanze UAS continued preparing the decision-making process concerning the future indoor sports accommodation at the Zernike Campus. The definitive decision was taken in December 2021, upon which the collaboration agreement was signed by Hanze UAS, the UG and ACLO. Construction work will start in 2022.

### Studying with a functional impairment

In 2018, the UG drew up a policy plan to improve support for students with functional impairments. Key points included improvement of information provision, structural expansion of central support via the Student Service Centre (student counsellors and student psychologists), standardization of procedures, and training of study advisors and lecturers. A project leader was appointed using funds from the Quality Agreements to accelerate the implementation of the policy plan in 2020 and 2021, thereby supported by a communication officer. In 2021, the Advisory Committee for Students with a Performance Disability also issued advice about the opportunities of hybrid teaching and accessibility of teaching for students who need support.

## 7.4 Employability

### Development

In the spirit of our ambition to optimally prepare our students for their future, the UG stimulates development opportunities for students to prepare them for their career and for finding a good position in the national or international labour market. This is done via an approach in which students' career preparation is encouraged both within and outside the curriculum. Within the curriculum, adjustments are made (for example, the Career Minor), and alumni and other representatives of the professional field are involved in the teaching programme. Outside the curriculum, personal development

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of students is stimulated via career support, extracurricular activities, and informal learning. The UG has a large network of degree programmes, career support, study and student associations, and contacts with organizations and businesses that support the employability of students.

Signals from a variety of internal sources and surveys, as well as the National Alumni Survey (NAE: Nationale Alumni Enquête), the National Student Survey (NSE: Nationale Studenten Enquête) and the Higher Education Guide, are used to evaluate student satisfaction levels regarding labour market preparation and to identify opportunities for improvement. The re-evaluation process for the employability strategy in the new 2021-2026 UG Strategic Plan was initiated in 2021. This should result in an adapted strategy in 2022.

### Career Services

Career Services is the central University service point for career support, Career Services offers workshops that are sometimes free and consultations to all UG students, supports faculties and study associations in organizing career activities, and creates connections with a wide external network of employers and labour market developments. Career Services digitized its services in response to the pandemic. For example, job openings and internships were announced online, and workshops and personal advice (for example, CV checks, help with writing job application letters, networking) were offered online.

In 2021, Career Services converted from a project into a fixed unit in the organization, whose objectives are linked to the 2021-2026 Strategic Plan. Key components include improving students' employability profile, for example, by strengthening relationships between students, alumni, and the labour market; intensifying relationships and collaboration with faculties and study associations; connecting with partners and the labour market via regional and other partnerships; and combining knowledge and experience in the field of career preparation.

## 7.5 Alignment between secondary and higher education

In 2021, the Pre-University Academy evaluated the 2018-2021 Regional Ambition Plan. Based on the lessons learned and on the request of the Ministry of Education, Culture, and Science, a new regional ambition plan was drawn up for the period 2022-2025, also paying attention to sustainability after 2025. The ambition plan focuses on the exchange of knowledge and skills in multidisciplinary teams of teachers and lecturers from primary, secondary, and higher education. These teams, which are rearranged annually, create formative blended learning products for one or several school subjects, focusing on the question of 'what is science?' Products thus contribute to academic literacy and the development of aspirations among school pupils. The results and insights are shared with colleagues and peers during an annual symposium, creating a network of teaching professionals in the northern Netherlands.

## 7.6 Pre-University Academy

In 2021, the Pre-University Academy focused on its two primary tasks: forging links between pre-university and university education in the field of academic aspirations and research skills, and organizing societal impact projects to exchange knowledge and skills between primary and secondary education and the UG. The Pre-University Academy intensively collaborated with UG academics, teachers, and lecturers in the northern Netherlands, thus creating a support base for academic teaching, encouraging 'academic wisdom' in teachers and pupils, and stimulating children to think about the question of 'What is science? And is it my thing?'

Despite the pandemic, the Regional Ambition Plan was concluded in 2021, and a major teaching pack (Knowlands) was completed. This concerned a collaboration with 12 UG academics, in which nine school subjects were involved. In addition, advisory council meetings, a profile assignment prize, and (in response to the pandemic) an extra round of web classes were organized.

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## 7.7 Legal interests

The University has adopted the rules and procedures prescribed by law for handling appeals, objections and complaints – not just official complaints and appeals under the General Administrative Law Act (AWB: Algemene wet bestuursrecht) but also other types of complaint. In the event of changes to policy or legislation, the rules prevailing at the University are amended. Students who wish to make a complaint or who consider their rights to have been violated can discuss the matter informally with their study advisor or a student counsellor.

A formal procedure is instigated when an official complaint, objection or appeal is submitted to the online Central Portal for the Legal Protection of Student Rights (CLRS: Centraal Loket Rechtsbescherming Studenten). This may concern various matters, ranging from inappropriate behaviour by a University staff member to a lecturer's failure to mark a thesis in good time.

In 2021, 494 appeals were lodged with the Board of Appeal for Examinations (379 in 2020 and 418 in 2019):

| | 2021 |
|---|---|
| Number of appeals | 494 |
| of which: | |
| declared founded | 8 |
| declared unfounded | 41 |
| settled | 132 |
| withdrawn | 152 |
| declared inadmissible | 9 |
| closed | 149 |
| still in progress | 3 |

The number of appeals submitted increased compared to last year. This can partly be explained by the impact that the coronavirus measures have had on higher education. For example, online examinations have resulted in several cases of cheating brought before the Board of Appeal for Examinations. In addition, there were several cases concerning admissibility to a degree programme of prospective students who did not yet satisfy the admission requirements as a consequence of coronavirus restrictions in teaching.

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In 2021, the Disputes Committee received 202 objections (223 in 2020 and 154 in 2019):

| | 2021 |
|---|---|
| Number of objections | 202 |
| of which: | |
| declared founded | 7 |
| declared unfounded | 41 |
| settled (withdrawn and closed) | 62 |
| not settled, withdrawn | 44 |
| withdrawn | 5 |
| declared inadmissible | 0 |
| declared manifestly inadmissible | 3 |
| closed | 32 |
| still in progress | 8 |

The coronavirus measures also affected the objection procedure. For example, objections were considered in response to online decentralized selection procedures. In cases concerning the inability to satisfy study progress requirements within the framework of modern migration legislation, students often claimed that coronavirus restrictions in teaching played a role. These types of issues would not have occurred if the coronavirus measures had not applied.

## 7.8 Alumni relations

The department of Alumni Relations & Fundraising (A&F) initiates, coordinates, and facilitates the UG's alumni policy and relationship development, organizes activities and services for former students and provides support to faculties. In addition, A&F performs all duties of the Ubbo Emmius Fund (UEF). Collaboration with the Groningen University Fund (GUF) is under development.

As a consequence of the pandemic, activities on location, both national and international, were once again only possible to a highly limited extent. Nevertheless, 21 alumni meetings, varying from lectures to career activities, were organized in 2021, some on location and some online. One advantage of online and hybrid activities is that they can be followed worldwide and bring us into contact with more alumni. This is reflected in an increase in interest as well as an increasing number of volunteers, mainly abroad.

For example, more attention was paid to the Young Alumni Network (YAN), which aims to offer young alumni a social and professional network and which organized several activities, in particular in the field of career support, and to the Career Café, in which young alumni share their experiences on the northern, national or international labour market with current students.

A new group of recently graduated 'Alumni Ambassadors' was appointed to help promote the identity of our University abroad and assist students and prospective students from abroad. New alumni communities were established in Mexico, Bulgaria, Italy, Ethiopia, and Boston.

UG-wide alumni policy was prepared in 2021, paying extra attention to networking, interdisciplinarity, and life-long learning, tying in with the UG Strategic Plan. A start was made on integrating the various different communication channels for alumni, such as the magazine Broerstraat 5 (4x per year, 95,000 copies), the digital Worldwide Newsletter (4x per year, 9,000 subscriptions) and the online newsletter (6x per year, 75,000 subscriptions). Laurien Meuter, founder of the Tiny Miracles

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foundations, was elected Alumnus of the Year for her inspirational approach to sustainable poverty reduction in India.

## 7.9 Impact of the coronavirus pandemic

In 2021, the pandemic continued to seriously affect students. For example, a survey conducted by the Trimbos Institute about mental wellbeing among students showed that the pandemic had a major influence on student wellbeing (see also Section 7.2). Internal analyses and surveys also showed that study results were below par and were lower than in other years, also compared to 2020. Partly for this reason, the BSA threshold for 2021-2022 was once again lowered to 35 ECTS.

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# 8. Staff




Duisenberg Building

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# 8. Staff

## 8.1. Vision and objectives

The UG's human capital is the key to its success in the fields of teaching, research, and societal impact. The University is committed to maintaining an environment in which talent is recognized and fostered. Students, PhD students, and staff members are given every opportunity to train and develop their specific interests and strengths. In addition, the UG aims to be a responsible and inspiring employer that offers a safe and sustainable working and learning environment. These are the key points of the human capital agenda.

## 8.2 Strategic HR policy

### Recruitment

The University wants to strengthen its existing international reputation as a 'great place to work' by seeing current staff and former employees as ambassadors and talent scouts to attract new talent. The pandemic has had major impact. The temporary decrease in vacancies in 2020 changed into an increase in 2021: 947, compared to 614 in 2020. A total of 700 vacancies were occupied in the past year. A joint summer school was introduced as a new onboarding activity for new lecturers. Although this summer school was held on location, many new staff members unfortunately had to be onboarded online.

Overview of ratio of Dutch and international staff per academic position (excl. UMCG O&O). Reference date 31-12-2021

| Academic position (# appointments) | Dutch | Non-Dutch | Dutch | Non-Dutch |
|---|---|---|---|---|
| Professor | 248,0 | 83,0 | 74,9% | 25,08% |
| Associate professor | 181,0 | 116,0 | 60,9% | 39,06% |
| Assistant professor | 320,0 | 313,0 | 50,6% | 49,45% |
| PhD student | 345,0 | 395,0 | 46,6% | 53,38% |
| Lecturer | 477,0 | 160,0 | 74,9% | 25,12% |
| Researcher | 143,0 | 197,0 | 42,1% | 57,94% |
| Other | 4,0 | 1,0 | 80,0% | 20,00% |
| Chair Capacity Group | 5,0 | 0,0 | 100,0% | 0,00% |
| **Total** | **1723,0** | **1265,0** | **57,7%** | **42,3%** |

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### Room for talent

Staff members are given every opportunity to train and develop their specific interests and strengths. This is done in the workplace. The Corporate Academy provides an up-to-date overview of available training courses, for example, in the field of leadership or lecturer professionalization. Researchers can also request support in applying for personal grants.

### Communities

In addition to the range of training and support services, the UG continues to focus on communities. These communities organize meetings and form an attractive environment for staff from all units with similar positions in the organization: YoungRUG (for young support staff professionals), Young Academy Groningen and the Teaching Academy. The intention is also to establish a community of staff members who would like to develop in the field of leadership.

### Recognition and Rewards

The University-wide dialogue towards a new system to assess academics was severely hampered by the fact that it was impossible to organize large-scale meetings on location. Nevertheless, work continued on the desired developments in the field of teaching careers (programmes at the UMCG O&O, FSE, and FEB) and assessing research qualities. In the summer of 2021, the UG Recognition and Rewards committee, headed by the Rector, published a roadmap for the period 2021-2022. The leadership vision will be developed in 2022 in a series of meetings, to which a diverse cross-section of the UG community will be invited to contribute. This vision will subsequently be elaborated into a description of desired leadership behaviour and required development activities.

### Employability

As an employer, the UG aims to promote the sustainable employability of staff. The regular range of support activities (training, coaching) was mainly offered via online meetings in 2021. Working from home confronts people with themselves. It shows them very clearly whether they enjoy the work itself or whether the work environment with colleagues is what makes the job interesting.

### Organizational changes

The planning phase for the reorganization of the Central Facilities Organization was completed in 2021, and implementation started in September. All staff members at local facilities now form one joint department. This was an organizational change without any forced redundancies. As a result of the new definition of reorganization in the Collective Labour Agreement for Dutch Universities, processes without any forced redundancies will no longer be handled as reorganizations as from 2022. However, important organisational changes will still be submitted to the consultative participation bodies for advice by the relevant board. One example of such a process is the cluster formation at the Office of the University.

## 8.3 Diversity and inclusion

The University of Groningen strives to be a university in which staff members are respected and feel at home, regardless of differences in background, experiences, perspectives, and identities. We believe that working on our core values of inclusion and equality is a joint responsibility, and we are constructively working on creating a socially safe environment. Diversity among students and staff members enriches academic debate and contributes to the quality of our teaching and research.

### Gender equality among academic staff

The UG has been pursuing policies regarding the representation of women in senior academic positions for decades. Percentages are increasing steadily. In recent years, the gender equality policy has been expanded to embrace diversity and inclusion. In 2021, the Board of the University and the University Council agreed on a University Action Plan for Diversity and Inclusion. The programme is managed by the UG Chief Diversity & Inclusion Officer. The policy lines and activities have been published on the website in the form of a Gender Equality Plan within the framework of European grant applications.

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At year-end 2021, the percentage of female professors was rounded off to 24%. Together with the professors from the UMCG, the total percentage was 27% (146 female professors from a total of 536).

As in previous years, ample attention was paid to recruitment and promotion of women at the University and to properly embedding special programmes for female academic staff: the Rosalind Franklin Fellowship and the Aletta Jacobs Chairs. Partly thanks to these programmes, the percentage of female professors at the UG increased to 27% (target percentage for 2025: 33%), which was the biggest increase of all Dutch universities. The new website about both programmes was launched on International Women's Day (8 March). Leadership and mentor programmes were developed and organized for new fellows and professors.

### Gender equality UG-wide

Various departments throughout the University paid attention to this important theme. In 2021, a broadly supported University action plan entitled Belonging in the University of Groningen: University Action Plan Diversity and Inclusion was prepared by the broad-based and diverse 'Starting Twelve' advisory committee, led by the Chief Diversity & Inclusion Officer. This plan was approved in September, upon which the implementation of the action plan started.

A Gender Equality Plan for staff was published. With this plan, the Board of the University aims to emphasize the importance of gender equality in the academic world and actively promote gender equality at the UG. The plan provides an overview of measures that the UG has already taken or will take and develop. Together with many other institutions in the region, the University has signed the Diversity at Work Charter of the Social Economic Council (SER: Sociaal Economische Raad).

## Overview of male/female ratio per academic position (excl. UMCG O&O). Reference date 31-12-2021

| Academic position (# appointments) | Male | Female | Other | Male | Female | Other |
|---|---|---|---|---|---|---|
| Professor | 249,0 | 81,0 | 1,0 | 75,2% | 24,5% | 0,3% |
| Associate professor | 184,0 | 113,0 | 0,0 | 62,0% | 38,0% | 0,0% |
| Assistant professor | 336,0 | 297,0 | 0,0 | 53,1% | 46,9% | 0,0% |
| PhD student | 392,0 | 348,0 | 0,0 | 53,0% | 47,0% | 0,0% |
| Lecturer | 317,0 | 320,0 | 0,0 | 49,8% | 50,2% | 0,0% |
| Researcher | 199,0 | 141,0 | 0,0 | 58,5% | 41,5% | 0,0% |
| Other | 3,0 | 2,0 | 0,0 | 60,0% | 40,0% | 0,0% |
| Chair Capacity Group | 5,0 | 0,0 | 0,0 | 100,0% | 0,0% | 0,0% |
| **Total** | **1685,0** | **1302,0** | **1,0** | **56,4%** | **43,6%** | **0,0%** |

### Participation Act

Integration of policy for the Participation Act started in 2021. An HR team was set up to support the faculties and service units in appointing staff members covered by the Wet Banenafspraak (special positions act). This has thus far proven to be very valuable. The Facility Support department saw a considerable increase in staff members. A total of 35 jobs have been created here so far. An increase can also be seen in the faculties. Candidates from the target group can either be appointed upon the request of a faculty or be presented to a faculty by the HR team. The UG realized 106 jobs in 2021, which was 67% of the target (159 afspraakbanen).

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## 8.4 Wellbeing

### Work-life balance

Work pressure was high in the period when staff members were required to work from home, mainly as a consequence of all the restrictive coronavirus measures. However, many staff members see advantages in maintaining a combination of working from home and working on location in the UG buildings (>75%). The issue of work pressure is addressed in the UG Support Plan that was initiated in 2021. One component of this plan is to appoint more lecturers to improve the student-staff ratio.

The regular resources to address work pressure were distributed among the faculties and service units (€ 5 million per year). In addition, the Lessen the Work committee proposed ideas to reduce work pressure. A central budget was reserved to this end, annually increasing to € 5 million in 2025. Measures focus, for example, on business operations that take more account of the consequences of certain choices for work pressure, and appointing additional support staff to reduce the workload of academic staff. Implementation will take place in 2022.

### Absence

The absence figures at the UG have decreased over the past two years from 4.0% in 2019 to 3.3% in 2020 and 3.1% in 2021. Working from home is one of the reasons why staff members with minor problems generally tend to continue working (fully or partially) rather than taking up sick leave. One important positive development in 2021 was that absence lasting more than a year decreased for the first time since 2017.

### Vitality

Most of the activities offered by the Balans prevention programme took place online in 2021, although several courses could be held on location. The UG uses the E-health programme Mirro, an online tool for staff members who experience problems such as anxiety, stress, or grief. A total of 750 staff members used this programme in 2021. The most popular modules among staff members were sleeping problems, anxiety, work-related stress, worrying, and self-image. A lot of information about ergonomics and the risks of working from home can be found on MyUniversity. In response to the coronavirus measures, the number of health checks declined sharply from 617 in 2019 to 192 in 2021, and from 114 follow-up checks in 2019 to 22 in 2021.

### Integrity and social safety

Integrity is one of the UG's key values. Integrity here translates into honesty, respect, openness, and transparency. The integrity programme aims to provide staff members and managers with clear guidelines and support. The main focus in 2021 was on social safety. Social safety is the responsibility of managers, staff members, students, as well as third parties who are active at the UG. Prevention is key here.

This year's edition of the annual event for all boards and management bodies therefore focused on this theme in the form of an interactive lecture by and discussion with Prof. Naomi Ellemers of Utrecht University. She is Chair of the KNAW committee on 'Roots and Prevention of Inappropriate Behaviour in Academia' and is currently preparing a recommendation on how to emphasize social safety and stimulate a professional culture of dialogue, also in order to prevent problems. This should concern a culture in which inappropriate behaviour is observed, discussed in a professional way, and eliminated. This topic is also discussed in the many Active Bystander training courses that are organized throughout the University. In 2021, attention was once again drawn to the Zero Tolerance statement.

## 8.5 Staffing

On 31 December 2021, the staffing level at the UG was 4,589.3 FTE. This figure does not include the 1,809 FTE at the medical faculty, which falls under the UMCG. This means that staffing at the University (excluding UMCG O&O) has increased by approx. 88 FTE since the end of 2020 (4,501 FTE). This increase is in line with the trend in previous years, and is slightly less than last year (123 FTE). A total of 1,765.7 of these FTE concerned temporary contracts. This is 38.5% of the total workforce. This percentage has slightly decreased compared to 2020.

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## Overview of temporary and permanent employment contracts by personnel category and by M/F in 2021 (excl. UMCG O&O)

| | | Male # Appointments | Male # FTE | Female # Appointments | Female # FTE | Other # Appointments | Other # FTE |
|---|---|---|---|---|---|---|---|
| Permanent | academic staff | 794 | 676,4 | 503,0 | 418,9 | 1 | 1,0 |
| | non academic staff | 868 | 749,1 | 1288,0 | 976,7 | 2 | 1,5 |
| **Total permanent** | | **1662** | **1425,5** | **1791,0** | **1395,6** | **3** | **2,5** |
| Temporary | academic staff | 891 | 786,6 | 799,0 | 666,1 | | |
| | non academic staff | 160 | 124,2 | 277,0 | 188,8 | | |
| Total temporary | | 1051 | 910,8 | 1076,0 | 854,9 | 0 | 0,0 |
| **Total** | | **2713** | **2336,3** | **2867,0** | **2250,5** | **3** | **2,5** |

## Overview of temporary and permanent employment contracts by personnel category and by M/F in 2020 (excl. UMCG O&O)

| | | Male # Appointments | Male # FTE | Female # Appointments | Female # FTE | Other # Appointments | Other # FTE |
|---|---|---|---|---|---|---|---|
| Permanent | academic staff | 799 | 675,4 | 468,0 | 384,4 | 0 | 0,0 |
| | non academic staff | 838 | 733,6 | 1247,0 | 950,0 | 1 | 0,8 |
| **Total permanent** | | **1637** | **1409,0** | **1715,0** | **1334,3** | **1** | **0,8** |
| Temporary | academic staff | 881 | 777,6 | 774,0 | 657,3 | 0 | 0,0 |
| | non academic staff | 152 | 114,9 | 300,0 | 207,1 | 0 | 0,0 |
| Total temporary | | 1033 | 892,5 | 1074,0 | 864,4 | 0 | 0,0 |
| **Total** | | **2670** | **2301,5** | **2789,0** | **2198,7** | **1** | **0,8** |

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Personnel expenses in 2021 amounted to € 560.7 million (including UMCG O&O). These expenses include € 29 million for work performed by non-employed personnel (including staff hired on secondment) in 2021.

## 8.6 Legal interests

### Office of the Confidential Advisor

University staff and students can consult the Confidential Advisor if they encounter harassment (sexual or otherwise), aggression, violence, discrimination or other inappropriate behaviour (including stalking and bullying) or if they experience unfair treatment. Staff can also contact the Confidential Advisor if they are faced with conflicts at work or if they observe or suspect malpractices within the organization, such as unethical conduct. The Confidential Advisor is independent and is responsible for providing individual support to each client.

The number of reports submitted in the second pandemic year 2021 was more or less the same as in 2020 (138 in 2021, compared to 134 in 2020). In both years, the number of reports made by support staff decreased significantly. Most reports were made by students and academic staff (including PhD students). The percentages of reports made by international staff and students remained virtually the same: 40% in 2021; 46% in 2020. Coronavirus-related reasons probably play a role here, such as the feeling of isolation, a decrease in social interaction, and working online.

Unlike in other years, there was a significant increase in the number of reports of inappropriate behaviour. In 2021, almost half of all reports (49%) were related to this, whereas in previous years this percentage was around 30%. Some reports are related to inappropriate language use on social media. This increase is probably the result of increased attention paid to appropriate and inappropriate behaviour in society and in the media. Appropriate and inappropriate behaviour and social safety is clearly a hot topic, also in the academic world, including the UG. The result of this seems to be that students and staff members, in particular academic staff members, are less afraid to submit a report. In addition, awareness of and sensitivity to the topic also seems to have increased. This is a positive development, which will hopefully continue.

### Ombudsperson

Article 1.12.4 of the 2021 Collective Labour Agreement for Dutch Universities states that all universities are required to have an Ombudsperson for staff in place by 1 July 2021. The Board of the University has chosen to appoint an Ombudsperson for both staff and students. The UG Ombudsperson was appointed on 1 September 2021. Her duties and responsibilities are set out in the University of Groningen Ombudsperson Regulations. The Ombudsperson is independent and does not receive any hierarchical guidelines with regard to the content of her activities. In early 2023, she will issue advice to the Board of the University and the consultative participation bodies on the structural embedding of the new Ombudsperson position into the University's existing support system.

### Academic integrity

Complaints relating to the suspected violation of academic integrity can be submitted to the Academic Integrity Committee (CWI), either through the Board of the University or other channels. The CWI will then investigate the complaint and, on the basis of its investigation, advise the Board of the University as to the validity of the complaint and any measures that should be taken accordingly. The parties can then ask the National Board for Research Integrity (LOWI: Landelijk Orgaan Wetenschappelijke Integriteit) for further advice.
Two new complaints relating to the suspected violation of academic integrity were submitted to the CWI in 2021. The LOWI issued one advice in 2021, confirming the CWI's conclusion that no violation of academic integrity had taken place.

### Severance pay policy

The University's policy regarding severance pay is based on the agreements laid down in the Collective Labour Agreement for Dutch Universities and the associated regulations, including the Netherlands Universities Enhanced Unemployment Scheme (BNWU). The Regulations for Early Retirement and the Executives' Pay

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(Standards) Act are also taken into account. There is no one-size-fits-all approach.

## 8.7 Impact of the coronavirus pandemic

The impact of the pandemic was felt throughout 2021. In the first part of the year, the entire society was in lockdown. In the course of the year, some on-site teaching and research was possible once again. Although this was a positive development, at the same time, it was difficult for some staff members who were afraid they might get infected with the coronavirus. The majority of staff members mainly worked from home. In 2021, a digital survey was once again held to gauge the general mood among staff. This revealed that many staff members found it mentally tough to combine remote working with the other societal consequences of the pandemic. The pandemic affected parents with young children and international staff members in particular. However, it has also turned out that a large majority of staff members would like to continue to be able to work partly from home in the future.

### Coronavirus positions

In response to the increase in student numbers, a large-scale lecturer recruitment campaign with a joint summer school onboarding activity was organized before the summer, using additional government funding from the Coronabanen in het hoger onderwijs (Coronavirus positions in higher education) grant regulation.

### Hybrid working

Working from home will remain part of the work schedule after the pandemic. In the context of the Collective Labour Agreement, as well as on the University's own initiative, allowances for equipment (laptop, desktop), working from home, and commuting have been adjusted. A process of converting from fixed telephones and desktop PCs to a 'mobile+laptop unless' concept is ongoing. The question of whether it is feasible to provide staff members with home workstations that are equally suitable as their office workstations is currently being investigated. In 2022, managers will continue to discuss the balance between working from home and working on location with their staff members. In a normal situation, staff should be expected to work no more than 40% of their work time from home. Practice will have to show whether this is indeed a good percentage. Social cohesion between departments/teams requires explicit attention in 2022.

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# 9. Infrastructure



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# 9. Infrastructure

## 9.1 Sustainability

A new Roadmap for Sustainability for the period 2021-2026 was drawn up in 2020 based on new legislation in the field of the environment and sustainability, the Netherlands Climate Agreement, and the Sustainable Development Goals (SDGs) drawn up by the United Nations in 2015. This new Roadmap forms part of the UG Strategic Plan.

The new ambitions were once again formulated in the fields of Planet (business operations), Performance (teaching and research), and People (sustainable employability and development of staff), and are also linked to the SDGs. The Board of the University officially approved the new Roadmap for Sustainability in September 2021.

This brings the UG in line with the climate goals for 2030 and 2050, and the 'Groningen Energieneutraal' roadmap that was signed in 2016. The UG aims to be $CO_2$ neutral by 2035, in advance of the Dutch climate goals. The Roadmap sets out strong ambitions in the field of $CO_2$ reduction (30% compared to 2019), energy saving, waste reduction, biodiversity, water saving, and transport.

### Planet

| Theme | Ambition |
|---|---|
| $CO_2$ emission | 30% reduction by 2026 compared to 2019 |
| Energy use | 2% reduction per year |
| Energy production | 25% from own renewable sources by 2026 |
| Water consumption | 10% reduction by 2026 compared to 2019 |
| Waste separation | 95% separation of total waste |
| Waste production | 15% reduction by 2025 compared to 2020 |
| Commuting | stimulate sustainability among staff |
| Logistics | fossil free by 2023 |
| Transport | zero-emission by 2025 |
| Air travel | 30% reduction in $CO_2$ emissions by 2026 compared to 2019 |
| Biodiversity | ecologically valuable campus and city-centre locations |
| Food | 95% meat with Beter Leven (animal welfare) label |
| Range of cafeteria products | 60-95 % plant-based or vegetarian |

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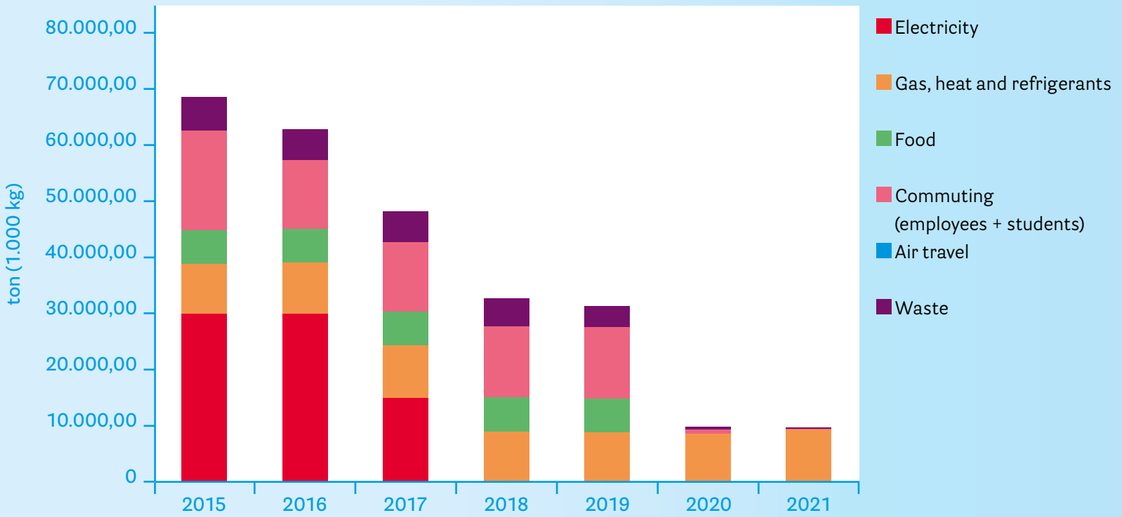
**$CO_2$ emission**
Just like in 2020, staff and student access to the UG was limited for the majority of 2021 due to the coronavirus measures (approximately 20% compared to 2019). This had major consequences for research, teaching, and business operations, and by extension, for sustainability.

The graph above provides an overview of the UG's total $CO_2$ emissions per category per year. From 2015 to 2019 (first Roadmap period), $CO_2$reductions were mainly achieved by purchasing 100% green electricity from 2018 (in 2015, electricity made up approximately 40% of the total $CO_2$ emissions). By 2021, the UG's total $CO_2$ emissions had dropped by over 60% compared to 2019 (the reference year of the new Roadmap).

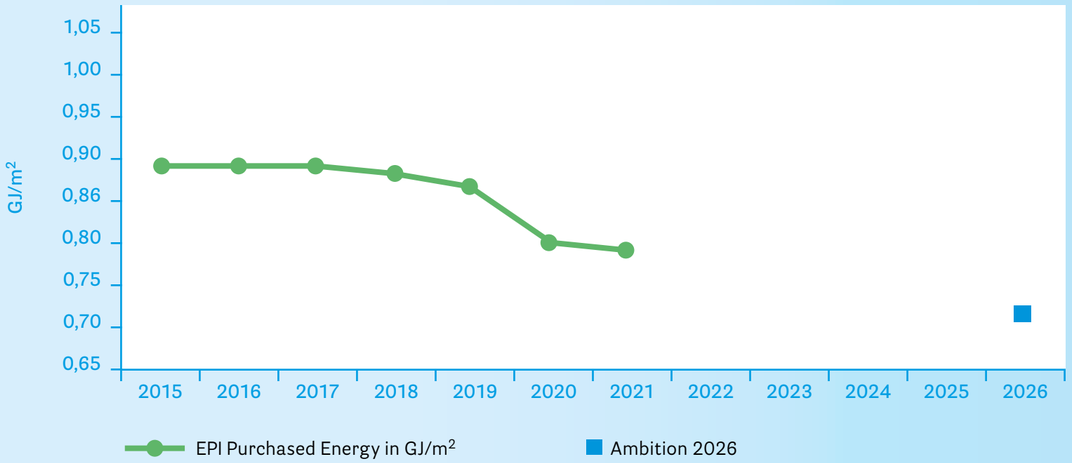
As a result, the UG more than satisfies the ambition of 30% $CO_2$ reduction (by 2026 compared to 2019) set out in the new Roadmap. However, this decrease was mainly caused by the fact that only approximately 20% of staff and students were present in the UG buildings during the coronavirus restrictions. This caused a strong drop in commuting, a decrease in energy and water use and in the amount of waste, and a reduction in $CO_2$ emissions as a result of business our travel by UG staff.

**Energy use**
The total energy use is the sum of gas use and electricity use, which is subsequently divided by the gross floor area of the UG in order to determine the EPI (Environment Performance Indicator). The graph below shows only a minor decrease in 2021 (1% compared to 2020). This was caused by several factors that mutually influenced each other: on the one hand, gas use increased as a consequence of the compulsory ventilation measures in relation to the coronavirus pandemic, whereas on the other hand, electricity use decreased and the UG's gross floor area increased. In 2021 no energy-saving measures were taken that contributed to the intended energy reduction.

## CO2 emission




## Purchased Energy



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**Energy production**
In 2021, the UG's thermal energy systems (TES: thermal energy system) and solar panels produced 56,100 GJ of energy, i.e. 17.75% of the total energy use, compared to 58,000 GJ (19.49%) in 2020. This decrease can be explained by the fact that there was less demand for cooling from the TES systems in the summer as a result of the compulsory natural ventilation. This negatively affected the effectiveness of the TES system. At the same time, the use of gas increased, also as a result of the compulsory ventilation. A shift in percentages thus took place, resulting in a lower yield.

**Water consumption**
In 2021, water consumption amounted to 2.9 m3 per staff member/ student. This is a decrease of 25% compared to 2019, which is a consequence of less people being present in the UG buildings due to the pandemic.

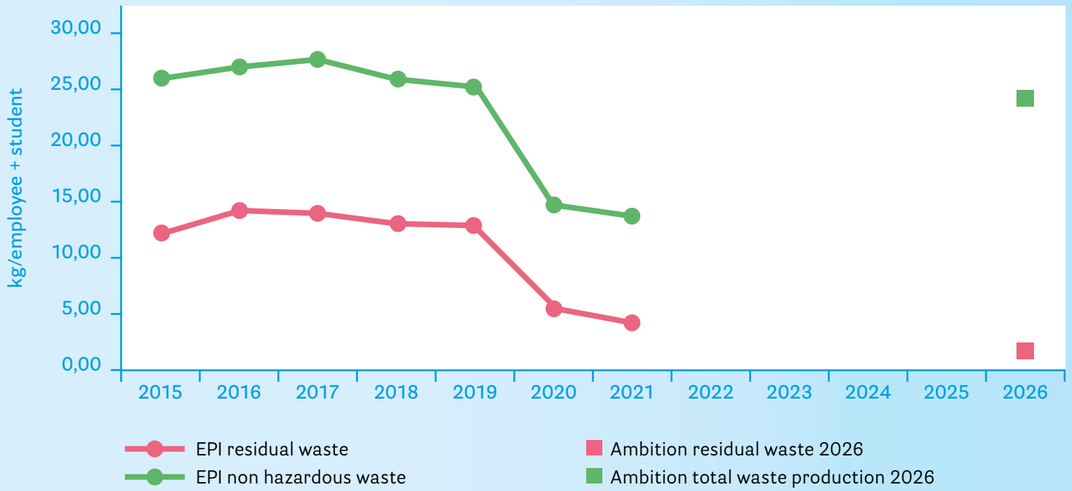
**Waste**
The graph below shows that the total amount of residual waste in 2021 amounted to 4.5 kg per student/staff member. This is a decrease of approximately 0.8 kg per person compared to 2020. However, due to the pandemic, no conclusions can be drawn from these numbers for the feasibility of the new waste ambition (95% separation and 15% reduction).

**Mobility**
The year 2021 saw further developments in the collaboration with the various education institutes in the city, the Municipality, the Accessible Groningen platform, and the public transport office, aiming to keep the city optimally accessible during the coronavirus pandemic. Fewer buses were timetabled in rush hours during the lockdown. Sufficient buses towards the Zernike campus were always available during examination periods thanks to frequent consultation with the public transport office.

In 2021, the UG participated in the Mobiliteit Campus Groningen focus group, a partnership between representatives from Campus Groningen, the Municipality of Groningen, the UMCG, the Province of Groningen and Accessible Groningen. This focus group aims to create structural sustainable change in the mobility system and a welcoming, accessible, and liveable campus both now and in the future.

Business air travel decreased by more than 97% compared to 2019 as a consequence of the pandemic. However, no conclusions can be drawn from this in terms of ambitions.

## Waste




## Performance

The new goals for teaching and research in the Performance section of the Roadmap were set out in consultation with the new Schools and Sustainable Society in particular. New ambitions have been formulated to stimulate bottom-up 'green initiatives' and get students and staff involved in the UG's sustainability drive.

For purchasing projects, the ambition is to purchase 100% sustainable in 80% of the new European tenders as from 2021.

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In 2021, the teaching/research and participation branch of the Feedback Group on Sustainability took a more definite shape. A long-term strategy is being developed, with research being conducted into sustainability in cafeterias, teaching, and research.

**Living Lab**
The Sustainability Programme acts as a client or supervisor for student projects and studies in the field of sustainability. Thirty projects were conducted in 2021: six Honours Masterworks, seven Leadership Labs, four theses, eight group assignments, and five internships. This year, the Living Lab welcomed 59 students from nine different faculties. A great variety of topics were covered, such as $CO_2$ compensation strategies, food waste, and integration of sustainability in the curriculum. In addition, a lab technician and several PhD students from the UG participated in the Greener Lab project to make laboratories more sustainable.

### People
The goals formulated for the People section of the Roadmap are implemented by the HR department. Central themes include sustainable employability and diversity & inclusion.

**Communication**
The new 2021 Roadmap for Sustainability is the first edition that sets out separate ambitions for communicating the Sustainability Programme and the Green Office. The ambitions and goals apply to Planet and Performance as well as People, and focus on effective sustainability communication, collaboration between departments, and improved online visibility (for example, with a view to international ranking lists). The first steps have been taken in the meantime, mainly in the field of online visibility.

**Ranking lists**
The UG appeared in three ranking lists in 2021: the GreenMetric Ranking, the Sustainabul, and the Times Higher Education Ranking. In 2021, the UG achieved an excellent result: third place in the UI GreenMetric 2021 (out of more than 900 universities worldwide). The UG reached 14th place in the Sustainabul. This score is expected to further improve this year as the website was updated in early 2022. In 2021, the UG also participated for the first time in the Times Higher Education Ranking in the field of sustainability.

**Feedback Group**
The structure of the Feedback Group on Sustainability changed in 2021. Whereas previously, all members of the feedback group would think along about all topics, this has now been split up into several themed/specialist topics. The aim is to optimally use the specializations of the members. This new structure will be evaluated in 2022.

## 9.2 Procurement Management

No delays were incurred in tenders in 2021, and the projects were able to be concluded on time, despite the pandemic. Just like in 2020, however, agreements with suppliers and users did have to be adjusted, but the consequences for the UG's business operations remained limited.

The current procurement policy was implemented on 1 January 2021. This policy sets out that more attention should be paid to the preliminary stages of tenders, in particular policymaking and the relationship with the UG strategy.

### Tenders
In 2021, 25 tendering procedures were completed, including 17 European, one national public and seven multiple private tenders. In addition, the department of Procurement Management supervised several unique procedures and issued advice in processes that deviated from the procurement policy. Several tender procedures, unique procedures and deviations that started in 2021 are still ongoing.

The current tender plan identifies approximately 225 procurement packages that may be tendered in the future, depending on factors such as whether projects are combined on the basis of homogeneity or 'make or buy' decisions.

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In 2021, 101 purchase contracts and licences were registered in the contracts register. This concerns both new and existing contracts (extensions), including 18 European tenders, five multiple private tenders, 38 single private tenders and one national public tender. Contract registration is not related to tender planning but to the starting date of agreements.

### Socially responsible procurement

The UG, as a socially responsible institution, has set itself the goal of promoting sustainable development in all aspects of the University. This also applies to socially responsible procurement. The procurement policy pays explicit attention to sustainability, stimulating social return and SMEs/regional businesses according to the principle of 'apply or explain'.

### Sustainability

The UG aims to comply with the national government's PIANOo guidelines for tenders, where possible, supplemented by the objectives from the UG Roadmap for Sustainability.

### Social return

Several major tendering procedures in 2020, such as those for personnel hired through temp agencies, cleaning, and waste collection, paid attention to SROI (Social Return On Investment). Although there were no tendering procedures in which SROI was so emphatically present in 2021, steps were taken to focus more on SROI within contracts with suppliers. For example, a separate column was added to the contracts register to record contract agreements related to SROI. In addition, links were established with the monitoring system of the Municipality of Groningen.

### SMEs/regional businesses

Students of the Minor Programme Procurement Management) of Hanze University of Applied Sciences have been conducting research on the relationships between SME and regional suppliers of the UG in recent years. Although this research was not conducted last year, previous years have shown that approximately 65% of contracted suppliers were located in one of the three northern Dutch provinces, and approximately 35% of the total purchasing volume was spent with SME suppliers from the three northern provinces.

## 9.3 Accommodation

The UG's real estate activities and results in 2021 can be concluded to have been successful. In addition, collaboration between the departments of Property and Investment Projects (Office) and Building and Site Management (University Services Department) enabled important steps to be made towards shaping the future Property Organization. In consultation with the faculties and the Board of the University, this prospective Property Organization further updated the new strategic real estate plan.

The spatial dimensions of teaching, research, and office work are further developed in accordance with the aims of the accommodation policy. Interdisciplinary collaboration in teaching and research is becoming increasingly important. Collaboration and digital possibilities and impossibilities require functional changes to buildings. In addition, the UG wants to become more sustainable, both by making investments targeted at reducing energy consumption and by using buildings in a smarter and more efficient way to lower the ecological footprints of the buildings. The relationships between strategy, maintenance, operation, and Total Cost of Ownership (TCO) are set out in the strategic real estate plan. At the same time, preventing real estate from demanding increasing proportions of the budget as a result of increasing student numbers remains a challenge.

The coronavirus pandemic has affected the construction sector. Difficult market circumstances have, for example, resulted in uncertain expectations and increasing construction costs. These factors have consequences for current UG projects, but certainly also for planning and budgeting future projects. Nevertheless, several important construction projects were completed in 2021 and preparations and development of current and upcoming UG projects are still continuing.

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## Construction projects

Accommodation and construction activities are primarily concentrated in three areas – campuses – in Groningen. In addition, a new building for the Faculty of Science and Engineering was completed on the island of Schiermonnikoog in 2021 and the plans to sell the Hortus in Haren and the old Biological Centre are at an advanced stage.

### 1. City Centre Campus

Development projects in the Groningen city centre mainly focus on sustainable management and maintenance of existing buildings, converting traditional rooms into flexibly deployable rooms, and modifying buildings to contribute to new strategic developments.

The Office of the University has started renovation work on the Muurstraat building, which will be used as temporary accommodation for several units, including the Board of the University and a number of support departments, in 2022. This internal relocation is necessary to enable the renovation of the management quarters. In 2021, the design phase was completed, and a permit was obtained to renovate this monument. In addition, initiatives have been launched to enable major maintenance on the Academy Building and temporary workstations for the Schools have been further developed.

Last year, the design phase for making the building on Oude Boteringestraat 18 suitable for the Faculty of Law was also completed. The existing large library rooms in this building will be replaced by workstations, a moot court for law students, several lecture halls, and meeting rooms. The renovation work will start in early 2022, enabling the Faculty of Law to move out of the Harmony Complex in mid-2023 so that this can be renovated next. Central teaching facilities and suitable accommodation will be created in the complex for the Faculty of Arts.

### 2. Healthy Ageing Campus

In the coming years, the area around the Antonius Deusinglaan near the UMCG will transform into a lively city square where teaching and research in the field of Healthy Ageing meet. The first construction project to provide character to the campus is the new Education Centre for Medical Sciences and Pharmacy. The design phase for this new entrance building was completed in 2021. The sustainable, welcoming building, which consists of a high teaching tower and a lower reception area with various teaching rooms and recreational areas, aims to stimulate collaboration, meeting, and movement.

The Education Centre forms the first phase in a series of area developments on the north side of the Healthy Ageing Campus. Simultaneously, in consultation with parties such as the UMCG and the Municipality of Groningen, an attractive green landscape is being designed, which aims to contribute to a healthy living environment and positively affect the climate in the city. The construction projects for the USVA/sports facilities and the University College Groningen will also be organized in this area in the future.

### 3. Zernike Campus

The Zernikelaan upgrade on the Zernike Campus has been completed, with a lively, green Zernikelaan as a final result. This project was conducted by the UG in collaboration with the Municipality of Groningen and Hanze University of Applied Sciences. In addition, the UG has announced that it wants to transform the entrance area east of Zernikelaan into an attractive green campus park. This project will start once the new Feringa Building is completed.

The Feringa Building is an imposing construction at the entrance of the Campus, which will replace the current Nijenborgh 4 building. The various different sections of the construction project, covering a total of 64,000 m2, shot up in stages and the first big installation elements were hoisted in in 2021. The wall panels were installed at the end of the year, making the final appearance of the Feringa Building increasingly better visible.

At the Linnaeusborg, a complicated 'jigsaw puzzle' was completed for the ARC Chemical Building Blocks Consortium (ARC CBBC) and the Stratingh Institute, including a major conversion of several laboratory rooms. The technical installations also underwent a major upgrade, resulting in a 40% increase in air conditioning capacity.

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The new Coenraad Bron Center building was completed in mid-2021. With this data centre, the UG aims to satisfy the increasing demand for reliable data storage and high-quality computing capacity. The energy-efficient building will replace the old Rekenhal building of the Center for Information Technology (CIT). The striking design is inspired by a circuit board.

In anticipation of the spatial developments around Zernike-West, a temporary pop-up lounge will be created at Mercator in 2022, with meeting spaces for students and staff of the Faculty of Spatial Sciences and the CIT.

Multi-year agreements were made in 2021 with Hanze University of Applied Sciences Groningen and ACLO Student Sports to enable the organization and funding of a new sports complex. In doing so, the parties underlined the importance of sport and exercise, something that proved even more important during the coronavirus pandemic. A well-equipped Sports Centre is essential, also in order to develop a welcoming, lively campus. One important question to be answered in the follow-up process is the choice of location on the campus.

## 9.4 University Library

The year 2021 was dominated by the coronavirus pandemic. In response to the applicable government measures, the Library would either be kept open longer for students, or close completely, and the number of available workstations would be increased or decreased. This severely tested the flexibility of staff members. In particular, the online reservation system and communications regularly had to be adjusted to the new measures. Nevertheless, the University Library remained a popular study location for students, even in times of limited access.

Service provision to teaching and research continued as usual behind the scenes. The fact that more people were working from home made it extra important that all online services and products remained optimally available and were given sufficient attention. Regular workshops were offered in the form of webinars.

Just like in 2020, all (640) PhD theses defended at the UG were digitally submitted and offered in open access as much as possible in 2021. The percentage of open-access publications produced at the UG once again increased compared to previous years, to 69% of the total number of publications.

The University of Groningen Press published journals as well as books. In the course of 2021, five online journals were included in the international Directory of Open Access Journals (DOAJ). Finally, over 1,000 research datasets were made available in open access on the research portal Pure.

An important project gained momentum in 2021: Academic collections in the spotlight. Many collections are digitized and provided with metadata, such as geographical information in the Frisia project. This project aims to make both the content and the life history of all Special Collections books written or printed before 1614 accessible in a Google Maps-like environment. Finally, there was a prime piece in the Special Collections: Luther's Bible, the 1527 Bible translation by Erasmus that found its way to Martin Luther, who wrote countless angry commentaries and exclamations in the margins.

## 9.5 Centre for Information Technology

As a consequence of the continuing pandemic, the UG's digital facilities for teaching, assessment, research, and working from home were once again intensively used in 2021, supported and facilitated by the Centre for Information Technology (CIT). The continuously changing coronavirus measures challenged the CIT to ensure that the service provision continued to dovetail with the circumstances under which the University's work had to be conducted. However, in the past year, the University could once again remain open so that the primary processes of teaching and research at the UG could continue.

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## Teaching

Whereas on the one hand, the coronavirus pandemic has clearly demonstrated the advantages of increased online teaching, on the other, having to teach in this way also resulted in an increase in work pressure among lecturers, as it required a different way of teaching and learning. Large numbers of student assistants and embedded experts were hired to support the online teaching and thus help the CIT to contribute to relieving work pressure among lecturers. This also helped to take the first steps towards educational innovation in the form of an optimum mix between online and off-line teaching (blended learning). In order to further prepare the UG's digital teaching for the future, the CIT, in consultation with the users, initiated a project to update the learning environment. This has resulted in a new electronic learning environment (Brightspace) and a new video platform (Kaltura). The CIT aims to enable the UG to fully convert to the new learning environment in the summer of 2022.

## Research

The digitization of research was also accelerated in the past period, not only as a consequence of the coronavirus but also as a result of increasing requirements in the field of data security and privacy. The CIT supports this development by providing an interdisciplinary and reliable IT infrastructure, tools, and applications, and offering the opportunity to make knowledge digitally accessible on the basis of the FAIR principle (Findable, Accessible, Interoperable, and Re-usable).

In the spring of 2021, the CIT introduced the Digital Competence Centre (DCC) for researchers and research support staff at the UG in collaboration with the University Library. This first point of contact in the field of research IT and data provides support during the entire research process, from grant proposal all the way down to FAIR data archiving. Close collaboration also extends to the DCC of the UMCG.

The new Coenraad Bron Centre building satisfies the demand from the academic world for more reliable and high-volume data storage, super-fast data processing, and high-quality processing capacity. In addition to providing capacity for current and future supercomputers, the new High Performance Computing data centre will also provide room for office automation. The CIT is thus developing an exceptionally strong infrastructure for research, teaching, and business operation, thereby remaining an expert in the field of research data.

## Innovation

In 2021, the CIT issued two calls for proposals, thereby contributing to innovation in teaching and research. Lecturers and researchers from the UG and the UMCG were invited to submit innovative project proposals in the fields of visualization, geoscience and data science. These calls were the last in a series to be funded from the University Multi-Annual IT Plan for 2016-2020. The University has established an IT Innovation Fund for 2022-2026 to continue to stimulate digital innovations. The Board of the University has requested the CIT to draw up a plan for the allocation of funds based on innovative project applications. This will ensure support for innovative ideas from the UG community in the field of IT in teaching and research in the coming years as well.

## CIT Strategic Plan

Following the example of the 2021-2026 UG Strategic Plan, the CIT has drawn up its own Strategic Plan, elaborating the UG's strategic aims for the CIT. Our increasingly digitized society offers more and more possibilities for teaching and research that demand a clear strategy. In the coming years, the CIT aims to further develop its role of strategic partner of faculties and service units. This will enable the CIT to stimulate acceleration, innovation, and accessibility of IT and thus contribute to the impact that the UG Strategic Plan aims to make. The 2021-2026 CIT Strategic Plan describes the steps that will be taken in the coming years to ensure the best possible digital environment for the UG, thereby offering optimum support for the UG's tasks in the fields of teaching, research, and business operations.

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## 9.6 Privacy & Security

### Information security

In today's digital society, digital security and the protection of personal data play an increasingly important role. In addition, awareness of our dependence on these aspects has also increased, and by extension, so have the possible risks involved. Developments in this field accelerated, also at the UG, after the ransomware attack on Maastricht University and the NWO in December 2019.

Following a thorough analysis, the CIT drew up a roadmap for information security containing a series of security measures to make the UG more resilient in the field of digital security. Many measures from the security roadmap were implemented in 2021. In addition, the Next Level project was launched. This project is intended to raise the CIT's maturity level in the field of information security and quality management in the coming years.

### Multi-factor Authentication (MFA)

Many measures from the roadmap were implemented in 2021. Most of these measures are not visible to the average user, for example, the strengthening of system and network monitoring and encryption of hard drives. Measures such as compulsory password changes and the introduction of Multi-factor Authentication (MFA) for the entire University network in July 2021, on the other hand, did affect staff and students.

### Resilience and maturity

However, increasing technical resilience alone is not sufficient to ensure safe and trusted collaboration and prevent the leakage of privacy sensitive data. The human factor, risk management, and the establishment of a PDCA cycle to continuously improve privacy and security, also play a major role. This means that the UG should invest not just in resilience but also in maturity. National standards have been established to provide insight into maturity levels. The UG follows the CIP standards for privacy and the SURF/NOREA standards for security.

The Board of the University aims to raise the entire University's maturity level in terms of information security and privacy. To this end, the UG-wide programme 'Veilig en Vertrouwd verbonden' (Safe and trusted connections) has been initiated. This programme will take shape in 2022, once the decision-making process is completed. It will be a comprehensive programme that aims to increase the maturity level for the entire University in terms of both privacy and security, in accordance with agreements made among the universities. The themes of privacy and security are deliberately combined in the programme because risk mitigation in these fields can take place according to the same methods, and the measures taken often overlap. The programme aims to implement professional development in the entire organization and strengthen the positions of officials such as the privacy and security coordinators.

In 2021, in anticipation of the UG-wide programme, the Center for Information Technology (CIT) initiated a specific programme (Next Level) to promote growth in maturity in the fields of information security and quality management in the period 2021-2025.

### OZON cyber-crisis drill

The University participated in the national OZON crisis drill in March 2021. This sector-wide cyber-crisis drill for teaching and research is organized every other year by SURF. This drill was very valuable to the University. In addition to the CIT, the central crisis organization also participated. The experiences were used to fine-tune protocols.

### Google Workspace for Education

A Data Protection Impact Assessment (DPIA) of Google Workspace for Education in 2020 revealed several privacy risks. Following intensive negotiations with Google, for example by SURF, an agreement was reached in the summer of 2021. The underlying principle is the balance between protecting the personal data of end-users on the one hand, and the continuity of research, teaching, and business operations on the other.

This enabled the UG to continue to use the core applications from Workspace. The new agreements with Google include an extensive set of contractual, organizational, and technical measures. One of

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the consequences for the UG is that many of the additional services can no longer be used with a UG account. An investigation was initiated in 2021 to see which collaboration and office environment would best suit the UG in the long term. The aim is, in consultation with the users and following a risk assessment, to phase out as many of these services as possible. Data autonomy also plays an important role here, and the dependency on BigTech companies will also be taken into account.

### Log4j vulnerability

In late November 2021, a serious vulnerability was discovered in Apache Log4j. This software is widely used throughout the world in web applications and numerous other systems, also at the UG. Although the discovery of the vulnerability had major impact on the University IT organization, thanks to the rapid action taken by CIT staff, it did not result in any major problems or data loss. This event demonstrated the necessity of Security Roadmap measures and the importance of remaining vigilant and alert. All servers and systems have been analysed and updated where necessary.

Data protection

Following four years of dynamic growth, the organization of privacy management more or less came to a halt in 2021. The organization requires a new, structural impulse. What is needed is not so much resources but attention in all layers of the organization. Attention at the level of boards and management may be expressed in the form of policy and instructions, but also in giving the right example. On the workfloor, attention should be paid to data protection in the form of training and awareness building. Very little training was provided to new and current staff last year, so this is an important topic for the coming years.

After a year of stagnating growth in 2020, 2021 saw some impressive plans to structurally raise the UG's maturity level. The Privacy & Security Programme comprises an ambitious plan, including the appointment of a programme manager. Attention will be paid to the high risks, and all domains (research, teaching, and business operation) will be covered. The plan has been approved by the Board of the University, and the first steps were implemented in 2022.

In addition, the research field witnessed the start of the Groningen Digital Competence Centre (GDCC). The GDCC supports researchers and can refer them to UG specialists if necessary. The design of the further privacy management organization focuses specifically on researchers and research. Personal data should be used carefully, not only to improve the integrity and quality of data but also because research funding and collaboration partners expect a high level of personal data protection in top-level research. This will ultimately benefit the research participants.

In addition, the Office of the University started focusing on the topic of data protection. The new Office Manager for Privacy & Security rolled up his sleeves and guided the individual departments towards a method of carefully processing personal data. The Office should continue to focus on a 'Privacy by Design' approach and on properly embedding this approach into the Department of Human Resources.

The strengthening of the positions of all privacy and security coordinators turned out to be a good starting point for developing data protection at the UG. In the coming years, attention should be paid to structural and professional application of risk management, for example by ensuring Privacy by Design in new and existing processes and thus thinking about the design of a careful, secure process. In addition, carrying out a DPIA (risk analysis) will become a standard component of the regular business process.

### Integrated Safety

Integrated Safety includes the following policy components and risk profiles: working conditions, the environment and environmental safety, social safety, integrity, cyber security and privacy, knowledge security, internationalization, building safety and crisis management. The Integrated Safety policy was fleshed out further in 2021. An inventory was held, resulting in the UG instellingsfoto (institutional photograph) and the national Risico- en Dreigingsbeeld (risk and threat assessment). In 2021, a recommendation was issued to the Board of the University about how the UG could further shape integrated safety. A decision will be taken about this in 2022.

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The UG instellingsfoto, entailing an inventory and an assessment of safety risks such as health, safety and the environment, crisis management, and social safety, was drawn up in early 2021 and revealed that risks within the UG mainly occurred in the fields of Knowledge Security, Social Safety, and Cyber Security and Privacy. In addition, it transpired that awareness had grown over the past two to three years that integrated safety benefits coordination, coherence, and reporting, particularly if it is integrated in a wider framework of risk management within the UG.

In addition, a Risico- en Dreigingsbeeld Hoger Onderwijs (risk and threat assessment for higher education) was drawn up on the basis of input from national education institutes, expertise interviews from the various education institutes, and a document analysis. The assessment revealed risks and threats mainly in the fields of Social Safety, and Cyber Security and Privacy.

The Integrated Safety report shows that attention is currently paid to all possible risks and threats, as well as to chances and opportunities within all integrated safety themes. The Integrated Safety steering group first met in December 2021 to set priorities, monitor progress, and create a university-wide support base for the integrated safety themes defined. It was decided to prioritize the themes of Knowledge Security, Social Safety, and Cyber Security and Privacy.

### Knowledge Security

The Board of the University has established a working group for the theme of Knowledge Security. This group discusses recent developments and makes plans to better flesh out the theme of Knowledge Security within the organization. In addition, the working group will develop a Knowledge Security Desk were students and staff can address their questions and comments.

### Social Safety

An initial Social Safety inventory, which was drawn up with the help of internal stakeholders in late November 2021, revealed that the social domain is distributed throughout the UG.

Threats and intimidation of academics are an important point of attention. The umbrella organization Universities of the Netherlands (UNL; formerly VSNU) has drawn up a practical guideline on how academics could deal with threats, for example, in response to research or media performances. The guideline was co-signed by the Rector Magnificus of the UG and discussed and approved by the Board of the University.

In addition, the Integrated Safety working group opened a digital desk to advise and help staff members in the event of threats or intimidation of academics. The email address (veiligheid@rug.nl) is managed by the Integrated Safety working group. The working group assesses each situation and examines which measures and expertise are needed in order to issue advice to the relevant staff member. This option has been used five times thus far.

### Cyber Security and Privacy

No updates were provided by Integrated Safety in terms of Information Security, and Cyber Security and Privacy apart from the presentation that was held for the Supervisory Board in November 2021.

### Central Crisis Team

In 2021, the Central Crisis Team (CCT) played an important role in managing the coronavirus crisis and implementing the measures imposed by the government. The CCT is a broad-based team, including members from the Board of the University, Office Management, the Department of Administrative and Legal Affairs, the Communication Office, the Centre for Information Technology, the University Services Department, the Health, Safety & Sustainability department, the Teaching and Research sections, and the student assessor. In addition to the structural membership of the CCT, several experts (for example a virologist and a microbiologist) have been invited as guests to share their visions and ideas on the pandemic, enabling us to be optimally informed and thus to make well-founded decisions.

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## Coronavirus pandemic

During the coronavirus pandemic, the CCT collaborated closely with the task forces for business operations, teaching, and research, and the Faculty of Medical Sciences. External stakeholders, such as the Municipality of Groningen, the Groningen Safety Region, the Municipal Health Service of Groningen, and local education institutes, were also consulted to jointly look for possibilities to enable teaching and research to continue (to some extent).

In December 2020, the CCT commissioned the establishment of a local rapid testing centre in Groningen in collaboration with Hanze University of Applied Sciences and the Noorderpoortcollege. This testing centre at the Zernike Campus was taken into use in mid-January 2021, and later expanded to the buildings of Hanze University of Applied Sciences Groningen and the Noorderpoortcollege. Approximately 8,000 rapid tests were taken in the period between January 2021 and August 2021. It was partly thanks to this that examinations and practicals could continue to take place.

The Municipal Health Service of Groningen held several vaccination sessions at UG locations in the course of 2021. Several hundreds of students, as well as international staff members, used this accessible vaccination option.

## In-house emergency incidents and accidents

As a result of the coronavirus pandemic, fewer incidents and accidents were reported in 2021 than in previous years. A total of 170 incidents and/or accidents were reported (2020: 129 reports; 2019: 295 reports). The majority of reports came from the Faculty of Science and Engineering, where more people were present during research and practicals. No accidents that had to be reported to the SZW Inspectorate occurred in 2021 (such as lethal accidents, hospitalization, or permanent injury).

university of groningen

# 10. Management



Bouman Building

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# 10. Management

## 10.1 Regulations

The UG uses a consultative model to generate commitment to strategic aims and the associated policy. The faculties and service units have a mandate that enables them, within the frameworks defined, to adjust the UG strategies and policy to their specific fields and situations and, thus, to a certain extent, define their own agenda.

The Supervisory Board and the Board of the University fulfil the statutory roles assigned to them in the planning and control cycle. The effects of policy implementation are reflected in the budget, the annual financial statements and the annual report. The faculties and service units are responsible for their results and can operate autonomously within the frameworks and guidelines set out by the Board of the University.

There is a solid management information system and a Plan-Do-Check-Act (PDCA) control cycle at all levels of the University (institution, faculties and service units). These are used to evaluate the effectiveness of the plans and measures that have been implemented. The results are reported and discussed during administrative meetings between the Board of the University and the Faculty Boards and service unit managements, during which the UG decides whether to continue, change, or cancel the measures. Any funding is adapted to this decision. In addition to the administrative meetings between the Board of the University and the units, policy and strategy at University level is discussed by the Committee of Deans, the University Council, the Committee for Educational Strategy, and the Management Council. This approach is the embodiment of the concept of 'managing together'.

### Right of consent of central consultative participation bodies

One part of the Student Loan Act (Wet Studievoorschot) relates to the right of consent of consultative participation bodies with regard to the Institutional Budget. In collaboration with the University Council, the institution has laid down the planning and content of the right of consent in the University Council Regulations. The right of consent applies to the allocation of general income, which the Board of the University controls. It does not apply to indirect government funding or income from contract research due to the nature of these allocations. The right of consent generally applies at University level, not at faculty level. For allocations in the field of teaching, research and business operations, the limit value is set at allocations greater than or equal to € 0.5 million; for real estate investments, this value is set at € 5 million. The right of consent also relates to changes to the internal allocation model.

In the Sector Agreement of 9 April 2018, agreements were made between the Ministry of Education, Culture and Science and UNL regarding quality agreements in higher education, the way in which universities profile themselves and the shared priorities for the coming governmental term of office. This includes agreements on transparency and accountability. As such, it was agreed that the institutions will give consultative participation bodies the right of consent regarding the institution's plans for the use of funds from the student loan system.

On 21 May 2021, agreements were made about the National Education Programme (NPO: Nationaal Programma Onderwijs) in the administrative agreements between the Ministry and UNL. Agreements were made, for example, about activities for which

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resources can be used, the method of accountability, and the role of the consultative participation bodies. The faculty consultative participation bodies approved the expenditure plans of the faculties, whereas the University Council monitored the University-wide expenditure plan. On 21 May, an administrative agreement was also made about the NPO Support Programme for recovery and prospects of researchers. As part of this agreement, the central consultative participation bodies have the right of consent on planned expenditures.

## Management and control

The University follows a transparent central planning and control cycle, in which the University budget, the development of the balance sheet, and the liquidity position are monitored periodically throughout the reporting year by means of defined periods and updates. For finance and real estate, corporate-level quarterly reports are released which, in addition to overviews of actual spending levels compared to the budget, also include an analysis of developments, risks and possible measures. This enables the Board of the University to make timely adjustments when necessary. Administrative meetings are held in the autumn between the Board of the University and the individual Faculty Boards and service unit managements to discuss accountability for the current year and make budget agreements for the next year.

The University's liquidity position is continuously monitored by means of detailed liquidity planning that is updated every week. The implementation of the substantial new building programme as of 2019 means that the University will have to borrow capital in order to finance the investments. The University's long-term budget takes account of the fact that the institution will need to attract external funding in 2023 and that interest charges will be included in its operating costs from 2023 onwards.

For the University, stable funding from the Ministry and stable growth in student numbers are essential. Extra funds have temporarily been made available for 2021 and 2022 to compensate for the effects of the coronavirus pandemic on teaching and research. The structural funds made available for academic education by the new Rutte IV coalition agreement partly make up for the underfunding incurred.

The University maintains reserves to ensure its continuity and to mitigate risks, for example, in the field of funding and changes in student numbers. In 2020, the Dutch Inspectorate of Education investigated excessive capital accumulation in Dutch education. The Inspectorate emphasized that universities and schools need a long-term vision and a related financial policy in order to provide effective management and be able to justify their actions. The Inspectorate currently uses a signalling value, which indicates the amount of public equity capital that a board should not exceed. This value provides an indication – and not a strict standard – of which amount of capital can be considered reasonable. It was found that the UG does not have any excessive equity capital.

## Code of Good Governance

The rules, guidelines and agreements for a transparent management and reporting philosophy are set out in the University's Management Regulations and elsewhere. These are detailed regulations, complementing the statutory regulations, on aspects such as the official position of the Supervisory Board, the Board of the University and the Faculty Boards.

An updated Code of Good Governance for Universities entered into force via the UNL (formerly VSNU) umbrella organization on 1 January 2020. This Code provides a legal basis to the University's societal mandate, and by approving it managers and regulators endorse its nine principles. UNL annually monitors the implementation of the Code by the universities based on the annual reports and information on the website. The University will report internally about compliance with the code via the existing financial PDCA cycle from 2022. The evaluation of the Code of Good Governance will take place around 1 January 2023.

## Self-assessment

In 2020-2021, the UG conducted a self-assessment to find out to what extent these principles are adhered to. The conclusion of this assessment is that although the UG satisfies seven of the nine

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principles, additional action is required for principles two and eight. In response to the points for attention revealed by the UG self-assessment, the Board of the University has taken the following decisions, which have been approved by the Supervisory Board. The implementation of the code is incorporated in the existing PDCA cycle via the annual report and the quarterly financial reports.

### Principle 2

Principle 2 sets out that the target group for efficient and fair expenditures is expanded to Faculty Board members. The checks for compliance with claims rules and working methods that currently apply to members of the Board of the University will henceforth also apply to Faculty Board members. Claims for reimbursement made by the Board of the University are thoroughly checked in accordance with the Reimbursement Rules for Executive Board members at Dutch universities. As of 1 January 2022, all claims made by Faculty Board members will also be checked on the basis of this code.

### Principle 8

Principe 8.2 reads as follows: 'The executive board ensures that, when entering into a commitment with a legal entity and/or a partnership, entailing financial and/or administrative involvement, it is clear how this contributes to the implementation of the university's strategy. The executive board ensures that this contribution is periodically reviewed.'

This provision requires the UG to substantiate any existing financial or administrative involvements in legal entities and partnerships in the University strategy. The UG will develop policy to this end. This follows from Section 8 of the Code, the content of which directly overlaps with the implementation of the new policy rule on 'Investment of public funding in private sector activities' (see also the section about this in the Transparency document in this Annual Report). Accountability takes place via the annual financial statement cycle. All connected parties known to us are listed in the compulsory Model E in the UG Annual Report. For example, faculties are required to internally report any such legal entities affiliated to them centrally once a year.

## 10.2 Transparency document

In April 2021, the Ministry of Education, Culture, and Science published a new policy rule for Theme 2: 'Investment of public funding in private sector activities'.[1] This new policy rule provides clarity and explanations about the conditions under which the UG and its competent authority are permitted to invest public funding in private sector activities. The policy rule is a follow-up to previous publications about this theme, such as the transparency documents from 2003 and 2004, and the subsequent publications by the Ministry that relate to them.[2]

In its letter dated 28 September 2021, the Ministry indicated that institutions were permitted to use the previous transparency documents to account for the 2021 reporting year so that they would have sufficient time to adjust the internal organization to the new policy rule and the more extensive accountability requirements if necessary. The UG is using this possibility for 2021, and is therefore accounting in line with previous years. We will therefore maintain the order of themes as they were listed in the previous transparency document.

### Theme 1 – Outsourcing of teaching programmes

The UG does not outsource to private organizations any teaching in degree programmes registered with the Central Register of Higher Education Programmes (CROHO).

### Theme 2 – Investment of public funding in private sector activities

If the UG performs private sector activities, such as contract teaching or contract research, care is taken to ensure that this is done within the frameworks set out in the above-mentioned policy rule. For example, the UG draws up annual internal analyses of

1 Staatscourant 22 March 2021: https://wetten.overheid.nl/BWBR0045046/2021-04-15
2 For example, the 2011 Handreiking voor de inrichting van onderwijskundige publiek-private arrangementen (guideline for establishing public-private arrangements in the field of teaching)

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'other revenues' in the context of the annual financial statements, determining whether the activities that generate these revenues fall under the policy rule and satisfy the requirement of covering their own costs.

In addition, the UG used the year 2021 to further prepare for the stricter accountability requirements for this theme. It is important to note here that this preparation will continue in 2022, also because there is no clarity yet at the national level about several components, such as the exact distinction between public-private, the thoroughness of accountability in this field, and the extent to which this can be checked by the external auditor. An expert group has been established within the UG, which has, for example, drawn up an assessment framework, given presentations to increase knowledge and awareness about this topic at the administrative level as well as in the financial departments, and has developed new policy, for example for optional course units. In addition, UNL has established a working group for this theme, in which the UG actively participates, and an analysis has been drawn up of the extent to which private sector activities identified by the financial administration cover their costs.

As shown in Model E, 'Overview of related parties', two related parties are included in the UG's consolidated final statements, namely the University of Groningen Holding Company (hereinafter referred to as RHM BV), and the AOG (Academische Opleidingen Groningen) Foundation. All other related parties are either of negligible significance, or the UG does not have a majority interest in them, and are therefore not included in the discussion below.

RHM BV was founded in 1996 as a 100% subsidiarity of the UG, with the aim of launching knowledge-intensive companies from within the UG in order to bring academic ideas and research results to the market. The AOG Foundation was established in 1989 and has a 50% interest in AOG Holding BV, which offers postgraduate teaching to a variety of target groups, such as postdoctoral training programmes and academic MBA programmes. The entire Board of the AOG Foundation comes from within the UG. Placing the above activities into a separate BV (public limited company) or stichting (foundation) respectively makes the risks and funded statutory duties of the UG better manageable.

The activities of the RHM BV dovetail with the 2021-2026 UG Strategic Plan 'Making Connections', which sets out that the UG regards societal impacts as one of its primary responsibilities. The RHM BV is an important link in the entire knowledge chain, from the co-creation and sharing of knowledge all the way down to knowledge utilization and creating economic value. The 2021-2026 Strategic Plan also lists 'life-long learning' as a central principle in the field of teaching: being a student does not have to be limited to several years of studying at university but can, in principle, continue for the rest of one's life. Offering postacademic teaching via the AOG Foundation is one way in which the UG fleshes out this central principle.

In total, the University of Groningen contributed € 5.8 million to its affiliated parties. This concerns the University of Groningen Holding Company, ANS BV and the University of Groningen North West Germany GmbH. There were no additional capital injections in 2021. In the financial statements, the increase with respect to this initial injection of equity has been accounted for in the private special-purpose fund. The results of the AOG Foundation are also included in this fund. The balance of this fund amounted to € 7.8 million at year-end 2021. The change between 2020-2021 is € 0.3 million, which is the balance of the results of the related parties. No returns were attributed to this initial contribution in 2021.

### Theme 3 – Granting of exemptions

Exemptions from course units are granted to individual students by the Boards of Examiners. Clearly, the reason for granting an exemption must be that the candidate has already acquired the relevant knowledge and experience, either at the University or elsewhere. As far as possible, the Boards of Examiners set out their exemptions policy in advance. It is not possible to obtain exemption from an entire degree programme. The Model Teaching and Examination Regulations contain a provision to this effect, whereby the maximum is set at 50%.

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## Theme 4 – Funding of foreign students

In the context of internationalization, the UG participates in exchange programmes with various universities in Europe and beyond. The UG complies fully with the principles of funding regulations in the teaching it provides to Dutch as well as foreign students. Exchanges are based on an agreement, and the institutions that participate in and facilitate student exchanges do not charge each other any costs. Dutch students continue to count towards the funding, but foreign students do not. In 2021, the University of Groningen had 1057 exchange agreements with foreign institutions, which included both Erasmus+ contracts and bilateral agreements with exchange partners from outside the EU.

In 2021, the University awarded funding from the Graduation Fund to 27 non-EU students as a result of special circumstances within the meaning of Article 7.51 of the Higher Education and Research Act (WHW: Wet op het hoger onderwijs en wetenschappelijk onderzoek). Eight non-EEA students were awarded funding through Committee Grants, 11 non-EN students received funding for participation in consultative bodies, and eight non-EU students received funding on the grounds of extraordinary circumstances. In total, € 35,930.57 was disbursed to 27 non-EU students from the Graduation Fund.

### Graduation Fund

A complete overview, as referred to in Article 7.51 of the WHW, of the number of students who have received financial support from the Graduation Fund and the amounts paid out are shown in the table below. For committee grants, grants for participation in consultative bodies and grants for special achievements, the duration of the payment is equal to the academic year; for grants awarded due to situations of force majeure, illness, a functional impairment, family circumstances, informal care or infeasible degree programmes this is specifically determined for each grant allocation. No students applied for financial support based on providing informal care in 2021.

| Situation | Number of students applying | Number of students awarded | Total of grants awarded (in €) | Average amount of award (in €) | Average duration of award |
|---|---|---|---|---|---|
| Force majeure: illness, functional impairment, family situation, informal care, or non-degree courses | 456 | 183 | 235,772 | 1,288 | Dependent on situation |
| Management position in study/ student's associations or participation councils | 709 | 493 | 864,706 | 1,754 | 12 months |
| Other: sporting or cultural achievements, financial support to non-EEA students, funding of studying abroad etc. | 92 | 56 | 83,931 | 1,499 | Dependent on category |
| **Grand total** | | | **1,184,409** | | |

## Theme 5 – Tuition fees not paid by the student

Students have to pay tuition fees to demonstrate that they intend to follow the degree programme. Under no circumstances will tuition fees be paid by the UG.

The UG does, however, have an Emergency fund. This fund offers financial support to students who run into financial problems as a result of extraordinary, unforeseen expenses that are not the student's fault and against which they could not or did not need to take out insurance. Support from the Emergency Fund can be in the form of a gift or loan.

The Emergency Fund can also cover the costs of a 'study buddy', a senior student who assists a first or second-year student from the same degree programme who has an autism spectrum disorder (ASD) or attention deficit disorder (ADD/ADHD). The student in question pays their study buddy € 10 per contact hour, and can then claim the costs of up to 50 contact hours back from the Emergency Fund, minus an own contribution of a maximum of € 100.

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In 2021, the UG paid out a total of € 3,795.19 to 11 students from its Emergency Fund. The maximum allowance in the form of a gift or a loan is € 1,375 per student per year.

**Theme 6 – Students following degree programme modules**

The UG does not offer modules in the form of pre-structured learning routes with separate certificates as part of a CROHO-accredited degree programme. The UG is joining the national trend towards making teaching more flexible (for example, by using microcredentials) – of course, in accordance with the WHW and with regulations in the field of transparency.

**Theme 7 – Students following a degree programme other than the one for which they are registered**

The policy of the University of Groningen is to ensure that students are able to find the degree programme that is right for them as soon as possible. Apart from the possibility of following course units offered by another degree programme as electives, it is not possible for students to sit examinations that are part of degree programmes for which they are not registered.

**Theme 8 – Funding of tailor-made programmes**

At the request of the Saudi Ministry of Higher Education, since the spring of 2007, the University of Groningen and the UMCG have offered students from Saudi Arabia a special training programme for medical care in their home country.

The programme normally starts with a preparatory year. However, no students have started the preparatory year since the coronavirus pandemic and the related lockdown in March 2020. The last 23 students followed the preparatory year in the second semester of 2019-2020. This programme is not registered with the CROHO. Students who successfully complete the preparatory year may begin the regular CROHO-accredited programme to qualify as physicians. In the first semester of 2020-2021, 136 students were registered for the regular Medicine degree programme. In the second semester of 2020-2021, there were 125 regular students, and in the first semester of 2021-2022, 117 regular students were registered for the degree programme in Medicine.

As this concerns non-EU students, their training is not eligible for funding by the Dutch government. In order to finance these programmes, the Saudi participants pay the annual tuition fee that is established by the University, which is € 32,000 per year. These students also pay € 32,000 per year for the preparatory year. The students in question receive King Abdullah Scholarships from the Saudi government.

The UG does not organize any other tailor-made programmes where a third party – an external organization or company – pays a contribution for tailoring an existing programme.

## 10.3 Treasury

The investments, loans and derivatives scheme for educational and research institutes (Regeling beleggen, lenen en derivaten OCW 2016) applies to all teaching institutions. The scheme covers aspects such as the required minimum rating for investments (single A), the way governance of the distribution of powers (tasks, decision-making and supervision) is laid down, and aspects with regard to the structure of administrative organization and internal control. In 2018, the Ministry of Education, Culture, and Science published two amendments to the scheme. Article 6.3 of the scheme was amended on 5 April 2018. As a result, price fluctuations on the principal sum of a bonds investment are permitted subject to the approval of the internal regulator. This amendment entered into force on 1 July 2018.

The second amendment, which the Ministry of Education, Culture, and Science published on 5 December 2018, enabled education institutions to borrow not only from financial institutions but also from organizations, funds (including 'ANBI' public benefit funds), insurers and governments, provided that borrowing is risk-free. As a result of these two amendments to the scheme, the Board of the University approved an updated version of the University's Treasury Rules in 2019, which incorporated all the amendments to

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the scheme. The updated Treasury Rules were also approved by the Supervisory Board. The Ministry of Education, Culture, and Science made no further changes to the scheme in 2020 and 2021, and the Treasury Rules remained unchanged. The UG did not make any new investments or take out loans in 2021.

The Treasury Rules set out the treasury management processes and the financing policy. They are based on the University's strategic investments in teaching and research as well as the future investments in newly built property, so as to facilitate the process of managing, controlling and monitoring current and future funding streams. The aim is to minimize the future interest charges on funds raised and to optimize the return on surplus credit held within the given limits as specified in the Treasury Rules.

The UG has so far not been faced with interest charges on credit held. Virtually all available resources are subject to 0% interest by the Ministry of Finance, whereas regular commercial banks usually charge negative interest on credits over € 0.1 million.

The UG sets out its policy and principles in the Treasury Rules in the form of standard guidelines for investment policy, financing policy, participation in legal entities, and loans to legal entities affiliated with the University of Groningen. Such loans are only allowed in the context of the funded duty of knowledge valorization that universities are tasked with.

At the end of 2020, the UG owned a total of € 248.9 million in liquid assets, including a total of € 1 million in savings accounts and € 247.9 million in current accounts. The release of other savings accounts in 2020 was included in the current accounts. In addition, the UG also accounted for € 16.5 million in long-term deposits under financial fixed assets.

At the end of 2021, the UG owned a total of € 200.2 million in liquid assets, including a total of € 0.3 million in savings accounts and € 199.9 million in current accounts. The release of savings accounts in 2021 was included in the current accounts. In addition, the UG also accounted for € 16.5 million in long-term deposits under financial fixed assets.

## Liquidity development

The UG's liquidity position decreased significantly in 2021 compared to 2020 as a result of substantial investments in newly built property in 2021 (such as the new Feringa Building). In addition, 2021 was the second year of the pandemic, and the financial impact of several lockdowns on the other expenses and external revenues was visible.

However, despite the dissavings made, the liquidity position was still amply sufficient at year-end 2021. The higher credits in previous years can be explained by the fact that the University saved up to make substantial future investments in new buildings. Spending several hundreds of millions of euros over the coming years will put a significant strain on liquidity and will force the UG to borrow.

## Overview of deposits

| Duration | Interest (%) | Beginning (d/m/y) | Ending (d/m/y) | Amount (mln €) |
|---|---|---|---|---|
| 7 years | 0,15 | 25/10/2017 | 25/10/2024 | 3 |
| 7 years | 0,11 | 06/02/2017 | 06/02/2024 | 3 |
| 8 years | 0,37 | 31/01/2017 | 31/01/2025 | 3 |
| 9 years + 2 days | 0,30 | 17/01/2017 | 19/01/2026 | 5 |
| 6 years | 0,28 | 30/01/2018 | 30/01/2024 | 2,5 |
| **Total** | | | | **16,5** |

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Following extensive talks with several banks as well as the Ministry of Finance, in mid-2021, the Board of the University and the Supervisory Board decided to borrow € 265 million from the Ministry of Finance. The necessary collateral was valued by the Central Government Real Estate Agency (Rijksvastgoedbedrijf) on 15 February 2022. The valuation report appeared in in April 2022, after which the financing agreement with the Ministry of Education, Culture, and Science and the Ministry of Finance can be set up.

The expenditures for the UG's largest new construction project, the Feringa Building, are currently delayed by six months. The expenditures will be transferred in instalments in accordance with the realization and the delivery schedule.

## 10.4 Top incomes and remuneration

UNL negotiates with employer organizations on the conditions of employment for Dutch university staff. Conditions of employment relate to matters such as salary, holidays/leave, pensions, vitality, and social security. The working conditions agreed with employer organizations are set out in the Collective Labour Agreement for Dutch Universities. Since 1 January 2013, members of the Board of the University and the Supervisory Board, as well as non-senior officials, are subject to assessment under the Executives' Pay (Standards) Act (WNT: Wet Normering Topinkomens).

A maximum salary threshold of € 209,000 applied to senior officials in 2021. The WNT statutory transitional regime no longer applied to senior officials at the UG in 2021. In 2021, the University had no senior officials whose salary exceeded the maximum amount of € 209,000. Remuneration took place in accordance with the current maximum salary threshold in 2021.

For senior officials with supervisory duties (i.e. members of the Supervisory Board), a maximum salary threshold of 10% of the maximum WNT reference salary for 2021 of € 209,000 applies for members of the Supervisory Board (15% for the Chair). In 2021, the University had no senior officials with supervisory duties whose salary exceeded this sum.

In 2021, the University had three non-senior officials whose remuneration exceeded the WNT threshold (€ 209,000). One case involved an exceedance of the maximum due to royalty payments made to a non-senior official. The other two cases involved exceedances for non-senior officials due to a higher gross salary in connection with previous individual agreements or the impact of choices made in the Terms of Employment Options Model.

The table listing salaries for 2021 and the table comparing the salaries of the members of the Board of the University and the Supervisory Board in 2020 and 2021 can be found in the 2021 financial statements appended to the 2021 Annual Report. The three cases of non-senior officials who exceeded the WNT threshold have been published anonymously in accordance with the WNT regulations.

### Declaration of Board members in 2021

| | De Vries | Wijmenga | Biemans | Total |
|---|---|---|---|---|
| Representation costs | 3,126 | 3,016 | 3,091 | 9,233 |
| Domestic travel costs | 7,387 | 3,357 | 155 | 10,900 |
| NS travel pass, 1st class | - | - | - | - |
| Foreign travel costs | - | - | - | - |
| Other | 2,809 | 79 | 705 | 3,594 |
| **Total** | **13,323** | **6,453** | **3,951** | **23,727** |

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Reimbursement of costs for members of the Board of the University
On 1 January 2018, the VSNU introduced new Declaration Regulations for Executive Board members at Dutch universities. These new regulations were approved nationally by the Chairs of the Supervisory Boards of universities in the Netherlands in a joint meeting in November 2017.

Reports on the 2021 financial year are based on the new Declaration Regulations for Executive Board members. The declarations in the table are in accordance with the requirements set out in the UNL regulations. The 'domestic travel expenses' section includes a calculation of the use of the UG company car in 2021. The company car has not been used much for work-related trips since 13 March 2020 and throughout 2021 due to the coronavirus pandemic.

university of groningen

# 11. Continuity section




De Beurs (former market exchange),
Campus Fryslân
Lwd-photographer (commons.wikimedia.org)

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# 11. Continuity section

The purpose of the continuity section is to provide additional information on the expected consequences of the intended policy of the governing body of the institution concerned for the financial position of the institution. It provides the Board of the University with an additional instrument for business operations that can serve as the basis for a discussion within the University about the expected effects of external developments combined with chosen policy in the coming years.

The global coronavirus pandemic continued to affect developments at the UG in 2021. The number of students increased in 2020 as a result of coronavirus restrictions. A further increase in student numbers could be seen in 2021, in particular in the intake of foreign students, both as a result of the coronavirus pandemic and Brexit.

The coronavirus measures, in combination with the focus on online teaching and assessment or, for UMCG O&O, the focus on care, has caused delays in certain areas of research. Temporary appointments were extended where necessary in 2021 to successfully complete research projects. The Ministry of Education, Culture, and Science made extra resources available for this purpose within the framework of the National Education Programme, and will continue to do so in 2022.

## 11.1 Student numbers and staffing

Developments related to the coronavirus pandemic resulted in a minor increase in the number of Dutch students in the 2021-2022 academic year. This was in contrast to the expected decrease due to demographic developments. The number of foreign students at the UG significantly increased. For 2022, the UG is expecting a slight increase in the number of foreign students, partly as a result of Brexit. The expectation is that, as of 2025, the number of Dutch students at the UG will slightly drop as a result of the aforementioned demographic trends. The UG is not aiming to grow much further and assumes stable student numbers in the long-term perspective, expected at between 38,000 and 40,000.

In the UG's opinion, the current mix of Dutch and foreign students is important for both teaching and research in order to address modern-day issues and challenges from a wide range of perspectives and approaches. The internationalization of higher education is also reflected in the UG Strategic Plan. As mentioned, the UG assumes that the total number of registered students will be maintained, with a slight increase in the numbers of foreign students and a slight decrease in the number of Dutch students as a result of demographic trends.

In order to guarantee and improve the quality of teaching, the UG is committed to increasing the number of academic staff. The Board of the University previously made extra resources available to the faculties for this purpose, and this intensification is also a priority in the Quality Agreements for 2019-2024. In 2021, the National Education Programme (NPO: Nationaal Programma Onderwijs) temporarily made extra resources available, which the UG is using

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to address backlogs in teaching and research that have emerged as a consequence of the coronavirus pandemic. In addition, the UG has also developed plans to improve hybrid modes of instruction. The extra resources have been used since 2021. However, as filling vacancies takes time, they will mainly become visible in the staffing numbers for 2022 and 2023, which will temporarily be higher in these years. The number of FTE will stabilize after 2024.

## 11.2 Operating and balance-sheet figures

Government funding is divided among the universities based on the scope of three funding variables: the number of student registrations, the number of degrees and, for research, the number of PhDs awarded. The UG expects that these funding variables will remain stable. A change to the funding variables does not always result in a change in government funding. In fact, a national distribution model is used rather than a funding model. Only a change in the market share will lead to a change in the amount of government funding a university receives.

In addition to the funding variables, each university receives a number of specific contributions and has a fixed formula for funding. The expected effects of the Rutte IV coalition agreement were not yet known at the time the long-term budget was drawn up, and were therefore not included in the figures. In accordance with the coalition agreement, the sector will receive a structural amount of € 700 million in extra resources. It is expected that these resources can be used to improve the balance between fixed and variable funding, and to alleviate application pressure for research plans as well as sector plans. However, no definitive decisions have yet been taken about the allocation of these resources.

In recent years, the University of Groningen has seen a number of general increases in government funding, such as salary and price adjustments and student volume resources. These increases have been included in the long-term perspective, and, as a result, the additional funds will become available for faculties to invest

| | Realized | | Prognosis | | | | |
|---|---|---|---|---|---|---|---|
| Students | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
| International | 8.226 | 9.048 | 9.571 | 10.093 | 10.616 | 11.138 | 11.661 |
| Dutch | 25.895 | 26.088 | 26.378 | 26.572 | 26.670 | 26.489 | 26.102 |
| **Total** | **34.121** | **35.136** | **35.948** | **36.665** | **37.286** | **37.627** | **37.763** |

| | Realized | | Prognosis | | | | |
|---|---|---|---|---|---|---|---|
| Staff (FTE) | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
| Management | 780 | 780 | 780 | 780 | 780 | 780 | 780 |
| Academic | 3.835 | 3.993 | 4.274 | 4.196 | 4.152 | 4.165 | 4.165 |
| Supporting | 1.830 | 1.977 | 1.980 | 1.883 | 1.867 | 1.852 | 1.852 |
| **Total** | **6.446** | **6.750** | **7.034** | **6.859** | **6.798** | **6.797** | **6.797** |

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in additional academic staff and to partially compensate for cost increases.

A significant change in government funding is the expected additional resources for the implementation of the Quality Agreements for 2019-2024, which have already been included in the long-term perspective. Extra resources have temporarily been included in the government funding within the framework of the National Education Programme for 2021 and 2022. Another important factor for the coming years will be the extent to which the extra resources that are included in the government funding for Higher Education are distributed among the universities and universities of applied sciences, and which possible spending targets are assigned to them.

In addition to more government funding, the total revenues of the UG will also increase as tuition fee revenue increases in line with the indexing of rates and the growth in the student numbers, and as a result of additional external revenues acquired (see Section 11.1 – Student numbers and staffing).

The tuition fee revenues were lower in 2021 as a consequence of a temporary scheme in which tuition fees were reduced by half (the regeling halvering collegegeld). Students are temporarily charged only half of the statutory tuition fees (and first-year students only half of that half) to compensate for the damage done by the coronavirus. Institutions are compensated for this via the government funding: the UG received € 11.3 million in compensation for the months of September to December 2021. This scheme will continue to apply for the months of January to August 2022. Given the temporary nature of the scheme and in order to continue to be able to make comparisons, the government funding and tuition fees have not been adjusted to the temporary reduction scheme in the long-term perspective.

Despite the expected growth in externally acquired revenues in absolute terms, the relative share of contract revenue remains stable. More details on this are provided later in the explanatory notes to the key figures.

Staffing costs are increasing as a result of the University intensifying its policy on teaching and research. The number of staff members will increase by over 4% in 2022, partly as a result of the aforementioned temporary allocation of extra resources. Subsequently, in 2023, the number of staff will decrease again by over 2%, after which the number of FTE will stabilize at 6,800 during the plan period. In terms of research, the resources will be used to strengthen the profile of interdisciplinary and other research programmes and encouraging the research institutes to become more entrepreneurial. In terms of teaching, the University is investing in reinforcing the connections between staff and students and supporting students to play an active role in their learning process. Additional academic staff will be appointed in order to realize these aims.

Depreciation costs will increase significantly as a result of investments in IT infrastructure and new buildings. The University's existing IT facilities are of a high standard. This is essential if we are to achieve our ambitions to excel in research, teaching, and valorization. The coming years will see ongoing investment in order to implement new IT developments and to assure the high quality of IT services, obviously with the provision of support for staff and students in acquiring the relevant skills.

In the years to come, the University will also invest in sustainable and future-proof accommodation in order to ensure an optimum environment to work, follow lectures, and study. The financial consequences of the strategic real estate plan (SVP: Strategisch Vastgoedplan) have been included in the long-term perspective to the extent that they were known at the time of drawing up the 2022 budget. The main project is the realization of the Feringa Building. The Feringa Building will replace the Nijenborgh 4 facility, which is over 50 years old and no longer meets current standards. The new Feringa Building will enable the Faculty of Science and Engineering (FSE) to provide its staff and students with sustainable, high-tech facilities.

The accommodation costs, such as the costs of energy, cleaning, and taxes, will increase as a result of investments in personnel and

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new buildings. The UG aims to focus on sustainability and make maximum use of green energy sources in its new building projects. As a result of the investments in the quality of teaching and research and the rising depreciation costs due to the construction of the new Feringa Building in particular, in the long term, the UG faces a cumulative negative operating result of approximately € 11 million for the period 2022-2026. Business operations will return to positive figures by the end of the plan period. The accommodation costs (depreciation costs and other accommodation costs as a percentage of the total costs) are increasing towards the indication value of 15% but will not exceed this value within the plan period.

## Balance sheet

The long-term perspective for fixed assets is based on the aforementioned SVP. The policy of the University is that, in principle, investment in tangible fixed assets is financed from internal resources, and short-term capital borrowing is acceptable for this purpose. At year-end 2021, the UG owned € 200 million in liquid assets. In the long term, the investments in tangible assets of over € 600 million will lead to a reduction in liquid assets to such an extent that € 265 million in loans will have to be taken out. The solvency rate will decrease from the current 64% to 50% in this period. This rate is expected to increase once again after 2026 based on positive results, completion of the investment programme, and repayment of the loans.

Equity consists of statutory reserves, general reserves, and allocated reserves. In addition, the UG has private and public funds. In the long-term projection, operating results are added to or withdrawn from the general reserve. The 'special-purpose reserve (public)' provision has been created because the University participates in the PhD Scholarship Programme Experiment. Participating students are guaranteed that – should the experiment end prematurely – they will be employed by the University for the remainder of their PhD programme.

Special-purpose funds and provisions are expected to remain at more or less the same level overall. The provisions consist mainly of personnel provisions (€ 21 million) for anniversaries, unemployment and long-term sick leave, environmental provisions (€ 15 million), and provisions for the dismantling of the cyclotron (€ 10 million). From 2023, the level of liquid assets will no longer be sufficient to finance investments in the SVP, and the University will use external funding from the Ministry of Finance ('treasury banking'). This is reflected in the long-term debts in the balance sheet below.

The total investment for the SVP until 2026 is approximately € 600 million, and is based on the long-term strategic real estate plan. Development of this plan will continue in 2022, also incorporating new insights and needs with regard to hybrid teaching and working as well as recent estimates concerning expected student numbers and price developments. Most of this investment will take place during the financial years until 2023 (see table below). Investment estimates are based on the expected price level for the year in question. Since the University is expected to borrow from 2023 onwards, interest charges are also included from 2023 onwards.

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## Statement of income and expenditure (amounts in k€)

| | | Realisation | | Prognosis | | | | |
|---|---|---|---|---|---|---|---|---|
| | | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
| **INCOME** | Government funding | 443.324 | 497.805 | 503.391 | 513.064 | 522.080 | 529.791 | 536.791 |
| | Other government funding and grants | - | - | - | - | - | - | - |
| | Tuition fees | 79.441 | 73.589 | 84.000 | 85.500 | 87.000 | 88.000 | 89.000 |
| | Income from work commissioned by third parties | 140.477 | 160.518 | 171.358 | 175.507 | 176.263 | 179.294 | 181.294 |
| | Other income | 52.918 | 57.201 | 42.819 | 38.400 | 35.038 | 33.223 | 34.223 |
| | Total income | 716.160 | 789.113 | 801.567 | 812.471 | 820.381 | 830.308 | 841.308 |
| **EXPENDITURE** | Staff | 525.276 | 560.748 | 584.443 | 576.346 | 573.732 | 575.017 | 575.310 |
| | Depreciation | 37.126 | 39.534 | 47.430 | 54.608 | 61.880 | 67.945 | 70.081 |
| | Housing | 40.711 | 43.382 | 53.109 | 53.765 | 52.981 | 51.001 | 51.378 |
| | Other | 120.170 | 129.478 | 135.180 | 133.824 | 132.780 | 128.445 | 130.456 |
| | Total expenditure | 723.283 | 773.142 | 820.163 | 818.543 | 821.373 | 822.409 | 827.225 |
| | Balance of income and expenditure | -7.123 | 15.971 | -18.596 | -6.072 | -992 | 7.899 | 14.083 |
| | Balance of income and expenditure financial operations | -418 | 746 | - | -1.625 | -2.763 | -3.138 | -3.338 |
| | Result of participations | 1.800 | 641 | 750 | 750 | 750 | 750 | 750 |
| | RESULT | -5.741 | 17.358 | -17.846 | -6.947 | -3.004 | 5.511 | 11.495 |

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## Balance sheet (amounts in k€)

| | | Realisation | | Prognosis | | | | |
|---|---|---|---|---|---|---|---|---|
| | | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
| **ASSETS** | | | | | | | | |
| Fixed assets | Intangible fixed assets | 5.863 | 5.080 | 4.960 | 3.720 | 2.480 | 1.240 | - |
| | Tangible fixed assets | 541.052 | 608.375 | 744.506 | 881.727 | 971.674 | 1.005.384 | 1.030.850,94 |
| | Financial fixed assets | 28.523 | 29.448 | 28.523 | 28.523 | 28.523 | 28.523 | 28.522,90 |
| Current assets | | | | | | | | |
| | Inventory | 657 | 558 | 657 | 657 | 657 | 657 | 656,90 |
| | Receivables | 109.997 | 121.327 | 109.997 | 109.997 | 109.997 | 109.997 | 109.996,50 |
| | Liquid assets | 248.885 | 201.924 | 48.475 | 35.546 | 34.835 | 37.875 | 41.144,23 |
| | | 934.976 | 966.712 | 937.117 | 1.060.169 | 1.148.165 | 1.183.676 | 1.211.172 |
| **LIABILITIES** | | | | | | | | |
| Equity | General reserve | 552.742 | 571.949 | 558.473 | 557.016 | 559.502 | 570.503 | 587.488 |
| | Allocated reserves (public) | 33.547 | 32.191 | 27.191 | 22.191 | 17.191 | 12.191 | 7.191 |
| | Allocated reserves (private) | -1.050 | -1.050 | -300 | 450 | 1.200 | 1.950 | 2.700 |
| | Allocated funds (public) | 686 | 686 | 686 | 686 | 686 | 686 | 686 |
| | Allocated funds (private) | 7.466 | 7.755 | 7.755 | 7.755 | 7.755 | 7.755 | 7.755 |
| | Other statutory reserves | 5.863 | 5.080 | 4.960 | 3.720 | 2.480 | 1.240 | - |
| Equity | total | 599.254 | 616.611 | 598.766 | 591.818 | 588.814 | 594.325 | 605.820 |
| Voorzieningen | voorzieningen | 49.749 | 50.831 | 49.749 | 49.749 | 49.749 | 49.749 | 49.749 |
| Schulden | langlopende schulden | - | - | - | 130.000 | 221.000 | 251.000 | 265.000 |
| | kortlopende schulden R/C MINFIN | - | - | - | - | - | - | - |
| | kortlopende schulden overig | 285.973 | 299.270 | 288.602 | 288.601 | 288.602 | 288.602 | 290.602 |
| | | 934.976 | 966.712 | 937.117 | 1.060.169 | 1.148.165 | 1.183.676 | 1.211.172 |

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## Liquidity prognosis (in k€)

| | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|
| Opening balance sheet | 248.885 | 201.924 | 48.475 | 35.546 | 34.835 | 37.875 | 41.144 | 43.036 | 42.605 |
| (+/-) balance sheet of income and expenditure | 16.612 | -17.846 | -5.322 | -242 | 8.649 | 14.833 | 17.616 | 20.653 | 23.711 |
| (-/+) interest charges and income | 746 | - | -1.625 | -2.763 | -3.138 | -3.338 | -3.150 | -2.700 | -2.138 |
| (+/-) changes in working capital and provisions | 3.146 | 527 | 1.240 | 1.240 | 1.240 | 3.240 | | | |
| (+) depreciation of property | 24.389 | 25.673 | 32.384 | 42.607 | 46.369 | 46.931 | 50.061 | 51.779 | 52.593 |
| (+) other depreciation | 15.145 | 21.758 | 22.225 | 19.273 | 21.576 | 23.150 | 22.151 | 22.151 | 22.151 |
| Cash flow from operating activities | 60.038 | 30.112 | 48.901 | 60.116 | 74.697 | 84.816 | 86.678 | 91.882 | 96.317 |
| (-/-) investments in real estate | -85.918 | -163.997 | -170.830 | -129.676 | -79.505 | -73.397 | -47.635 | -34.162 | -25.766 |
| (-/-) other investments | -21.081 | -19.564 | -20.999 | -22.151 | -22.151 | -22.151 | -22.151 | -22.151 | -22.151 |
| Cash flow from investments | -106.999 | -183.561 | -191.829 | -151.827 | -101.656 | -95.548 | -69.786 | -56.313 | -47.917 |
| loan capital withdrawal and repayment | - | - | 130.000 | 91.000 | 30.000 | 14.000 | -15.000 | -36.000 | -45.000 |
| Cash flow from financing activities | - | - | 130.000 | 91.000 | 30.000 | 14.000 | -15.000 | -36.000 | -45.000 |
| Liquidity balance as at 31 December | 201.924 | 48.475 | 35.546 | 34.835 | 37.875 | 41.144 | 43.036 | 42.605 | 46.005 |

Five key figures form the basis for assessing the institution's financial position In this regard, it is important that developments in the target values are considered over an extended period and are compared to the average figures for Dutch universities. The Dutch Inspectorate of Education uses three key figures and several signalling values in its framework for financial supervision.

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## 1. Solvency

The University's solvency (equity / total equity) is currently relatively high. This is due to the fact that it is preferable to finance investments in accommodation using the University's own resources. Capital borrowing is expected to be necessary from 2023 for the implementation of the strategic real estate plan. This will result in a fall in the solvency ratio from 0.64 in 2021 to 0.50 in 2026. The minimum ratio of 0.50 is based on the current average for the academic education sector. The Inspectorate uses the concept of 'solvency 2', which also includes provisions.

## 2. Liquidity

The University's liquidity ratio (current assets / short-term capital borrowing) is also relatively high. The University will fund a substantial proportion of the activities in the aforementioned strategic real estate plan from its own resources. The lower liquidity limit is € 30 million (approximately equivalent to one month's net salary payments plus income tax). As a result of the investments in accommodation, the liquidity ratio will fall to the lower limit of 0.5 in the period until 2024 and is then expected to increase again. This will not be a problem, given the funding options available to the University.

## 3. Profitability

Profitability is defined here as the result from ordinary activities / total income from ordinary activities * 100%. A small positive average operating result (between 0% and 3%) is necessary to ensure the continuity of the organization. An incidentally high operating result requires explanation, and a structurally high operating surplus is undesirable from a societal point of view. The UG's profitability will temporarily be deliberately below the norm in the coming plan period as a result of the required investments in teaching, research and accommodation. Positive results are expected again from 2025.

## 4. Resilience

The UG's resilience ratio (equity / total revenues * 100%) is currently relatively high at 78%. This key figure indicates that there is scope for investing in new developments. The resilience ratio will therefore decrease in the coming years. The minimum ratio was set at 15% for the faculties and service units, based on their risk profile. The minimum ratio for the University as a whole is 50% (the sector average).

## 5. Contract income

External revenue increased in 2021 following a drop in project revenues in 2020 as a consequence of the start of the coronavirus pandemic, which caused several projects to be paused or delayed. The share of contract revenue (total income arising from work for third parties / total income * 100%) in 2021 was 20.3% and will increase to 21.5% in the long-term perspective. This is below the target of 30% that the UG has set for itself. The question of why the revenue fell behind the target was investigated in 2021. It was established that academic performance was on par with that of other universities. The number of PhD students, including scholarship students, increased, as did the number (and percentage) of academic publications. However, after the target had been established, the introduction of the PhD Scholarship Programme Experiment, the implementation of stricter guidelines for rounding off and managing projects, and changes in the accounting method led to a decreasing market share of contract revenue. The target of 30% is thus rather high and should be adapted.

## 6. Accommodation costs

This ratio ((total accommodation costs + depreciation) / total costs * 100%) includes accommodation costs as well as depreciation costs. The depreciation costs relate to investments in buildings, fitting-out, and equipment. The University's accommodation costs are currently relatively low. In 2021, the ratio was 10.3%. As a result of the qualitative improvements that will be realized with the implementation of the strategic real estate plan, accommodation costs are expected to increase to 15%, and then decrease slightly in subsequent years.

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| FINANCIAL * | Alert value IvhO | Universities | UG realisation | | UG prognosis | | | | | Target |
|---|---|---|---|---|---|---|---|---|---|---|
| | | 2020 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | |
| solvability | n.v.t. | 0,47 | 0,64 | 0,64 | 0,64 | 0,56 | 0,51 | 0,50 | 0,50 | > 0,50 |
| solvability 2 | < 0,3 | 0,53 | 0,69 | 0,69 | 0,69 | 0,61 | 0,56 | 0,54 | 0,54 | > 0,3 |
| liquidity | < 0,75* | 0,97 | 1,26 | 1,08 | 0,55 | 0,51 | 0,50 | 0,51 | 0,53 | > 0,50* |
| absolute size of liquidity | < € 2,0 mln | n.v.t. | 249 | 202 | 48 | 36 | 35 | 38 | 43 | > € 2,0 mln |
| profitability | n.v.t. | 1,6% | 2,1% | 2,1% | -2,3% | -0,7% | -0,1% | 1,0% | 1,7% | 0% < > 3% |
| resilience | n.v.t. | 48,8% | 83,7% | 78,2% | 74,7% | 72,8% | 71,8% | 71,6% | 72,0% | > 50% |
| contract revenues | n.v.t. | 24,7% | 20,3% | 20,3% | 21,4% | 21,6% | 21,5% | 21,6% | 21,5% | > 30% |
| housing costs | n.v.t. | 12,4% | 10,3% | 10,3% | 12,3% | 13,2% | 14,0% | 14,5% | 14,7% | < 15% |

In 2021, the signalling value was increased (one time) by IvhO to 0.75, where institutions are not expected to hold liquid assets in accordance with this value. The Education Inspectorate has not explained the reason for the increase in the liquidity ratio in terms of content. Based on the same substantive argumentation used by the VU, it has been suggested in Universities of the Netherlands to the Inspectorate that a category of 'very large' (to which all UNL universities belong) be created, whereby the liquidity ratio would be reduced to 0.5. The Inspectorate is considering this suggestion. Source: DUO

Signalling value for possible excessive equity capital
Since 2020, the Dutch Inspectorate of Education has used a signalling value as a norm for how much equity capital an education institute may reasonably need, bearing in mind the financing function of public equity and the buffer function for financial risks. The 2021 norm for the UG was € 857 million. The actual (public) equity capital was € 610 million, which was well below the norm. The UG expects to remain well below the norm in the plan period as well, as a result of planned investments in tangible fixed assets and temporary negative operating results.

## 11.3 Internal risk management and control system

The UG is investing significantly in the quality of teaching and research and in creating the appropriate conditions. The latter means investing in staff, accommodation and business operations systems, among other things. This is unavoidable in a competitive environment, but it also entails risks. In the course of 2019, the start-up process for risk management was completed at institutional level, whereby the 10 biggest risks within the institution as well as priorities in risk management were identified. As a consequence of the worldwide coronavirus pandemic and the lockdowns in 2020 as well as 2021, this process was not continued. Instead,

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risk management within the institution was linked to the national Integrated Safety in Higher Education (IV-HO: Integrale veiligheid hoger onderwijs) programme, which was initiated by the UNL umbrella organization with external support from the COT Institute for Safety, Security and Crisis Management. In 2021, this programme elaborated and reported on nine national risk-related themes in higher education.

## Risk management and control system

The main building blocks of the UG's internal risk management and control system are the governance structure, the UG Strategic Plan and the annual planning and control cycle in combination with the financial Strategic Key Figures as established by the Supervisory Board (see Section 11.2).

The UG's governance structure is described in detail in the Administrative Regulations. The University relies on a governance model of decentralized comprehensive management. The Faculty Boards are mandated with duties and powers relating to teaching, research, and operations. The University's strategic course is laid down in its new Strategic Plan for 2021-2026, which was approved in 2021.

In order to assure that the strategic goals are achieved in cohesion, a central fact sheet will be prepared in consultation with the Faculty Boards, supplemented with faculty-specific indicators. The indicators that have been formulated are derived as directly as possible from the University's strategic course, and their development is discussed at least once a year in the administrative meetings between the Board of the University and the Faculty Boards and service unit managements.

The UG links its strategy and activities in research, teaching and valorization to the deployment of resources by means of a planning and control cycle. The Board of the University determines the financial planning and control cycle on an annual basis. This is part of the University's PDCA cycle. The planning and control cycle specifies how, and according to which principles, frameworks and formats, the budget will be drawn up and adopted in a long-term perspective.

The cycle also specifies how and in what format the faculties and service units will provide quarterly information to the Board of the University on results and changes to the outlook. This information includes notable developments that may have occurred, the risks they foresee, and any related measures or activities that have been planned or implemented. These reports are discussed when necessary by the Board of the University, the Faculty Boards, and the management of the service units, in the context of fulfilling the agreements and realizing the ambitions with regard to research, teaching, and societal impact.

University-wide risk management was initiated in 2019 by the financial column when UG Finance & Control started an inventory project within the University. Exploratory talks were held, for example, with the Faculty of Economics and Business about risk management at the Faculty (best practice), and consultations about risks (risk attitude/appetite) were held with several key stakeholders within the UG. The start-up process for risk management resulted in a UG-specific model for risk inventory and risk classification as well as a University risk profile, including management decisions regarding risk attitude, in mid-2019.

The Board of the University wanted to take a further step to embed risk management, risk policy, and risk awareness more structurally into the comprehensive decision-making process to ensure continuity, even in the event of a future crisis. This resulted in a rollout to the local units, which was implemented as soon as the 2021 institutional budget was approved. This included formulating KPIs in the PDCA cycle. Risk management is a permanent agenda item in the semi-annual administrative meetings between the Board of the University and the Faculty Boards and service unit managements.

In addition to structurally discussing the risk element during the semi-annual administrative meetings and embedding KPIs in this field in the PDCA cycle, the UG also participates nationally in updating the threat assessment for higher education under the auspices of the UNL umbrella organization. To this end, an Integrated Safety in Higher Education platform (IV-HO: Integrale Veiligheid voor Hoger Onderwijs) has been established, focusing on nine risk-related

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themes that each institute of higher education should include in its periodic reports on risk management. The platform describes an integrated approach to safety, knowledge security and risk-related themes. The advantage of a process-based approach with themes is that inventories can be kept practical and manageable ('PDCA-proof').

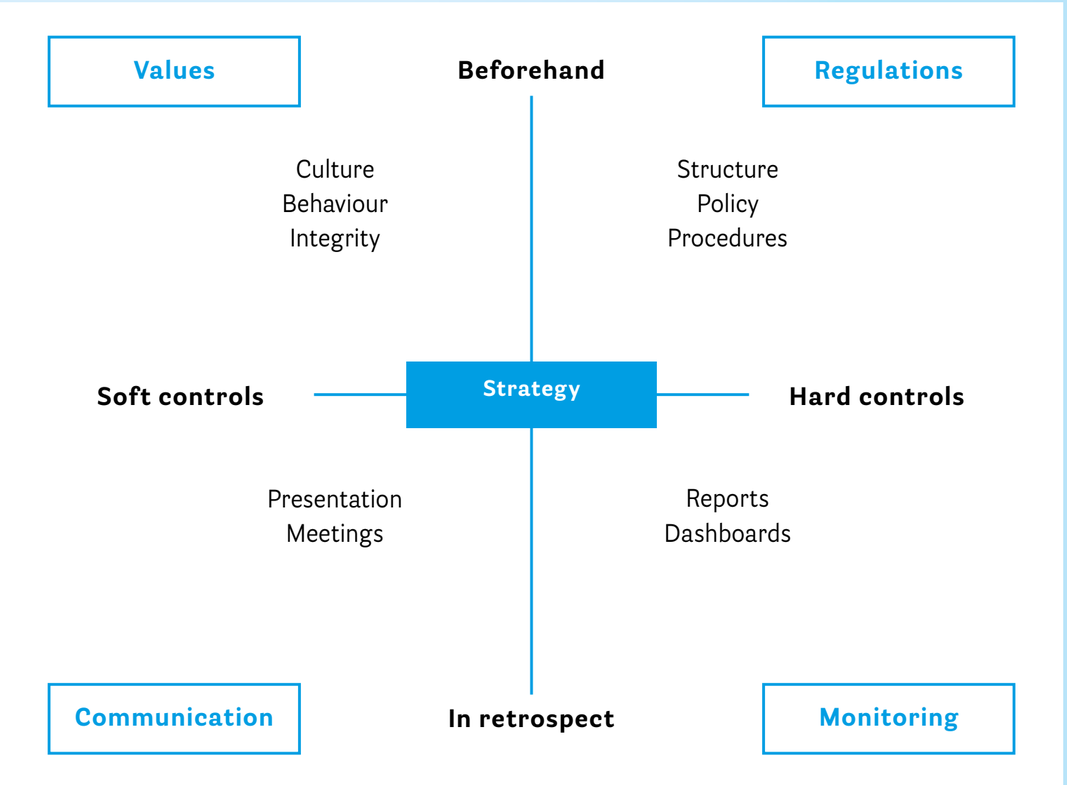
The UG-wide IV-HO inventory was completed in 2021 and resulted in a UG instellingsfoto (institutional photograph) of the risk and threat assessment. Following administrative decision-making, in autumn 2021, the Board of the University decided to appoint the following three themes as spearheads requiring deeper analysis in 2022: the theme of cyber security and privacy, which is being reported on to the Board of the University once every quarter, as well as the themes of social safety (with students and staff members and stakeholders) and knowledge security (protection of intellectual property and academic knowledge). Three separate working groups have been set up to function as drivers and owners of each theme and regularly report on them to the Board.

## Organizational structure

In managing the risks, the University of Groningen relies on a chain of four organizational links. Operational line management is the first link. The second link is formed by central as well as local controllers setting up and monitoring internal controls. The third link relates to the independent central internal audit department, which assesses the role of the first and second links. The fourth and final link is formed by the external auditor. In addition to governance and the planning and control cycle, the University has rules and procedures in place aimed at identifying and mitigating the risks, and at achieving its strategic goals – naturally with due observance of the applicable laws and regulations. Structured spend analysis for the purpose of assessing the legitimacy of procurement is an example of such a procedure. The University has an Audit Charter as well as Treasury Rules that comply with the investments, loans and derivatives scheme for educational and research institutes (Regeling beleggen, lenen en derivaten OCW 2016).

## Integrity Programme

Risk management goes beyond complying with regulations and implementing hard controls. The behaviour of people is crucial for effective risk management. Therefore, the UG wants to foster a culture of 'soft controls', in which integrity underlies all actions, mistakes are admitted and discussed, and employees can hold each other accountable. To this end, the UG started an integrity programme targeted at all academic and support staff, board members and managers (see Chapter 8).



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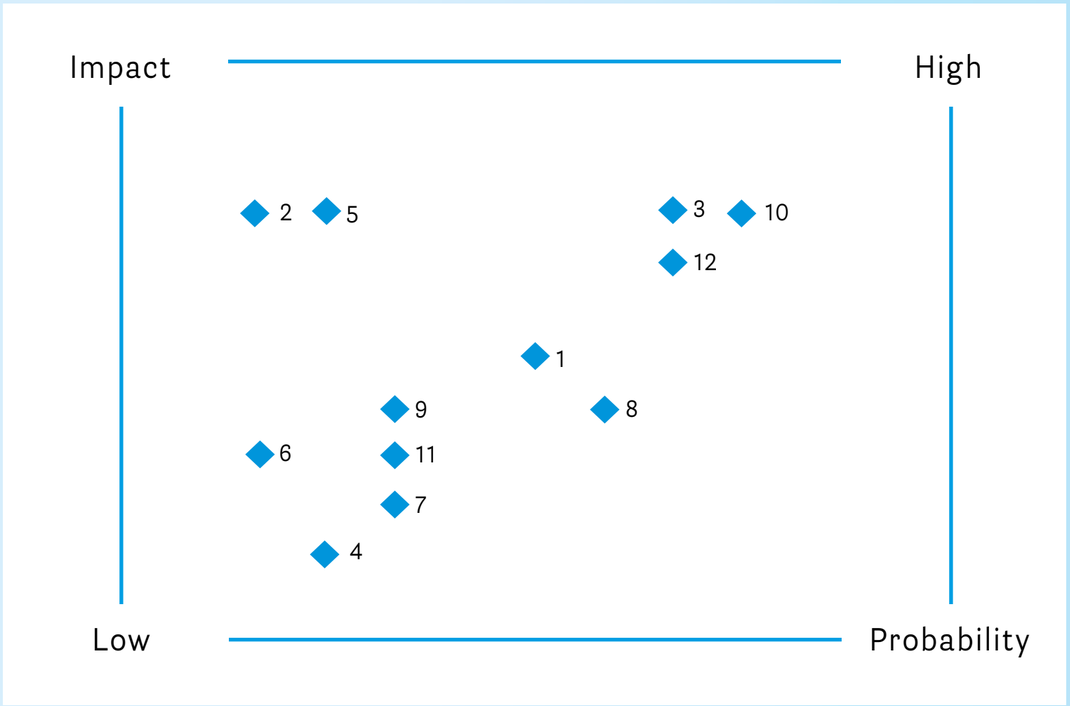
The internal risk management and control framework described above is shown in the diagram below, which distinguishes between hard and soft controls, and between ex-ante and ex-post internal controls.

## 11.4 Risks and uncertainties

The following is an overview of the most important current and structural themes that the Board of the University of Groningen devotes attention to due to possible risks, including the measures taken to limit these risks. The risks are quantified as much as possible.

The degree to which control measures are taken is based on a risk assessment, analysing the likelihood that a risk will occur and the impact any consequences will have. The outcome of this risk assessment is represented visually in the diagram below.



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| Subjects | Label | Uncertainty and risks | Measures |
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| 1.<br>Labour market and labour conditions | Current | Retaining and recruiting high-quality staff is essential for the continued success of the University and for the achievement of its strategic objectives. The increase in student numbers makes this theme extra important. There is a lot of competition on the labour market, and other universities are seeing the same additional demand for high-quality personnel. The inability to attract or retain talented academic staff entails major risks for the UG's market position in both teaching and research. This theme also touches upon the risk of excessive work pressure, which could lead to long-term absenteeism as a consequence of burnout. | The UG invests in a number of programmes to attract and retain talented academic staff (WP). These include, for example, the Dual Career Support project for partners of talented WP, the Rosalind Franklin programme and Aletta Jacobs chairs for female WP and the Young Academy Groningen for young WP. With regard to the workload, the UG will continue to invest in extra WP in the coming years, from its own reserves and through the use of funds from the student loan system. |
| 2.<br>Integrity | Current | Integrity is essential for confidence in the University and the science it conducts. Violations of academic integrity entail a risk of financial damage and of long-term reputational damage. | The UG has an integrity programme aimed at both support staff and academic staff. The programme devotes attention to cultural aspects as well as to procedures and the way the organization is set up ('soft controls'). It contains interactive elements, such as workshops and training sessions, as well as information provision. |
| 3.<br>Knowledge Security | Current | Almost all vital processes and services at the University rely on information systems. It is essential that these systems are secure. The continuous threat of digital knowledge espionage and cybercrime has continued to increase substantially in recent years. | The UG has drawn up an Information Security Master Plan, consisting of aspects such as UG-wide implementation of multifactor authentication, intensive monitoring and threat intelligence, resilience testing by ethical hackers and programmes to raise awareness. The measures included in this plan are being implemented at an accelerated pace in response to the recent increase in the threat level. They will also help to strengthen and facilitate the digital security of intellectual property, academic knowledge, research results, and innovation for researchers. The UG aims to become more resilient against cyberattacks. In addition, a Knowledge Security Desk is currently being developed, where staff as well as students can address their questions and comments about knowledge security. |
| 4.<br>Cyber Security and Privacy | Current | The recent ransomware attacks on Maastricht University and NWO increase the risk of a cyberattack at other universities, including the UG. In May 2018, the new Data Protection Act (now the General Data Protection Regulation (GDPR)) came into force, which places a heavy administrative burden on the administrative processes within the University. Failure to comply with the new legislation can result in financial penalties and damage the UG's image as an employer and public entity. | The UG has increased its investments in cyber security. The CIT is treating the security of networks as a priority. Several internal audits were carried out over the past year, for example, by Fox IT. The Board of the University processes updated security reports from the CIT once every quarter, and existing plans in the field of network security and privacy are being implemented at an accelerated pace. The UG has appointed a central Data Protection Officer to monitor the activities across the units. Each unit has a privacy and security coordinator, who is responsible for raising awareness and creating a register for the processing of personal data. |

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| 5.<br>Building Safety | Current | The earthquakes caused by gas extraction in the province of Groningen have several risk aspects. The first aspect is the safety of staff and students in the University's buildings. The second aspect is the financial implications of alterations that might have to be made to existing buildings, and of the additional investments in reinforcements required for new buildings as a result of stricter construction standards. If earthquakes become a structural problem in the city of Groningen, the continuity of operations is at risk, and the image of the University could suffer as well.<br>Another risk is posed by the war in Ukraine. This could affect the intended reduction in gas extraction in Groningen because the Cabinet includes the security of supply to consumers in all its considerations. The Bescherm- en Herstelplan Gas (gas protection and improvement plan) will come into effect as soon as a shortage of gas occurs. According to the Cabinet, additional extraction from the Groningen field could then be considered once all other possibilities have been used. | The Cabinet has proposed a new 2021-2022 Groningen Gas Field (draft) decree with measures to reduce the seismic threat related to gas extraction by reducing and ultimately discontinuing gas extraction in the Groningen gas field. According to the Cabinet, this will be a good way to improve safety in Groningen in the short term.<br>The UG is also making extra efforts in developing real estate projects aimed at limiting the consequences in the event of an earthquake. The NAM will reimburse part of the related additional costs of several projects. |
| 6.<br>Reputational damage | Structural | The way in which stakeholders view and value an organization is defined as its (corporate) reputation. Our reputation is the overall impression that all stakeholders, including staff members, students, researchers, press, politics and surroundings, have of the UG. As such, this reputation says something about the level of connection between the UG and its surroundings. Organizations influence their reputation through their behaviour, products and communication. All members of an organization contribute to its reputation. This is why public organizations such as the UG are particularly vulnerable to reputational damage, mainly on the grounds of substantive issues and behaviours, such as those described above under other themes, but also on the grounds of communicative misconceptions. | The UG pursues a targeted, consistent policy in its communications, in which maintaining a good reputation and image forms an important starting point. Emphasis is placed on aspects such as diversity and compliance with the code of good governance, as well as on evaluating staff adherence to the regulations concerning additional activities. |
| 7.<br>Student numbers | Current | The University of Groningen is – and will remain – an attractive university for students because it offers a range of high-standard, feasible degree programmes and excellent facilities. In order to continue offering these programmes and facilities, it is important to maintain the number of registered students. The UG has experienced an increase in student numbers as a result of both the coronavirus pandemic and Brexit. This may result in an insufficient availability of lecturer capacity and teaching facilities. On the other hand, the number of Dutch first-year students is expected to decrease as a consequence of demographic developments. It is also noted that the universities in the Randstad conurbation are attracting Bachelor's graduates from the UG for the Master's phase, mainly because of the career prospects in that region. | In order to manage the short-term intake numbers, the UG decided to convert from fully online teaching to a concept of blended learning starting in the 2021-2022 academic year. This system will require students to be physically present in Groningen for certain components of their degree programme – although, needless to say, the relevant national coronavirus measures, which the UG is fully conforming to, will always apply. At the same time, the UG wishes to be an international, global university, which also welcomes foreign students and staff members. The UG remains true to its Northern roots. The Board aims to promote regional collaboration within the northern Netherlands (University of the North) and also seeks collaboration with north-west Germany. Finally, the UG has chosen to invest in additional profiling of Master's programmes. |

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| 8.<br>Research funding | Current | It is unsure whether the coronavirus pandemic will affect the financial position of companies, organizations and partners of the University, which may, in turn, have an impact on indirect government funding and contract research. The pandemic could have negative consequences for the future order portfolio for externally funded research projects. Uncertainties with regard to research funding also include incidental (i.e. ad hoc) cutbacks by the government, but also a shift in the allocation of research funding in favour of the Top Sectors, the development in EU research funding, and the number of organizations that can apply for this. These factors have an impact on higher education and academic research. The University's reduced ability to attract contract-research activities also poses a risk. The impact of all these factors could mean that the projected annual growth of external revenues (teaching and research for third parties) will not be realized. | The developments in external revenues and the contract portfolio are monitored and reported to the Board of the University every quarter or as often as necessary. The financial risk in the short term is limited, as lower research revenues are proportionally offset by lower research expenses. The long-term risks are greater because this could affect the position of the University, nationally as well as internationally. The Board and Supervisory Board are therefore paying particular attention to the relatively declining share of external revenues in relation to the University's total revenues. The underlying causes and possible control measures are regularly discussed. |
| 9.<br>Social Safety | Current | The important theme of social safety for students and staff shows the extent to which students and staff at the UG feel, and are, safe and protected against threats to social safety caused by human behaviour and/or actions. Aspects such as inappropriate, worrisome behaviour and/or bullying are discussed within this theme. | The UG has increased the amount of attention paid to the theme of social safety in response to the national Integrated Safety in Higher Education inventory project. A working group led by an organization expert was established in late 2021 to flesh out this important theme. Members of the working group include the Diversity & Inclusion Officer, the UG Confidential Advisor, the student assessor of the Board of the University, the Ombudsperson, and HR. The working group will present a more concrete plan, explaining the coherence between all the topics, in the spring of 2022. |
| 10.<br>Government policy and funding | Structural | Government policy on higher education is changeable. These changes outpace the lead time for the measures required to realize the new ambitions, such as the NPO. This may affect the University's own plans. As regards government funding, the UG has identified risks in possible cutbacks to control government funding after all the coronavirus measures taken and in response to the effects of geopolitical turmoil. For example, it is not clear whether and, if so, to what extent the substantial increase in energy prices will be compensated by the Ministry in 2022. In addition, specifically earmarking government resources limits the University's autonomy. | Against the background of changing government policy, the University – and with it, the faculties – has laid down its own ambitions in the new Strategic Plan for 2021-2026. In close consultation with consultative participation bodies, a new balance has been found between the pluralism desired and the required positioning of the University as a whole. Information regarding issues whose developments in legislation are relevant to the University is regularly exchanged with the government. If developments are identified promptly, timely measures can be taken. The fact that wage and price developments are only partly (or not at all) compensated and the increasing costs of meeting statutory obligations are being offset by more efficient and effective organization of the activities that support the primary process in particular. At year-end 2021, the UG was sufficiently resilient to temporarily accommodate any financial setbacks. |
| 11.<br>Institutional accreditation | Structural | For universities, accreditation is a prerequisite for obtaining public funding and being able to provide a government-recognized diploma and associated degree. Obtaining accreditation is therefore essential for the continued existence of the University in its current capacity. | At the University, quality assurance is organized both centrally and decentrally in close collaboration with all stakeholders. The PDCA cycle is administratively embedded in the semi-annual administrative meetings between the Board of the University and Faculty Boards, ensuring that monitoring and quality assurance is a structural activity. |

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| 12. Long-term Accommodation Plan | Structural | The University has drawn up an ambitious long-term accommodation plan. The total estimated investment for the period to 2027 is € 600 million. This entails risks for the size of the investments (price developments in the construction sector), the University's liquidity position and future operating costs. | The investment plan is a guiding framework that is updated annually, whereby the link with the liquidity position and future operating costs (incl. accommodation ratio) is established. Implementation of each aspect of the plan is subject to individual scrutiny by the Board of the University. Projects are monitored in terms of their cost, lead time, scope and quality. The Board of the University will be informed every three months (or more often if necessary) about the progress. The possible options for the UG to borrow resources were explored with several financial partners in mid-2021. The UG intends to definitively establish the loan facility in 2022. |

## 11.5 Current major developments

The Russian invasion of Ukraine in early 2022 and the subsequent humanitarian crisis have shocked the University community. All Dutch universities, universities of applied sciences and academic hospitals have suspended collaborations with educational and knowledge institutions in Russia and Belarus. No further financial transactions will be completed, and no data and knowledge exchanged. In addition, no new collaboration projects will be initiated, and researchers from institutions in Russia and Belarus are no longer welcome as referees or committee members to assess research proposals. Within the UG, for example, the Netherlands-Russia Centre and the Centre for Russian Studies will be affected. In addition, all non-university ties with Russia have been suspended as from 1 March 2022. This means, among other things, that the collaboration with the Russian gas company Gazprom in the New Energy Coalition has ended.

The exact financial impact of these measures is not yet clear. It is, however, clear that the high inflation rate, the strong increase in prices for products such as gas, electricity, and raw materials for the construction sector, and the increasing delivery terms will have consequences for the UG. Planned investments in real estate will have to be recalculated, and we will have to take higher depreciation costs and energy expenses into account. Interest rates may also increase as a result of the UG's intention to attract external funding. In addition, the UG will have to further raise the efficiency of its energy use and make more use of hybrid working and blended learning. The situation in Ukraine may also affect the numbers of applications from students from Russia, Belarus and Ukraine. It is not yet clear whether Russian and Belarusian students can indeed register, given the sanctions imposed. However, the UG is ready to receive students and staff members from Ukraine, partly depending on national policy in this field.

An Emergency Fund was set up shortly after the Russian invasion, through which the UG is offering financial support to Ukrainian, Russian, and Belarusian students who are experiencing financial consequences of the sanctions and restrictions imposed by the international community. The financial support is intended for living expenses and is provided in the form of an interest-free loan of up to € 900 per month. The current support scheme will apply for a period of six months. The Ministry of Education, Culture, and Science has given permission to use public resources to create provisions for this purpose. The UG currently contributes € 0.4 million to the Emergency Fund. The Groningen University Fund (GUF) and the Ubbo Emmius Fund (UEF) may also join the Emergency Fund, depending on the numbers of requests.

The Cabinet has reserved an additional structural amount of € 700 million in the coalition agreement to compensate for the structural underfunding of universities that was observed in a study conducted by the PwC accountancy firm. The situation in Ukraine could result in the Cabinet adjusting the coalition agreement, which could have consequences for the compensation for higher education.

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The new 2021-2026 Strategic Plan was completed in 2021 and approved by the Supervisory Board. The process was executed with input from all departments of the UG as well as relevant stakeholders outside the University. It is an ambitious plan for the coming years, with key points such as interdisciplinary Schools and the University of the North.

The coronavirus pandemic continued to seriously affect business operations in 2021. In 2021, the UG started the UG Support Plan (Ruggesteun). The central idea behind this project was to actively ask faculties, lecturers, students, and experts from domains such as the Teaching Academy Groningen about how the UG should go about improving teaching quality in the coming years against the background of strongly increased student numbers. Emphasis is placed on the teaching process and student and lecturer wellbeing. The UG Support Plan is also an elaboration of the UG's strategy to further improve teaching standards and, for example, work towards blended learning. A parallel, separately funded project currently running via the 'Lessen the Work' committee is also aiming to reduce the workload. The UG Support Plan is financed from NPO Teaching resources as well as the additional revenues from increased student numbers, and will run from 2021 to 2023. The contours and principles of hybrid working also became visible in 2021.

Incidentally, the financial impact of the coronavirus pandemic remained limited in 2021. The effects were mainly visible in the travel and accommodation expenses that were still lower in 2021, and in increased costs of developing online teaching and facilitating working from home. The resources from the National Education Programme (NPO: Nationaal Programma Onderwijs) were categorized as non-normative by the Ministry of Education, Culture, and Science. This means that any resources not used in 2021 can be recorded on the balance sheet and will not affect the operating result. The NPO Teaching resources can continue to be spent in 2022 and 2023. The NPO Research resources can be spent until the end of 2024, on condition that the research delay was incurred in 2020. This latter aspect is still being discussed with the Ministry of Education, Culture, and Science because researchers were still incurring delays as a consequence of coronavirus measures in 2021.

In addition to NPO resources, the UG also received resources for extra classroom assistance in the form of coronabanen (coronavirus positions), compensation for the rapid growth in student numbers, and compensation for the halving of tuition fees in response to the study delays that students incurred as a consequence of the coronavirus pandemic. The crisis will not affect the UG's continuity, as its financial position is still stable.

The increase in student numbers continued in the current academic year, although it was less than the national increase. The increase is continuing to put pressure on the universities. Government funding per student has been decreasing for years, and work pressure among staff is increasing. The coalition agreement includes substantial investments in academic teaching and research. These will have to be used to get the basics back on track and reduce work pressure. UNL is asking the government to provide additional possibilities to steer international student numbers, as it is expected that, without any extra measures, student numbers at universities will continue to increase in the coming years.

The consequences that all the above-mentioned developments have for the UG's housing are taken into account in the strategic real estate plan. The real estate investment projects may have a major financial impact on the University. The University has an ambitious strategic real estate plan. One of the UG's most important investment projects is the construction of the Feringa Building. The frameworks for the new strategic real estate plan (SVP: strategisch vastgoedplan) were approved by the Board of the University in 2020. Within these frameworks, the investment plan was thoroughly revised in 2021 and tailored to the UG's 2021-2026 Strategic Plan. As a result, sustainability has become an integral part of the SVP and the investment plan. In order to keep the total accommodation costs under control, the principle of total cost of ownership will be applied to an increasing number of construction and renovation projects, for example, the Healthy Ageing Campus and the Feringa Building. Due to the impact of future real estate investments, developments in the construction market and the associated risks, management of the real estate process has been strengthened.

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In 2021, an exploratory study was initiated into attracting external funding with an eye to the future financing needs as a result of real estate investments. The possible options were explored with three large banks and the Ministry of Finance. It was decided to acquire the necessary external funding via 'treasury banking'. The Central Government Real Estate Agency (Rijksvastgoedbedrijf) has completed its valuation of several selected collateral objects, and the formal application will follow at a later date. Given the UG's current liquidity position, external funding will probably not have to be used yet in 2022.

Within the framework of integrated safety, the UG has drawn up plans to accelerate the University-wide increase in maturity level for information security (according to the SURF/NOREA standards) and for privacy (according to the CIP standards) in 2022. This higher maturity level is necessary to protect confidential information and personal data as best as possible and to prevent incidents. A budget of over € 6 million has been made available for implementing these plans.

## 11.6 Reporting by the supervisory body (B3)

In accordance with statutory requirements, the Supervisory Board serves as the supervisory body of the University. The Board of the University requires approval from the Supervisory Board for several documents, such as its Strategic Plan, the Annual Report and the Annual Financial Statements. The Board of the University keeps the Supervisory Board informed of the most important developments and matters at the University. The members of the Supervisory Board are independent and are appointed by the Minister of Education, Culture, and Science.

The Supervisory Board met five times in 2021. Many current topics were discussed with the Board of the University. The consequences of the coronavirus pandemic for teaching and research as well as for the University's financial situation were a regularly recurring agenda item. In addition, the establishment and implementation of the UG Support Plan and NPO were also discussed several times. The Supervisory Board also closely monitored whether the funds from the quality agreements were used effectively and in good time. One particularly noteworthy moment was the positive assessment of the UG Quality Agreements pilot by the NVAO.

The most important other subjects discussed were: the 2021-2026 UG Strategic Plan and the governance model in relation to the Schools and the University of the North; the strategic real estate plan; integrated safety, information security and cyber risks; capital borrowing in light of large-scale construction activities; developments in the construction of the Feringa Building; student intake and how to deal with the increase in numbers as a broad-based classical University; strengthening the relationship with central consultative participation bodies; appointing an Ombudsperson for staff and students of the University; conversion of the new business operation system from project organization to management organization; the legitimacy of tenders; the restructuring of the Office of the University; the 2022 classification with regard to the Executives' Pay (Standards) Act; extension of the contract of the UG's external auditor; the recruitment procedure for a member of the Supervisory Board, and the reappointment of one of the members of the Board of the University.

Finally, attention was also paid to the Code of Good Governance for Universities. An investigation was held at the request of the Supervisory Board to examine to what extent the UG still satisfied this code. The conclusion was that the working methods of the UG, and in particular its administrators, satisfy the most important points of the code and are set out in regulations. The Supervisory Board has formulated recommendations, which will be worked out. The recommendations concern principles 2 and 8 of the code as well as the implementation of the code in the existing PDCA cycle via the annual report and the quarterly financial reports. Principle 2 sets out that as of 1 January 2022, all checks for compliance with claims rules and working methods that apply to members of the Board of the University will also apply to Faculty Board members. Principle 8 requires the UG to substantiate any existing financial and/or administrative involvement in legal entities and partnerships in the UG strategy. The UG will develop policy to this end.

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Part of the Supervisory Board's preparatory work took place in both the Finance and Quality Assurance audit committees. The audit committees met four times in 2021.

The UG Annual Financial Statement for 2020 and the Annual Report for 2020 were approved by the Supervisory Board on 14 June 2021. Throughout 2021, the Supervisory Board regularly studied the analysis of quarterly financial results, including prognoses for the remainder of the financial year and real estate reports in accordance with the UG's PDCA cycle. Based on these reports, the Supervisory Board has positively assessed the effective spending of resources, and has been able to monitor developments in the field of staffing and vacancies, internal project management, quality agreement, work pressure, and investments in real estate. On 13 December 2021, the Supervisory Board approved the Institutional Budget for 2022 (long-term perspective) following a positive recommendation from the University Council.

For the other subjects discussed by the Board in 2021, please see the Report of the Supervisory Board, which is included at the beginning of the 2021 Annual Report. The Supervisory Board is of the opinion that the principle of independence was respected in the performance of its duties during the year under review. In view of the topics discussed in 2021, the Supervisory Board has fulfilled its duty to monitor all the efficient use of finances.

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# 12. Analysis of annual results




Coenraad Bron Center
(foto VGI)

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# 12. Analysis of annual results

The coronavirus pandemic continued to have major effects on the lives of students, researchers, and other staff members in 2021. Just like in 2020, the UG had to scale up and scale down activities several times in response to government measures. Needless to say, this once again greatly affected teaching and research. In early 2021, the Board of the University, therefore, decided to launch the UG Support Plan (Ruggesteun). The UG Support Plan focuses mainly on the teaching process and on student and lecturer wellbeing, and is also an elaboration of the UG's strategy to further improve teaching standards and, for example, work towards blended learning. A parallel, separately funded project currently running via the 'Lessen the Work' committee is also aiming to reduce the workload. The budget for the UG Support Plan amounts to approximately € 23 million for a period of 36 months.

In 2021, the Cabinet initiated the National Education Programme (NPO: Nationaal Programma Onderwijs). The NPO makes substantial amounts of funding available to enable knowledge institutions to address the consequences of the coronavirus measures for teaching and research and to support students who are facing difficulties. Within this framework, in 2021, the UG received a total of € 5.1 million for student support, to address study delay and dropout in teacher-training programmes as a consequence of internship shortages, and to provide support and guidance in the field of medical fellowships.

The NPO also made funds available for research. These funds are intended for extending appointments of temporary staff members who have incurred delays in their research as a consequence of the coronavirus pandemic. The UG received € 4.1 million to this end in 2021 (UMCG O&O also received € 4.1 million via the contribution for the werkplaatsbijdrage).

In addition to NPO resources, in 2021, the UG also received € 15.6 million in other resources to compensate for the growth in student numbers. Part of these resources and the NPO Teaching resources for student support have been used to finance the UG Support Plan, as the aims of this plan tie in seamlessly with those of the NPO.

The consolidated result for 2021 is € 17.4 million. The result related to turnover, the profitability, is 2.2%. This falls within the margins that were set as target figures for the result at institutional level (between 0 and 3 per cent of turnover). A result of negative € 10.6 million was budgeted for 2021. This means that there was a positive difference of € 28 million.

The limitations posed by the coronavirus pandemic are still highly visible in the figures for 2021. Travel and accommodation expenses, conference fees, laboratory expenses, printing costs, and catering expenses, in particular, are still substantially lower. Even though lower budgets for these expenses were taken into account when the budget was drawn up in mid-2020, the measures continued for longer than was expected at the time. Some of these expenses are still expected to be moved to later years.

In 2021, the UG received significantly more government funding than was included in the budget for 2021. All NPO resources that were not spent in 2021, for example, as a consequence of vacancies that were not yet filled and positions that were not yet extended, have been placed on the balance sheet and will not affect the operating result. Filling vacancies and extending positions within the framework of NPO resources, the UG Support Plan, and intake resources transcend calendar years. The financial effect of the vacancies that were filled

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in 2021 will not be fully expressed in figures until 2022. In addition, not all vacancies could be filled in 2021.

All faculties except the Faculty of Theology and Religious Studies and the University College Groningen achieved higher results than budgeted. UMCG O&O's result was significantly higher, mainly due to the result of projects that was higher than budgeted. This, in turn, was partly due to the release of most of the COVID-19 provision for projects, thanks to the allocation from the NPO Research section. In addition, partly as a consequence of the coronavirus, a delay occurred in the implementation of investments in the Faculty's research strategy. The Faculty of Science and Engineering (FSE) also achieved a higher result because certain costs turned out to be lower due to the coronavirus restrictions that continued for longer than expected. The 2021 results at the faculties of Law, Arts, Behavioural and Social Sciences, and Economics and Business were also higher than budgeted.

The 2021 results of the Office of the University, real estate activities, and the CIT were disappointing. In 2021, the Office focused on transitioning to a more resilient, better manageable Office that would be able to work in an even more interdisciplinary way. To this end, external organization advisors and other temporary staff were hired, which had insufficiently been taken into account in the budget. In addition, extra staff also had to be hired at the Office in response to problems caused by the introduction of AFAS, work pressure, and illness. The increase in temporary staff was also the main cause for the higher deficit at the CIT. Finding qualified staff has turned out to be difficult in the current labour market. The higher deficit in real estate activities was caused by the significantly higher maintenance costs and an unforeseen allocation to the environmental provision.

The exact effect of the corona crisis in 2021 is difficult to estimate. In any event, the UG received a substantially higher state contribution in 2021. 16.3 million in intake funding was received. The Ministry of Education, Culture and Science brought this amount forward by a year and allocated it as from 2021. The resources were used to a very limited extent in 2021, in view of the recruitment capacity and labour market conditions. In addition, funds were received in the context of NPO. These funds were considered non-standard and could therefore, if not spent in 2021, be included in the balance. The part that is included in the 2021 exploitation is € 2.5 mln (see further chapters 3.10.5 and 5.6). Compensation was received for the € 11.3 million reduction in tuition fees, but this was offset by lower tuition fees. Finally, the UG carried out a quick test pilot for which it received € 0.7 million and a small amount was received for corona jobs. The UG received € 1.6 million from OCW/NWO (including UMCG R&D) for researchers whose research was delayed as a result of the corona measures.

Besides these higher revenues, the UG also had windfalls in expenses. As in 2020, travel and accommodation costs were substantially lower because of all the corona restrictions. This also applied to the costs of catering, laboratory, and printing. The construction of the Feringa Building was delayed, resulting in substantially lower depreciation, and the UMCG R&D had to deal with delays in the investment and research strategy because much attention continued to be paid to healthcare. Finally, at UMCG R&D, the COVID-19 provision for losses on projects formed in 2020 was released because of the allocation of NPO funds for research.

Higher expenses were incurred as a result of the allowance for working from home provided to employees. The higher expenses as a result of extending temporary contracts of WP could be absorbed with NPO funds received.

As noted earlier, some of the costs not incurred by Corona, for example deferred activities, delays in construction projects and extensions of contracts for temporary academic staff, are expected to be postponed to later years. The UG therefore assumes that Corona will also have a (negative) effect in future years as a result of these higher costs.

Taking into account each of the income and expense categories, the main reasons for the higher result are as follows.

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## Income

Government funding was € 41.6 million higher than budgeted and amounted to € 497.8 million (excluding the contribution for the UMCG as a place of work). The increase relates to the 2021 salary and price adjustment (€ 10.2 million), intake resources received (€ 16.3 million), the NPO resources that are not included in the balance sheet (€ 2.5 million), compensation for the decrease in tuition fees (€ 11.3 million), rapid testing pilot (€ 0.7 million), Dutch Studies (€ 0.3 million), and a Comenius Grant (€ 0.1 million). In addition, several grants for specific purposes were received from the Ministry of Education, Culture, and Science, to a total amount of € 1.3 million. This concerned coronabanen (coronavirus positions), a Tel mee met Taal language course grant, extra classroom assistance, and Epiffani. Finally, the unused SCOOP resources were placed on the balance sheet (-€ 1.1 million).

The University received € 9.7 million less in (non-statutory) tuition fees than budgeted. It was estimated that € 83.3 million would be received in tuition fees, whereas the actual figure was € 73.6 million. This lower amount can be explained by the fact that, even though the number of registered students increased by 2.8%, resulting in an increase in tuition fees, the Ministry of Education, Culture and Science decided to reduce the tuition fees for the 2021-2022 by half (and to half of that half for first-year students). This resulted in lower tuition fee incomes. Incidentally, the Ministry compensated for the reduction in tuition fees via government funding. In addition, no students started the preparatory year of the Medicine degree programme, and substantially more tuition fees were reimbursed to students who were ultimately unable to come to Groningen, partly due to the pandemic.

In view of the expected interest rate developments in 2021, no revenues were budgeted. The result in 2021 amounted to € 0.8 million. The UG currently has no loans. The interest charges accounted for in the annual accounts are related to the requirement, in accordance with the reporting regulations, to add interest to provisions. These charges, which are not included in the budget, amounted to € 0.1 million in 2021. The net financial income and expenditure amounted to positive € 0.7 million.

The income arising from work for third parties was € 25.1 million higher than budgeted and amounted to € 160.5 million. A decrease in income as a consequence of the pandemic and the duration of the recovery period was taken into account in the budget, but this did not become reality. Most faculties therefore achieved higher results than expected, in particular UMCG O&O, FSE, Law, and Arts.

The turnover from projects increased more strongly than was budgeted, with the exception of national governments and other non-profit organizations. In comparison with the 2020 results, income from international organizations (€ 5 million), national governments (€ 5.4 million), other non-profit organizations (€ 4.7 million) and businesses (€ 4.8 million) increased. The income from NWO decreased slightly (-€ 0.4 million), whereas that from KNAW remained virtually unchanged compared to 2020. Faculty turnover on contract teaching was lower compared to the 2020 results. The main reason for this was that, just like in 2020, no students started the preparatory year of the Medicine degree programme in 2021. Other income arising from projects for third parties, which mainly related to transactions between the UMCG O&O and the top technological institutes and some of the projects in process, was higher in 2021 compared to the 2020 results.

Other income was € 5.3 million lower than budgeted at € 57.2 million. Income from conferences, courses and symposia was higher, as was income from business services and royalties. However, other incidental income, mainly comprising SEO funds, revenues from summer schools, income from the Ubbo Emmius Funds and grants from the Province of Friesland, was lower. A comparison to the 2020 results shows a similar picture, with the exception of the royalties and other incidental income, which remained virtually unchanged. This also applied to rental proceeds.

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## Expenses

In 2021, the average staffing level was at 6,749.5 FTE; 303.8 FTE (5%) more than budgeted. Extra staff was, and still is, needed to address the high teaching demand and to implement the NPO/UG Support Plan, quality agreements, and measures to decrease work pressure. In addition, several temporary research appointments were extended because they had incurred delay as a consequence of the pandemic.

The wages and salaries, pension premiums, and social security charges were higher than budgeted (€ 32.4 million). Although the higher personnel costs mostly reflect the increase in FTE, they are also partly the result of a salary increase under the collective labour agreement in 2021, a one-off payment of € 650 for each staff member (who was employed on 1 July 2021) made on 1 September, and an allowance for working from home. These effects were not expected in the 2021 budget. These higher expenses are partly compensated for by the wage adjustments received (which were also not included in the budget and were part of the government funding).

In comparison with the 2020 figures, the average staffing level increased by 272.7 FTE to 6,749.5 FTE (+4.2%). Correspondingly, wages and salaries, social security charges and pension premiums rose by € 35.6 million to € 518 million. The increase is also the result of the previously mentioned salary increase and the one-off gross payment in accordance with the Collective Labour Agreement for Dutch Universities, increased pension contributions and social security charges, the incidental salary component, and the allowance for working from home.

Other personnel costs also turned out higher than budgeted for 2021, and remained virtually unchanged in comparison with the 2020 results. The net increase compared to the 2021 budget was € 16.4 million. This was mainly caused by the fact that more external staff was hired. In addition, the faculties and service units had insufficiently anticipated the changes in personnel provisions, and other personnel costs turned out higher. The latter increase was mainly the result of increased salaries as well as yet another increase in the reserve fund for holiday leave as a consequence of the introduction of the Dutch Public Servants (Standardization of Legal Status) Act (WNRA: Wet Normalisering Rechtspositie Ambtenaren), which sets out that supplements relieve hours remain valid for five years.

In 2021, the number of PhD students employed by the University amounted to 1,187.4 FTE, which was 6.7 FTE higher than budgeted. This is also an increase compared to the 2020 result, despite the continuation of the PhD Scholarship Programme Experiment at the beginning of 2020. The number of PhD students employed by the University increased by 27.8 FTE in 2021. Part of this increase is due to extension of the appointments of several PhD students who had incurred delays as a consequence of the coronavirus measures. The number of PhD scholarship students (including those who brought their own funding) rose to 1,024 in 2021 (2020: 934). In 2021, the number of academic staff rose again compared to 2020 by 181.9 FTE. Excluding PhD students employed by the University, the number of academic staff rose by 154.1 FTE compared to 2020. This was mainly due to the deployment of extra academic staff to deal with the high student intake, to implement the NPO/UG Support Plan, and to help decrease the work pressure. Support and administrative staffing levels also increased in 2021 compared to 2020 (+90.8 FTE).

The depreciation charges on tangible and intangible fixed assets were lower than budgeted (-€ 4.6 million), mainly because several construction projects were completed later than expected due to delays in execution. In addition, several units incurred delays in investment projects, for example as a result of the pandemic and tendering procedures.

Accommodation costs were € 17 million less than estimated. The decrease in accommodation costs was mainly caused by the fact that the budget included a shift between other accommodation costs and other costs. Needless to say, the actual costs were booked within the correct category under other costs.

The 2021 accommodation costs were higher than the 2020 result. All cost categories increased, with the exception of rental costs. Cleaning costs further increased as a consequence of the

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additional hygiene measures taken in the buildings in response to the pandemic. The costs of maintenance, energy, and water also increased again after having dropped in 2020 as a consequence of the lockdowns. The costs of taxes and levies further increased in anticipation of the upcoming immovable property tax assessment for 2020-2021 for the Feringa Building site and higher rated values of several UG buildings.

On balance, the total amount of other expenses came to € 1.2 million less than budgeted. The aforementioned shift in the budget between other accommodation costs and other costs of course also affected this figure. Without it, the difference between the result and the budget for other costs would have been bigger.

The purchasing costs for inventory and equipment (€ 4.7 million) were higher, and the allocation to other provisions was not foreseen in the budget (€ 2.3 million). On the other hand, the administration and management costs were lower than budgeted in 2021 (-€ 7.4 million). The other material costs on balance were almost in line with the budget (-€ 1.2 million), even though almost all costs covered by this category turned out higher than budgeted. This applied to the specific costs for teaching and research, which also include costs for PhD, the costs for advice and service provision, the costs for publicity, representation, and grants, and the other costs. However, just like in 2020, the continuing coronavirus measures caused a significant decrease in travel and accommodation costs and the costs for telecommunications and IT in 2021 (-€ 9.8 million in total).

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# FINANCIAL STATEMENTS



Feringa Building
(artist's impression)

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# Financial statements

## Consolidated annual account 2021

Amounts x €1,000

### Consolidated balance sheet as at 31 december 2021

(after profit appropriation)

ASSETS

| | | 31/12/2021 | 31/12/2020 |
|---|---|---|---|
| **FIXED ASSETS** | | | |
| 1.1.1.0 | Intangible fixed assets | 5.079,7 | 5.863,1 |
| | Tangible fixed assets | | |
| 1.1.2.1 | Buildings | 362.133,7 | 350.067,2 |
| 1.1.2.2 | Premises | 6.598,1 | 6.598,1 |
| 1.1.2.3 | Fixtures and fittings and equipment | 60.923,4 | 56.719,3 |
| 1.1.2.5 | In progress and advance payments | 178.720,0 | 127.667,0 |
| | | 613.454,9 | 546.914,7 |
| | Financial fixed assets | | |
| 1.1.3.1 | Participations in group companies | 9.341,2 | 8.901,5 |
| 1.1.3.2 | Other participations | 49,1 | 49,1 |
| 1.1.3.7 | Securities | 16.500,0 | 16.500,0 |
| 1.1.3.8 | Other receivables | 3.557,6 | 3.072,3 |
| | | 29.447,9 | 28.522,9 |
| | Total fixed assets | 642.902,8 | 575.437,6 |
| **Current assets** | | | |
| 1.2.1 | Inventory | 558,1 | 656,9 |
| 1.2.2 | Receivables | 121.327,3 | 109.996,5 |
| 1.2.4 | Liquid assets | 201.924,2 | 248.884,9 |
| | Current assets – total | 323.809,6 | 359.538,4 |
| | | 966.712,4 | 934.976,0 |

LIABILITIES

| | | 31/12/2021 | 31/12/2020 |
|---|---|---|---|
| **Equity** | | | |
| 2.1.1.1 | General reserve | 571.949,1 | 552.741,5 |
| 2.1.1.2 | Allocated reserves (public) | 32.190,7 | 33.546,5 |
| 2.1.1.3 | Allocated reserves (private) | -1.049,7 | -1.049,7 |
| 2.1.1.4 | Allocated funds (public) | 686,3 | 686,3 |
| 2.1.1.5 | Allocated funds (private) | 7.755,2 | 7.465,8 |
| 2.1.1.7 | Other statutory reserves | 5.079,7 | 5.863,1 |
| | Total equity | 616.611,3 | 599.253,5 |
| **Borrowed capital** | | | |
| 2.2 | Provisions | 50.830,7 | 49.749,2 |
| 2.4 | Short-term debts | 299.270,5 | 285.973,3 |
| | Total borrowed capital | 350.101,2 | 335.722,5 |
| | | 966.712,4 | 934.976,0 |

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## Consolidated statement of income and expenditure 2021

| | | Account 2021 | | Budget 2021 | | Account 2020 | |
|---|---|---|---|---|---|---|---|
| **3** | **Income** | | | | | | |
| 3.1 | Government grants | 497.804,8 | | 456.154,0 | | 443.324,0 | |
| 3.3 | Tuition, course, teaching and examination fees | 73.589,0 | | 83.267,0 | | 79.440,9 | |
| 3.4 | Income from work commissioned by third parties | 160.518,6 | | 135.414,0 | | 140.476,6 | |
| 3.5 | Other income | 57.201,3 | | 62.479,0 | | 52.918,2 | |
| | | 789.113,6 | | 737.314,0 | | 716.159,7 | |
| **4** | **Expenditure** | | | | | | |
| 4.1 | Staffing expenses | 560.748,5 | | 512.633,0 | | 525.276,2 | |
| 4.2 | Depreciation | 39.533,6 | | 44.081,3 | | 37.125,6 | |
| 4.3 | Accommodation expenses | 43.382,3 | | 60.447,0 | | 40.710,6 | |
| 4.4 | Other costs | 129.477,9 | | 130.745,0 | | 120.169,8 | |
| | | 773.142,3 | | 747.906,3 | | 723.282,2 | |
| | Balance of income and expenditure | | 15.971,3 | | -10.592,3 | | -7.122,5 |
| **6** | **Financial income and expenditure** | | | | | | |
| 6.1 | Interest income | 812,0 | | 0,0 | | 186,9 | |
| 6.2 | Interest expenditure | -66,3 | | 0,0 | | -604,9 | |
| | Net financial income and expenditure | | 745,6 | | 0,0 | | -418,0 |
| **8** | **Result from participations** | | 640,7 | | 0,0 | | 1.799,9 |
| | **Result** | | 17.357,6 | | -10.592,3 | | -5.740,6 |

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## Consolidated cash flow overview 2021

| | | 2021 | | | 2020 | | |
|---|---|---|---|---|---|---|---|
| | **Cash flow from operating activities** | | | | | | |
| | Balance of income and expenditure | | 15.971,3 | | | -7.122,5 | |
| | Adjustments for: | | | | | | |
| 1.1.2 | - Depreciation | 39.533,6 | | | 37.125,6 | | |
| 2.2 | - Movement provisions | 1.081,5 | | | -830,2 | | |
| 8.0 | - Result from participations | 640,7 | | | | | |
| | | | 41.255,8 | | | 36.295,3 | |
| | Changes in working capital: | | | | | | |
| 1.2.1 | - Inventory | 98,8 | | | 8,8 | | |
| 1.2.2 | - Receivables | -11.330,8 | | | 2.297,8 | | |
| 1.2.2.2 | - Receivables from OCW/EZ | 0,0 | | | 368,6 | | |
| 2.4 | - Short-term debts | 13.296,9 | | | 37.249,6 | | |
| | | | 2.064,9 | | | 39.924,8 | |
| | Cash flow from business operations | | 59.292,0 | | | 69.097,7 | |
| 6.1 | Interest received | 812,0 | | | 186,9 | | |
| 6.2 | Interest paid | -66,3 | | | -604,9 | | |
| | | | 745,6 | | | -418,0 | |
| | Total cash flow from operating activities | | | 60.037,7 | | | 68.679,7 |
| | **Cash flow from investment activities** | | | | | | |
| 1.1.1 | Investments in intangible fixed assets | | -338,9 | | | -6.432,5 | |
| 1.1.2 | Investments in tangible fixed assets | | -105.734,9 | | | -96.921,6 | |
| 1.1.3.1 | Investments/disinvestments in participations and group companies | | -439,3 | | | -48,6 | |
| 1.1.3.8 | Movements in loans as part of the financial fixed assets | | -485,3 | | | 187,3 | |
| 1.1.3.7 | Other investments in financial fixed assets | | 0,0 | | | 5.000,0 | |
| | Total cash flow from investment activities | | | -106.998,4 | | | -98.215,4 |

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| | | 2021 | 2020 |
|---|---|---|---|
| | **Cash flow from financing activities** | | |
| | Total cash flow from financing activities | 0,0 | 0,0 |
| | **Change in liquid assets** | -46.960,7 | -29.535,8 |
| | The changes in cash funds are as follows: | | |
| 1.2.4 | Balance as at 1 January | 248.884,9 | 278.420,7 |
| | Change in liquid assets | -46.960,7 | -29.535,8 |
| 1.2.4 | **Balance as at 31 December** | 201.924,2 | 248.884,9 |

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# Notes to the consolidated balance sheet

## 1. General notes

**English translation**
These financial statements are an English translation of the original financial statements in Dutch, approbated on 20 June 2022. In case of any discrepancies between the English version and the original financial statements, the latter prevail. They are published online on the UG website.

**General**
The explanatory notes and accounting principles below apply to both the consolidated and non-consolidated annual accounts.

**Activities**
The statutory tasks of the University of Groningen consist of providing initial education, conducting fundamental research and knowledge valorization. The University of Groningen is a legal entity under public law pursuant to the Higher Education and Research Act (WhW). The registered office of the University of Groningen is at Broerstraat 5, 9712 CP Groningen, and it is registered in the trade register under Chamber of Commerce number 01179037.

**Reporting period**
These annual accounts were drawn up assuming a reporting period of one calendar year with date of compilation 31 May 2022.

**Continuity**
These annual accounts were drawn up based on the going continuity assumption.

**Currency**
The annual accounts were drawn up in euros; the amounts in the annual accounts are presented in thousands of euros unless stated otherwise.

Additions in these annual accounts may concern optical rounding off differences up to one position after or before the decimal point, which arises from the fact that numbers are often presented in thousands.
Expenditure and income in foreign currencies are converted at the exchange rate on the transaction date.

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**Administrative collaboration with UMCG**
On 1 January 2007, the Faculty of Medical Sciences and the Academic Hospital Groningen merged to become the University Medical Center Groningen (UMCG). The administrative cooperation and coordination between the Board of the University Medical Center Groningen (hereinafter: UMCG) and the Board of the University of Groningen are effected in the Joint Policy Body (GBO), which is formed by the chair of the Board UMCG, the dean of the faculty and the chair of the Board of the University. The ultimate responsibility for academic education and research lies with the Board of the University of Groningen. In accordance with RJ 660.506, the operating figures relating to the Education & Research sector are included in the Annual Accounts in their entirety in the statement of income and expenditure. The balance sheet includes the items fixed assets, equity, provisions and work in progress. The current account is under the item receivables or short-term debts.

**Consolidation**
The consolidation includes the financial data of the institution, its group companies and other institutions in which it has a controlling interest (based on the actual situation) or conducts the central management. Group companies are participations in which the company has a majority interest or on which policymaking influence can be exercised in some other way. Financial instruments that contain potential voting rights and can be directly exercised are involved in determining whether policymaking influence can be exercised. Participations acquired solely for the purpose of selling them again within the foreseeable future are not consolidated based on the participation exemption. In practice, this concerns the participations of RUG Houdstermaatschappij B.V.

Intercompany transactions, intercompany results and mutual receivables and liabilities between group companies are eliminated to the extent that the results are not realized by transactions with third parties outside the University of Groningen. Unrealized losses on intercompany transactions are also eliminated unless there is an impairment. The accounting principles of legal entities included in the consolidation have been amended where necessary in order to comply with accounting principles applied for the University of Groningen.

The share of third parties in the group result is shown separately in the non-consolidated annual accounts.

Since the statement of income and expenditure of the institution has been included in the consolidated annual accounts, the non-consolidated annual accounts are accompanied by a summary of the statement of income and expenditure in accordance with Section 402, Book 2, of the Dutch Civil Code.

**Group relationships**
The University of Groningen heads the group of companies/institutions listed below.
The following companies/institutions are included in the consolidation:
> Applied NanoSystems B.V. in Groningen (100%)
> RUG Houdstermaatschappij B.V. in Groningen (100%)
> Stichting Academische Opleidingen Groningen in Groningen (100%)

A copy of the annual accounts of the above companies/institutions may be obtained from the companies/institutions themselves.

The consolidated annual accounts do not include information from legal entities whose aggregate significance is negligible. For an overview of the group companies please see the item Financial fixed assets in the annual accounts.

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**Related parties**
All legal entities over which dominant control, joint control or significant influence can be exercised are designated as related parties. Legal entities with a controlling interest are also considered related parties.

Significant transactions with related parties are explained to the extent that they have not been entered into under normal market conditions. In such cases, the nature and scope of the transaction will be explained, as well as other information required for clarification.

**Explanatory notes on the cash flow statement**
The cash flow statement has been prepared using the indirect method. The cash funds in the cash flow statement consist of the liquid assets, with the exception of deposits not available on demand (> 3 months). Receipts and expenditure of interest and received dividends are included in the cash flow from operating activities. These disinvestments and investments in tangible fixed assets and in financial fixed assets have been recognized as receipts and cash outflows from investment activities. For the part relating to redemption, the payments of the long-term liabilities have been recognized as cash outflows from financing activities, and for the part relating to interest, as cash outflows from operating activities.

**Estimates**
The preparation of the annual accounts requires the Board of the University of Groningen to form opinions, estimates and assumptions that affect the application of accounting policies and the reported value of assets and liabilities, and income and expenditure. The actual results may differ from these estimates. Estimates and underlying suppositions are continually assessed. Revisions to estimates are recognized in the period in which the estimate is revised and in future periods for which the revision has consequences.

## 2. Accounting policies for the valuation of assets and liabilities

The consolidated annual accounts have been prepared in accordance with the statutory provisions of Part 9 of Book 2 of the Dutch Civil Code and the authoritative statements in the financial reporting guidelines issued by the Dutch Accounting Standards Board (in particular, RJ 660 Educational Institutions). The provisions and guidelines are applicable pursuant to the Annual Reporting Regulations for the Educational Sector.

Assets and liabilities are generally valued at the acquisition price or manufacturing cost. If no specific valuation principle is specified, valuation takes place at nominal value.

An asset is recognized in the balance sheet when it is probable that future economic benefits will accrue to the University of Groningen and the asset's value can be reliably determined.

A liability is recognized in the balance sheet when it is probable that the settlement thereof will be accompanied by an outflow of resources that entail economic benefits, the monetary equivalent of which can be reliably determined.

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An asset or liability recognized in the balance sheet will remain on the balance sheet if a transaction (in respect of the asset or liability) does not lead to a significant change in the economic reality with respect to the asset or liability.

If a transaction results in the transfer to a third party of virtually all or all future economic benefits and virtually all or all risks relating to an asset or liability, the asset or liability will no longer be recognized in the balance sheet. Furthermore, assets and liabilities are no longer included in the balance sheet from the date on which the conditions of probability of the future economic benefits and/or reliability of the determination of the value are no longer met.

**Comparison with preceding year**
The accounting policies have not changed compared with the preceding year.

In the 2021 annual accounts, the comparative figures with regard to income from work commissioned by third parties and other income have been adjusted. This adjustment has been made to maintain comparability between 2021 and 2020. This adjustment has no effect on the result but only has an effect on the classification of the income (Income from work commissioned by third parties +EUR 4,200K and Other Income EUR 4,200K).

The comparative figures with regard to tangible fixed assets have also been adjusted in the 2021 annual accounts. This adjustment has been made to maintain comparability between 2021 and 2020. This adjustment does not affect the result but only has an effect on the classification of the book values as of 1 January 2021 (Inventory and equipment -EUR 1,591K and Work in progress +EUR 1,591K).

**Intangible fixed assets**
The intangible fixed assets are valued at acquisition price less depreciation. Impairments are taken into account. This is the case if the carrying amount of the asset (or of the cash-generating unit to which the asset belongs) exceeds its recoverable amount. The costs of purchasing licences for university administrative systems, including external training and implementation costs, are capitalized at cost. The amortization period is 5 years. Depreciation takes place according to the straight-line method, based on a residual value of nil.

**Tangible fixed assets**
Buildings, land, tangible fixed assets in progress and inventory & equipment are valued at their acquisition price, or manufacturing cost less straight-line depreciation over their estimated future service life. Premises are not depreciated. Account is taken of an impairment or residual value that is expected on the balance sheet date. If there is an impairment in any financial year, this will be explained in the context of the balance sheet item concerned. If there are indications of such an impairment, the recoverable value of the asset will be determined.

If it is not possible to determine the recoverable value for the individual asset, the recoverable value is determined from the cash-generating unit to which the asset belongs. An impairment loss is recognized directly as an expenditure in the statement of income and expenditure through a simultaneous reduction of the book value of the asset concerned.

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Depreciation has been calculated based on the following principles:

Buildings
> Shell : depreciation in 60 years
> Façade/interior finishing/installations : depreciation in 30 years
> Electronics/technical installations : depreciation in 15 years
> Specific investments : depreciation based on service life

Premises : nil
> Construction costs of sports fields : depreciation in 10 years
> Other site facilities : depreciation in 30 years

Fixtures and fittings
> Fixtures and fittings and equipment : depreciation in 3 to 10 years

The first depreciation will take place in the month following the purchase of the property. In the case of new buildings or renovations, the first depreciation will take place after completion.

The buildings and premises are valued at acquisition price less depreciation.
The inventory and equipment are valued at the acquisition price less depreciation.

Depreciation is taken based on the following method:
> fixtures and fittings, etc., with a purchase value of less than EUR 5K each, are fully incorporated in the statement of income and expenditure.
> fixtures and fittings, etc., with a purchase value of more than EUR 5K each are depreciated over the expected service life with a maximum of 10 years.

Depreciation is taken in monthly instalments, which start in the month following the month of purchase.

The costs of repair and major maintenance are accounted for via the components approach.

**Operational leasing**
Lease contracts may exist at the University of Groningen in which all or almost all of the advantages and disadvantages associated with ownership do not lie with the University of Groningen. These lease contracts are recognized as operating leases. Lease payments are recognized on a straight-line basis in the statement of income and expenditure over the term of the contract, taking into account payments received from the lessor.

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**Financial fixed assets**

*Participations*

The net asset value is calculated according to the principles that apply for these annual accounts. Participations in which significant influence can be exercised on the business and financial policy are valued according to the equity method, based on the net asset value. If the valuation of a participation is negative according to the net asset value, it is valued at nil. If and insofar as the University of Groningen fully or partially guarantees the debts of the participation or has the firm intention to enable the participation to pay its debts, a provision is formed. Participations in which no significant influence is exercised are valued at purchase price. If there is an impairment, the value is measured at the recoverable value.

Significant transactions with related parties are explained to the extent that they have not been entered into under normal market conditions. In such cases, the nature and scope of the transaction will be explained, as well as other information required for clarification.

*Other receivables (loans to third parties)*

Other receivables included under financial fixed assets comprise loans given to third parties and are initially valued at fair value and subsequently valued at amortized cost less the necessary provision for non-collectability.

Provisions due to risk of non-collectability are deducted from the book value of the other receivables.

*Securities*

The receivables belonging to financial fixed assets, whether or not in respect of loans, are initially recognized at amortized cost after the first valuation. If there are no premiums or discounts and transaction costs, the amortized cost price is equal to the redemption value of the receivables.

With regard to possible downward value adjustments, Section 387, Book 2, paragraph 4 of the Dutch Civil Code applies. This write-off of receivables is charged to the profit and loss account. The write-off is reversed as soon as the depreciation has ceased to exist. Write-offs and write-backs are included separately in the profit and loss account or in the explanatory notes (Section 387, Book 2, paragraph 5 of the Dutch Civil Code).

**Inventory**

Inventories are initially valued at acquisition price or manufacturing price, followed by valuation at the lower of either cost or recoverable amount. The recoverable amount is the estimated selling price less directly attributable selling costs. Valuations will take into account any obsolescence of inventories.

**Work in progress**

Work in progress relates to projects that are carried out on behalf of third parties and that are not yet completed on the balance sheet date. The balance of work in progress is valued at the directly allocated costs of labour and materials with a surcharge for indirect costs.

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Invoiced instalments/advances received are deducted from the balance of work in progress. The profit share from projects financed by third parties has been determined in accordance with the principle of 'Percentage of Completion' (PoC method). If it is likely that the total project costs will exceed the total project proceeds, the expected loss is immediately processed in the profit and loss statement. The PoC is determined on the basis of the progress of the costs in relation to the total contract value.

In view of the size of the number of projects in the UMCG, as of 2017, UMCG R&D opted for a mathematical approach to determine the interim result on projects instead of determining this per individual project. This mathematical approach to the PoC method is applied to projects from the categories of business community, top institutes and European Union Commission (H2020 and Fp7), which is a derivative of results achieved on completed projects within these categories.

Projects that do not match the pure definition of a 'project' but are a long-term agreement for a certain performance (clinical trials) are not handled as a project with a rating based on Percentage of Completion. For these projects, the basic principle is that the work is invoiced when it is completed. The interim result is the annual balance of revenues less costs. Due to this approach, no work in progress position is included for the clinical trials.

**Receivables**
The receivables are stated initially at the fair value of the consideration. After initial recognition, receivables are valued at nominal value. The difference with the valuation at amortized cost is explained in the notes.
Provisions for non-collectability are deducted from the book value of the receivable.

**Liquid assets**
The liquid assets consist of cash, bank balances and call deposits (< 3 months). Liquid assets are valued at nominal value.

**Impairments**
On each balance sheet date, the institution assesses whether there are indications that a fixed asset may be subject to an impairment. If there are indications of such an impairment, the recoverable value of the asset will be determined. If it is not possible to determine the recoverable value for the individual asset, the recoverable value is determined from the cash-generating unit to which the asset belongs. An impairment exists if the book value of an asset is higher than the recoverable value; the recoverable value is the higher of either an asset's net selling price or its value in use.

**Equity**
The equity consists of general reserves and allocated reserves and funds. This includes a breakdown into public and private resources. Allocated reserves are reserves with a more limited spending option, with the restriction imposed by the institution board. Allocated funds are reserves with a more limited spending option, with the restriction imposed by third parties.

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**Allocated reserves (public)**
The public allocated reserve has been formed for the benefit of the current PhD education experiment.

*Allocated reserves (private)*
The private reserves are shown under the private allocated reserve.

*Allocated funds (public)*
The funds under management are shown under the public allocated funds. These funds have been made available to the University of Groningen with the intention of spending them within the framework of a specific objective.

**Allocated funds (private)**
The private allocated funds include the cumulative growth of the equity capital of the group companies. An overview of this has been included under Model E. The cumulative increase in equity of the two foundations that qualify as a group company is not included in the non-consolidated annual accounts.

*Other statutory reserves*
The statutory reserves are maintained on the basis of statutory provisions. A statutory reserve is maintained to the sum of the capitalized amount of development costs under intangible fixed assets, pursuant to Section 365 paragraph 2 of Book 2 of the Dutch Civil Code.

**Provisions**
Provisions are valued at the present value of the expenditure expected to be necessary to settle the obligations at the balance sheet date. A provision is recognized in the balance sheet when there is a legally enforceable or constructive obligation as a result of a past event, of which a reliable estimate can be made and where it is probable that settlement of that obligation will require an outflow of resources.

*Unemployment contributions*
The University bears the risk of redundancy pay liabilities. The provision for unemployment benefits is formed at an individual level for future obligations on the balance sheet date to former employees to whom the University has an obligation in the context of the redundancy pay. The provision is calculated based on statements from third parties. The level of the provision is based on the actual expenditure of the past year. Indirectly, this takes into account the employability of those concerned. The provision also takes into account the term that the University of Groningen runs a risk on the benefit payments. The mutation in the provision is recorded under the item 'Other staffing expenses'. The discount rate used is -0.59% (2020: 0.10%).

*Restructuring provision*
The restructuring provision has been formed at an individual level to cover costs directly related to a restructuring. The University of Groningen will form a provision if a formalized restructuring plan is in place on the balance sheet date, and the restructuring will be implemented. The mutation in the provision is recorded under the item 'Other staffing expenses'. The discount rate used is 0% (2020: 0.10%).

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**TFR/KNIR**
Under Italian law, the KNIR must include a reservation for a termination fee, called the TFR (Trattamento di Fine Rapporto, to be translated as Termination Fee under Italian law). During employment, the TFR is, therefore, in fact, a debt that is not yet due and payable from the employer to the employee. This provision is formed at an individual level. The mutation in the provision is recorded under the item 'Other staffing expenses'. The average discount rate used is 0.01% (2020: 0.20%).

**Deductible WGA scheme**
The WGA deductible provision has been formed for the obligations arising from the fact that the company bears the excess risk with regard to the Return to Work (Partially Disabled Persons) Regulations (WGA), which falls under the Work and Income (Capacity for Work) Act (WIA). The provision also takes into account the term that the University of Groningen runs a risk on the benefit payments. The amount of the provision is determined on the basis of the WIA monthly wage in accordance with the decision of the UWV, taking into account the re-employment percentage and the decreasing benefit after the initial salary-related benefit. The provision also takes into account the term that the University of Groningen runs a risk on the benefit payments. The mutation in the provision is recorded under the item 'Other staffing expenses'. The discount rate used is -0.35% (2020: 0.10%).

*Own-risk bearer ZW-flex*
As of 1 January 2015, the University of Groningen became an own risk bearer for the ZW-flex premium. As a result, the University will itself bear the associated expenses for new entrants. A provision has been created for this in the annual accounts. The provision is determined based on the details of the individual participants over the term that the University of Groningen runs the risk of the benefit payments. The amount of the provision is determined based on the daily wage in accordance with Raet's decision. The ZW-flex own risk bearer provision is part of the WGA own risk provision. The mutation in the provision is recorded under the item 'Other staffing expenses'. The discount rate used is -0.33% (2020: 0.10%).

*Long-term illness*
At an individual level, the University of Groningen has formed a provision for obligations existing on the balance sheet date to continue to pay remuneration to staff members who are expected to be permanently or partially unable to perform work due to illness or incapacity for work on the balance sheet date. This estimate is made by the company doctors. Contributions from other parties have not been taken into account. The mutation in the provision is recorded under the item 'Other staffing expenses'. The discount rate used is -0.65% (2020: 0.10%).

*Anniversary provision*
The anniversary provision has been formed at an individual level for future anniversary payments. The calculation of this provision takes into account the probabilities of survival and mortality, as well as future wage increases. The mutation in the provision is recorded under the item 'Other staffing expenses'. The discount rate used varies between -0.27% and 0.24% (2020: 0.10% - 0.30%).

*Leave saving*
In the period from 2007 to 2012, employees aged 50 and older had the opportunity to save a maximum of 120 hours per year for the gradual reduction of working time in the period prior to retirement (50+ leave savings scheme).

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With effect from 2013, employees have the option to save up to 72 extra holiday hours each year for a minimum of three and a maximum of five years, in addition to their regular holiday hours, to be used for a long-term, consecutive holiday period (long-term savings model). The University of Groningen has made a provision for the associated replacement costs (occupancy). The provision is determined based on the data of the individual participants (duration and salary expenses). On average, the discount rate used is -0.35% (2020: 0.20%).

*Transition provision*
As of 1 January 2018, the University of Groningen is obliged to pay a transition payment under the Collective Labour Agreement.
The provision has been formed at an individual level for employees with a temporary contract, taking into account the probability of contract extension. This probability is calculated based on the average percentage of extended temporary contracts over the past four years. A provision has been created for the remuneration to be paid in proportion to the years of service at the end of the financial year. The mutation in the provision is recorded under the item 'Other staffing expenses'. The discount rate used is -0.42% (2020: 0.10%).

*Environmental risk*
The 'Environmental risk' provision was created for the obligations resulting from the current legal duty to remove environmental pollutants (i.e. asbestos) present in buildings. The calculation of the environmental provision is based on visual asbestos examinations of the buildings. These examinations were carried out by a specialized external agency. Based on this examination, the office has made an estimate per building of the expected costs of remediation, including the costs for project management and final checks. At the end of 2021, the estimate of the expected costs was again updated by a specialized external agency. The mutation in the provision is recorded under the item 'Other expenses'. The provision is a reliable estimate, with a number of uncertainties.

The first aspect is the uncertain price development in the construction sector as a result of market developments. In addition, individual contractors may have an interest in deviating from the market price in a tender so that a lower price is offered to get the work awarded. The provision is based on a visual inspection. During the actual remediation, the situation may differ from what was estimated. In cases where the actual remediation costs are transparent and differ from the provision formed, the provision is adjusted. Finally, a possible economies of scale can be achieved by combining remediation projects. The discount rate used is 1.21% (2020: 1.25%).

*Project provision*
The University of Groningen forms a provision for expected losses on current projects.
Expected losses on projects in progress are immediately included in the profit and loss account. The amount of the loss is determined regardless of whether the project has already started, the stage of advancement of the project or the amount of profit expected on other, unrelated projects.

*Dismantling Cyclotron*
The provision for dismantling the AGOR-Cyclotron (hereinafter: Cyclotron) concerns the current best possible estimate of the costs to be incurred in the future for the termination (dismantling) of the Cyclotron. Article 10.1 of the Regulation on Basic Safety Standards for Radiation Protection (Rbs), in conjunction with Article 10.8 of the Basic Safety Standards for Radiation Protection Decree (Bbs), stipulates that there must be a termination plan for cyclotrons that produce particles with an energy of more than 8 mega-electron volts. The Bbs is effective as of 6 February 2019. This termination plan must, among other things, indicate how the financial aspects of the termination are arranged. By forming the provision, the University complies with this legal obligation.

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The provision is based on an internal report, including a cost estimate, by the radiation expert of the University in collaboration with the real estate department. This internal report was then assessed in a second opinion by an external agency specializing in nuclear services. Based on the internal report and the second opinion of the external expert, the bandwidth of this cost estimate is between EUR 6.6 million and EUR 16.6 million. The bandwidth can be explained by the uncertainties mainly concerning the amount of concrete to be removed and the number of years of decay storage. These uncertainties cannot reasonably be resolved by the University at this time because they partly depend on guidelines and experience figures that are still under development and because no test drilling can be carried out at this time to achieve greater certainty. From the point of view of completeness of the provision (prudence), the University of Groningen has chosen not to be at the lower end of the bandwidth. In our opinion, the upper end of the bandwidth of EUR 16.6 million is too high. As we understand, the idea is that the dismantling costs will be lower because the possibilities for reuse are being expanded in the directives. It is expected that less concrete will need to be stored due to these broader possibilities. As a result of both these considerations, the University of Groningen currently considers the best estimate of the dismantling costs to be EUR 11.6 million (the arithmetic mean of the bandwidth). The discount rate used is 1.21% (2020: 1.25%). The effect of the discount of 1.21% is EUR 1.4 million.

*Other provisions*
The other provisions are recognized at the cash value of the expenses and obligations necessary for the settlement of the provision. If a contract has been concluded involving a negative difference between the performance to be received after the balance sheet date and the contract performance to be performed by the service provider after the balance sheet date, a provision will be created for this negative difference. In calculating the provision, the unavoidable costs have been taken into account. The discount rate used is 0.10% (2020: 0.10%).

**Debts**
Debts are stated at fair value when they are first recognized. Transaction costs that are directly attributable to the acquisition of debts are included in the valuation at first recognition. Debts are valued at amortized cost after first recognition. As a general rule, the amortized cost price is equal to the book value of the asset minus repayments on the principal and increased or decreased by the cumulative amortization of the difference between the amount on first recognition (including transaction costs) and the repayment amount, determined based on the effective interest rate method.

**Netting**
An asset and a loan capital item are offset in the annual accounts only if and to the extent that:
> a sound legal instrument is available to balance the asset and the loan capital item against each other and settle simultaneously; and
> there is a firm intention to settle the balance in this manner or both items simultaneously.

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## 3. Principles for the determination of the result

**General**
Income and expenses are attributed to the financial year to which they refer. Profits have only been included insofar as they were realized at the balance sheet date. Losses and risks whose origin predates the end of the financial year have been taken into account if they came to be known before the annual accounts were drawn up.

**Revenues**
The recognition of revenues from the provision of services takes place pro rata to the performance, based on the services provided up to the balance sheet date in relation to the total services to be provided.

*Government grants*
Government grants are recognized as income in the statement of income and expenditure in the financial year to which the funding pertains.

*Tuition fees*
Received tuition fees are attributed to the financial year to which they pertain, assuming that regular teaching and research tasks are spread evenly over the academic year.

*Grants*
The University of Groningen uses operating grants and occasionally investment grants. Grants are recognized as income in the statement of income and expenditure in the financial year in which the subsidized costs were incurred.

*Royalties*
Royalties are recognized in the profit and loss account on an accrual basis, in accordance with the terms of the agreement, if their amount is determinable and their receipt is probable.

*Interest*
Interest income is recognized time proportionally in the profit and loss account, taking into account the effective interest rate of the relevant asset item, provided the amounts are determinable and it is probable that the income will be received.

**Expenditure**
*Staffing expenses*
Pursuant to the employment conditions, salaries and social security contributions (including pension payments) are recognized in the statement of income and expenditure insofar as they are owed to employees.

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*Pensions*
The University of Groningen has a pension scheme with the Stichting Bedrijfspensioenfonds ABP. The provisions of the Dutch Pension Act apply to this pension scheme and the University of Groningen pays basic contributions on a compulsory or contractual basis. The ABP uses the average salary as a pensionable salary basis. The ABP tries to increase pensions each year by the average wage increase in the government and education sectors. If the coverage ratio is lower than 105%, no indexation will take place.

The coverage ratio of Stichting Bedrijfspensioenfonds ABP as of 31 December 2021 is 110.2%. The financial position of ABP as of 31/12/2021 has been assessed as insufficient by De Nederlandsche Bank, the policy funding ratio should be at least 126%. To this end, ABP must submit a recovery plan to De Nederlandsche Bank. In January 2022, the coverage ratio of the ABP was 107.9%.

The premiums due for the current financial year are recognized as expenditure in the statement of income and expenditure. If the payable premium has not yet been paid, it is recognized as a liability on the balance sheet. The premiums are recognized as staff expenses as soon as they are due. Prepaid premiums are recognized as accrued income if this leads to a refund or a reduction in future payments. Premiums yet unpaid are recognized as a liability on the balance sheet.

*Depreciation*
Tangible fixed assets are depreciated over the expected future useful life of the asset from the time when they are first put to use. If there is a change in the estimated future useful life, the future depreciations will be adjusted.

Premises are not depreciated. Account is taken of a residual value or revisions to accounting estimates that are expected on the balance sheet date. A change in the life of an asset occurs when an asset is put out of use prematurely. Book profits and losses are recognized in the year of realization.

*Taxes*
More than 90% of the core activities of the University of Groningen consist of government-funded educational and research activities, and more than 70% of these activities are financed by public funds, statutory tuition fees or teaching fees or contributions from public benefit institutions for which no (or marginal) contractual compensation is requested. Therefore, the University of Groningen meets the activity and funding requirements and is thus eligible for the corporation tax exemption. This exemption has been applied in the annual accounts.

**Financial income and expenditure**
*Interest income and interest expenditure*
Interest income and interest expenses are recognized time proportionally, taking into account the effective interest rate of the assets and liabilities concerned. When processing the interest expenses, account is taken of the recognized transaction costs on the loans received.

*Dividends*
Dividends to be received from participations are recognized as soon as the UG has acquired the right to receive them.

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## 4. Financial instruments and risk management

Financial instruments include primary financial instruments such as receivables, securities and debts, as well as financial derivatives. The University of Groningen does not use any financial trading instruments in its business operations other than regular debtors and creditors.

The University of Groningen, therefore, has no exposure to the following potential financial risks:
> price risks in the valuation of securities (financial fixed assets)
> currency forward contracts
> concentration of interest, credit and cash flow risks on outstanding trade receivables
> bank credit facilities

The University of Groningen mainly works in the Netherlands and the European Union. To a limited extent, orders are placed for specialist scientific equipment in foreign currency. No forward exchange contracts are used for the latter type of order.

The liquid assets are outstanding to financial institutions that have at least an A-rating.

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# ASSETS

## FIXED ASSETS

### 1.1.1 Intangible fixed assets

| | 1.1.1.0 Software | 1.1.1.0 Work in progress | 1.1.1.0 Total |
|---|---|---|---|
| **Balance as at 1 January 2021** | | | |
| Acquisition price | 4.841,5 | 1.591,0 | 6.432,5 |
| Cum. depreciation and downward value adjustments | -569,4 | 0,0 | -569,4 |
| Book values | 4.272,1 | 1.591,0 | 5.863,1 |
| **Mutations** | | | |
| Investments | 338,9 | 0,0 | 338,9 |
| Reclassification work in progress | 1.591,0 | -1.591,0 | 0,0 |
| Disinvestments | 0,0 | 0,0 | 0,0 |
| Depreciation | -1.122,3 | 0,0 | -1.122,3 |
| | 807,6 | -1.591,0 | -783,4 |
| **Balance as at 31 December 2021** | | | |
| Acquisition price | 6.771,3 | 0,0 | 6.771,3 |
| Cum. depreciation and downward value adjustments | -1.691,7 | 0,0 | -1.691,7 |
| Book values | 5.079,7 | 0,0 | 5.079,7 |

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### 1.1.2 Tangible fixed assets

| | 1.1.2.1 Buildings | 1.1.2.2 Premises | 1.1.2.3 Fixtures and fittings and equipment. | 1.1.2.5 Work in progress | Total |
|---|---|---|---|---|---|
| **Balance as at 1 January 2021** | | | | | |
| Acquisition price | 863.410,0 | 6.598,1 | 122.311,4 | 129.258,0 | 1.121.577,6 |
| Cum. depreciation and downward value adjustments | -513.342,8 | 0,0 | -67.183,1 | 0,0 | -580.525,9 |
| Book values | 350.067,3 | 6.598,1 | 55.128,3 | 129.258,0 | 541.051,7 |
| **Mutations** | | | | | |
| Investments | 248,9 | 0,0 | 18.935,8 | 85.668,6 | 104.853,3 |
| Disinvestments | 0,0 | 0,0 | -4.723,8 | 0,0 | -4.723,8 |
| Depreciation | -24.389,1 | 0,0 | -13.452,9 | 0,0 | -37.841,9 |
| Reclassification work in progress | 36.206,6 | 0,0 | 0,0 | -36.206,6 | 0,0 |
| Depreciation of disinvestments | 0,0 | 0,0 | 5.036,0 | 0,0 | 5.036,0 |
| | 362.133,7 | 6.598,1 | 60.923,4 | 178.720,0 | 608.375,2 |
| **Balance as at 31 December 2021** | | | | | |
| Acquisition price | 899.865,5 | 6.598,1 | 136.523,4 | 178.720,0 | 1.221.707,0 |
| Cum. depreciation and downward value adjustments | -537.731,8 | 0,0 | -75.600,0 | 0,0 | -613.331,8 |
| Book values | 362.133,7 | 6.598,1 | 60.923,4 | 178.720,0 | 608.375,2 |

*Explanation:*
- The amounts in the line 'Reclassification projects in progress' are changes in completed projects
- There are no restrictions on the ownership of the above tangible fixed assets
- The recognized disinvestments relate entirely to decommissioning

Reference is made to the environmental provision formed for the environmental risks present, such as asbestos in buildings. See the notes to the environmental provision in the accounting policies for the valuation of assets and liabilities.

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### 1.1.3 Financial fixed assets

| | 1.1.2.1 Buildings | 1.1.2.2 Premises | 1.1.2.3 Inventories and equipment | 1.1.2.5 Work in progress | Total |
|---|---|---|---|---|---|
| **Balance as at 1 January 2020** | | | | | |
| Acquisition price | 831.969,0 | 6.598,1 | 109.860,0 | 74.111,4 | 1.022.538,5 |
| Cum. depreciation and downward value adjustments | -490.259,9 | 0,0 | -55.723,9 | 0,0 | -545.983,8 |
| Book values | 341.709,0 | 6.598,1 | 54.136,1 | 74.111,4 | 476.554,8 |
| **Mutations** | | | | | |
| Investments | 0,0 | 0,0 | 15.263,8 | 85.789,3 | 101.053,1 |
| Disinvestments | -792,7 | 0,0 | -1.221,3 | 0,0 | -2.014,1 |
| Depreciation | -23.875,6 | 0,0 | -12.680,6 | 0,0 | -36.556,2 |
| Reclassification work in progress | 32.233,8 | 0,0 | 0,0 | -32.233,8 | 0,0 |
| Depreciation of disinvestments | 792,7 | 0,0 | 1.221,3 | 0,0 | 2.014,1 |
| | 350.067,3 | 6.598,1 | 56.719,3 | 127.667,0 | 541.051,7 |
| **Balance as at 31 December 2020** | | | | | |
| Acquisition price | 863.410,0 | 6.598,1 | 123.902,4 | 127.667,0 | 1.121.577,6 |
| Cum. depreciation and downward value adjustments | -513.342,8 | 0,0 | -67.183,1 | 0,0 | -580.525,9 |
| Book values | 350.067,3 | 6.598,1 | 56.719,3 | 127.667,0 | 541.051,7 |
| Reclassification | 0,0 | 0,0 | -1.591,0 | 1.591,0 | 0,0 |
| Book values after reclassification | 350.067,3 | 6.598,1 | 55.128,3 | 129.258,0 | 541.051,7 |

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### 1.1.3 Financiële vaste activa

| | | Participation % | Book value per 01/01/2021 | Investments 2021 | Disinvestments 2021 | Result 2021 | Mutation provision 2021 | Other mutations 2021 | Book value per 31/12/2021 |
|---|---|---|---|---|---|---|---|---|---|
| 1.1.3.2 | Other participations | | | | | | | | |
| | - Zernike Seed Fund B.V. - Groningen | 32% | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 |
| | - Stichting GN-IX - Groningen | nvt | 6,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 6,0 |
| | - Univ. Groningen NW Germany Gmbh - Papenburg (Dld) | 100% | 43,1 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 43,1 |
| | - LOFAR CV - Dwingeloo | 11% | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 |
| | - Participations/units of Stichting AOG | 0 - 100% | 3.859,0 | 0,0 | 0,0 | 411,5 | 0,0 | 0,0 | 4.270,5 |
| | - Participation RUG Houdstermaatsch. in UOCG Market B.V. | 100% | 1.118,7 | 0,0 | 0,0 | 134,3 | 0,0 | -100,0 | 1.153,0 |
| | - Participation RUG Houdstermaatsch. in NTV Beheer B.V | 100% | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 |
| | - Participation RUG Houdstermaatsch in Kennis Conversie Fonds B.V. | 100% | 1.637,6 | 0,0 | 0,0 | 70,6 | 0,0 | 0,0 | 1.708,3 |
| | - Participation RUG Houdstermaatsch in Van Swinderen Huys B.V. | 100% | 127,4 | 0,0 | 0,0 | -55,2 | 0,0 | 30,0 | 102,2 |
| | - Other Participations/units of RUG Houdstermaatsch. | 0 - 100% | 2.158,7 | 227,4 | -378,4 | 79,1 | 0,0 | 20,0 | 2.106,9 |
| | | | 8.950,6 | 227,4 | -378,4 | 640,3 | 0,0 | -50,0 | 9.390,0 |

The University of Groningen fully wrote down its interest in LOFAR C to the amount of EUR 10K in 2015. The University of Groningen does not run any risk in this respect with regard to interest rate, cash flow and liquidity risk. The participation in UOCG Market B.V. was sold on 21 January 2022 with a book profit of approximately EUR 2 million. As of 31 December 2021, there was still uncertainty about this sale due to the resolutive conditions that were all met in 2022.

| | | | Investments per 01/01/2021 | Addition 2021 | Withdrawal 2021 | Investments per 31/12/2021 |
|---|---|---|---|---|---|---|
| 1.1.3.7 | Securities | | | | | |
| 1.1.3.7.4 | Other securities | Deposits | 16.500,0 | 0,0 | 0,0 | 16.500,0 |
| | | | 16.500,0 | 0,0 | 0,0 | 16.500,0 |

Securities are fixed-yielding liquid assets with a term > 1 year.
The amortized cost price is the same as the nominal value.

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| | | Outstanding loans (funds lent) 01/01/2021 | Loans 2021 | Repayments/ settlement 2021 | Outstanding loans (funds lent) 31/12/2021 | Interest percentage | Residual maturity in years |
|---|---|---|---|---|---|---|---|
| 1.1.3.8 | Other receivables | | | | | | |
| | - GSZ Mayday | 138,1 | 0,0 | 0,0 | 138,1 | 0,0% | undetermined |
| | - GSZ Mayday | 28,2 | 0,0 | -1,9 | 26,3 | 4,0% | 11 |
| | - Stichting Behoud Groene Hortus | 1.573,3 | 0,0 | 0,0 | 1.573,3 | 0,0% | > 1 |
| | - Stichting Behoud Groene Hortus (subordinated) | 62,3 | 0,0 | 0,0 | 62,3 | 0,0% | > 1 |
| | - UNICA installatie groep B.V. | 1.950,7 | 0,0 | -269,6 | 1.681,1 | 0,0% | 5 |
| | - Stichting Infoversum | 54,6 | 0,0 | -54,6 | 0,0 | 2,5% | >1 |
| | - Various receivables of RUG Houdstermaatschappij B.V. | 1.121,6 | 787,9 | -30,0 | 1.879,5 | div. | |
| | | 4.928,8 | 787,9 | -356,1 | 5.360,6 | | |

| | Balance per 01/01/2021 | Allocation 2021 | Release 2021 | Withdrawal 2021 | Balance per 31/12/2021 |
|---|---|---|---|---|---|
| Less: Provision FFA | | | | | |
| Loans to legal entities | 1.856,5 | 0,0 | 0,0 | -53,5 | 1.803,0 |
| | 1.856,5 | 0,0 | 0,0 | -53,5 | 1.803,0 |

| | Balance per 01/01/2021 | Balance per 31/12/2021 |
|---|---|---|
| Outstanding loans (funds lent) | 4.928,8 | 5.360,6 |
| Less: Provision FFA | 1.856,5 | 1.803,0 |
| | 3.072,3 | 3.557,6 |

This concerns receivables from participations with a term of more than one year.

A security was provided for the outstanding receivable on Mayday. Amortization has not been applied to the loans with an interest rate of 0%. The financial effect of this is EUR 43K based on an interest rate of 1.25%.

The release of the provision corresponds to the repayments on the loans.

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## CURRENT ASSETS

### 1.2.1 Inventory

| | | 31/12/2021 | 31/12/2020 |
|---|---|---|---|
| 1.2.1.2 | Purchase price consumables | | |
| | Warehouse inventory | 558,1 | 656,9 |
| | | 558,1 | 656,9 |

The extent of obsolete inventory is limited, so it is not necessary to carry out a value adjustment for this.

### 1.2.2 Receivables

| | | | 31/12/2021 | | 31/12/2020 |
|---|---|---|---|---|---|
| 1.2.2.1 | Accounts receivable | 8.008,2 | | 10.992,7 | |
| | Income yet to be invoiced | 0,0 | | 0,0 | |
| | Less: Provisions due to non-collectability | -317,0 | | -352,5 | |
| | | | 7.691,2 | | 10.640,2 |
| 1.2.2.2 | Receivables from OCW/EZ | | | | |
| | Pending subsidies | | 0,0 | | 0,0 |
| | Cash limitations | | 0,0 | | 0,0 |
| 1.2.2.6 | Receivables from personnel | | 45,8 | | 24,4 |
| 1.2.2.7 | Receivables from students / participants / course participants | | 14,2 | | 59,5 |
| 1.2.2.10 | Other receivables | | | | |
| | Accrued income | 46.459,0 | | 40.639,2 | |
| | Other receivables | 54.338,9 | | 49.845,3 | |
| | | | 100.797,8 | | 90.484,5 |
| 1.2.2.12 | Costs paid up front | | 12.716,5 | | 8.728,6 |
| 1.2.2.15 | Other accrued liabilities | | 61,8 | | 59,3 |
| | | | 121.327,3 | | 109.996,5 |

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The changes in the provision for non-collectable debts were as follows:

| | 2021 | 2020 |
|---|---|---|
| Balance as at 1 January 2021 | 352,5 | 367,6 |
| Withdrawal | -35,2 | -59,0 |
| Allocation | -0,3 | 44,0 |
| Balance as at 31 December 2021 | 317,0 | 352,5 |

The fair value of the receivables approximates their book value, given their short-term nature and the fact that provisions for non-collectability have been formed where necessary.

The income yet to be received mainly consists of subsidy funds still to be received from the second and third cash flows.

Under 'Other receivables', the item of working capital of UMCG R&D is recognized at EUR 54,337K (previous year: EUR 53,122K). Working capital is an item that arises from the collaboration between the University of Groningen and the University Hospital Groningen and consists of debtors, creditors, liquid assets and other receivables and payables, which are presented as a balance. In accordance with the instrument of deposit as part of this collaboration, the University Hospital Groningen is responsible and liable to third parties for legal acts entered into in the name of the UMCG and, therefore, also for the purchase and sale of goods and services. In this sense, the working capital is a claim of the University of Groningen on the University Hospital Groningen. No interest is payable on this position.

The increase in prepaid costs is mainly caused by the prepayment of ICT server use, ICT licences and literature licences for the coming years.

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### 1.2.4 Liquid assets

| | | 31/12/2021 | | 31/12/2020 |
|---|---|---|---|---|
| 1.2.4.1 | Cash holdings | | 18,4 | 11,6 |
| 1.2.4.2 | Bank account credits | | | |
| | Bank account credits (general) | 1.756,2 | | 8.484,6 | |
| | Deposits (<= 1 year) | 100,0 | | 500,0 | |
| | Current account | 200.049,6 | | 239.888,8 | |
| | | | 201.905,8 | | 248.873,4 |
| | | | 201.924,2 | | 248.884,9 |

- Liquid assets consist of cash, bank balances and demand deposits with a maturity of one year or less and are freely available to the institution.
- The current account consists of EUR 197.4 million in liquid assets that the University of Groningen has placed with the Ministry of Finance within the framework of treasury banking. Due to the application of this facility, these funds are therefore not included under the cash and cash equivalents in the annual accounts but under the current account. In addition, EUR 2.6 million of this item consists of payments en route.
- The debit limit at the Ministry of Finance is EUR 33.5 million.
- The intraday limit at ABN-AMRO Bank is EUR 100 million.

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## LIABILITIES

### 2.1 Equity

| | | Balance per 31/12/2020 | Result 2021 | Other mutations 2021 | Balance per 31/12/2021 |
|---|---|---|---|---|---|
| 2.1.1.1 | General reserve | 552.741,5 | 18.498,9 | 708,6 | 571.949,1 |
| 2.1.1.2 | Allocated reserves (public) | 33.546,5 | -1.355,8 | 0,0 | 32.190,7 |
| 2.1.1.3 | Allocated reserves (private) | -1.049,7 | 0,0 | 0,0 | -1.049,7 |
| 2.1.1.4 | Allocated funds (public) | 686,3 | 0,0 | 0,0 | 686,3 |
| 2.1.1.5 | Allocated funds (private) | 7.465,8 | 214,5 | 74,9 | 7.755,2 |
| 2.1.1.7 | Other statutory reserves | 5.863,1 | 0,0 | -783,4 | 5.079,7 |
| | Totals | 599.253,5 | 17.357,6 | 0,1 | 616.611,3 |

In accordance with the RJ guidelines, the trend overview from last year is included below for comparison:

| | | Balance per 31/12/2019 | Result 2020 | Other mutations 2020 | Balance per 31/12/2020 |
|---|---|---|---|---|---|
| 2.1.1.1 | General reserve | 568.524,3 | -7.395,0 | -8.387,8 | 552.741,5 |
| 2.1.1.2 | Allocated reserves (public) | 31.021,6 | 0,0 | 2.524,8 | 33.546,5 |
| 2.1.1.3 | Allocated reserves (private) | -1.374,1 | 324,4 | 0,0 | -1.049,7 |
| 2.1.1.4 | Allocated funds (public) | 711,4 | 0,0 | -25,1 | 686,3 |
| 2.1.1.5 | Allocated funds (private) | 6.635,3 | 1.329,9 | -499,4 | 7.465,8 |
| 2.1.1.7 | Other statutory reserves | 0,0 | 0,0 | 5.863,1 | 5.863,1 |
| | Totals | 605.518,5 | -5.740,6 | -524,4 | 599.253,5 |

Allocated reserves are reserves with a more limited spending option, where the limitation has been applied by the Board of the University of Groningen.
Allocated funds are reserves with a more limited spending option, with the restriction imposed by third parties.

> - 2.1.1.2 The allocated reserve (public) has been formed for the benefit of the current experiment for PhD students.
> - 2.1.1.3 The allocated reserve (private) is intended to cover private activities.
> - 2.1.1.4 The allocated fund (public) includes funds under management.
> - 2.1.1.5 The allocated fund (private) comprises the assets of the related parties..

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## 2.2 Provisions

| | | Balance per 31/12/2020 | Interest 2021 | Allocations 2021 | With drawals 2021 | Release 2021 | Balance per 31/12/2021 | Short-term part <1 year | Long-term part >1 year | Long-term part >5 years |
|---|---|---|---|---|---|---|---|---|---|---|
| 2.2.1 | Personnel provisions | | | | | | | | | |
| 2.2.1.1 | Social policy and reorganizations | 595,8 | 0,0 | 216,4 | -191,8 | 0,0 | 620,4 | 273,2 | 347,2 | 0,0 |
| 2.2.1.1 | Transition provision | 3.672,0 | 15,1 | 2.405,6 | -1.462,1 | -789,0 | 3.841,4 | 2.219,0 | 1.618,5 | 3,9 |
| 2.2.1.1 | TFR/KNIR | 315,7 | 0,0 | 36,3 | 0,0 | 0,0 | 351,9 | 0,0 | 195,1 | 156,8 |
| 2.2.1.2 | Leave saving | 2.490,0 | 62,7 | 564,7 | 0,0 | -703,5 | 2.413,8 | 636,5 | 1.503,5 | 273,9 |
| 2.2.1.3 | Own risk WGA | 3.462,4 | 25,8 | 2.084,1 | -845,2 | 115,7 | 4.842,8 | 618,6 | 3.308,7 | 915,5 |
| 2.2.1.4 | Anniversary provision | 3.316,3 | -86,2 | 1.940,8 | -509,4 | -187,8 | 4.473,8 | 193,0 | 882,7 | 3.398,1 |
| 2.2.1.5 | Unemployment contributions | 4.137,6 | 26,1 | 3.529,2 | -3.883,5 | -264,8 | 3.544,6 | 1.841,8 | 1.702,8 | 0,0 |
| 2.2.1.6 | Long-term illness | 678,3 | 5,5 | 653,9 | -95,2 | -517,2 | 725,2 | 678,3 | 46,9 | 0,0 |
| | | 18.668,1 | 48,9 | 11.430,8 | -6.987,2 | -2.346,7 | 20.813,9 | 6.460,3 | 9.605,5 | 4.748,1 |
| 2.2.4 | Other provisions | | | | | | | | | |
| | Environmental risk | 13.342,2 | -667,8 | 2.273,3 | -236,2 | 0,0 | 14.711,5 | 2.771,9 | 6.397,1 | 5.542,4 |
| | Dismantling Cyclotron | 10.244,9 | 40,6 | 0,0 | 0,0 | -0,0 | 10.285,5 | 0,0 | 0,0 | 10.285,5 |
| | Other provisions | 7.494,0 | 25,8 | 0,0 | -2.500,0 | -0,0 | 5.019,8 | 2.509,9 | 2.509,9 | 0,0 |
| | | 31.081,1 | -601,5 | 2.273,3 | -2.736,2 | -0,0 | 30.016,7 | 5.281,8 | 8.907,0 | 15.827,9 |
| | Totals | 49.749,2 | -552,6 | 13.704,1 | -9.723,4 | -2.346,7 | 50.830,7 | 11.742,1 | 18.512,6 | 20.576,0 |

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## 2.4 Short-term debts

| | | 31/12/2021 | 31/12/2020 |
|---|---|---|---|
| 2.4.4 | OCW/EZ | 11.642,6 | 0,0 |
| 2.4.7 | Project | 4.845,6 | 6.170,4 |

The table below shows the status of the work in progress and the invoiced instalments:

| | | 31/12/2021 | | | 31/12/2020 | | |
|---|---|---|---|---|---|---|---|
| | | Work in progress | Invoiced instalments | Balance | Work in progress | Invoiced instalments | Balance |
| | Work in progress < instalments | -25.081,2 | 18.331,1 | -6.750,1 | -22.322,5 | 17.118,0 | -5.204,5 |
| | Work in progress > instalments | -21.762,2 | 33.357,9 | 11.595,7 | -18.723,1 | 30.098,0 | 11.374,8 |
| | Total | -46.843,4 | 51.689,0 | 4.845,6 | -41.045,6 | 47.216,0 | 6.170,4 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 2.4.8 | Accounts payable | | | 23.471,1 | | | 20.094,6 |
| 2.4.9 | Taxation and social security contributions | | | | | | |
| | - Wage tax | | 17.548,7 | | | 16.943,1 | |
| | - Turnover tax | | 721,9 | | | 738,7 | |
| | | | | 18.270,6 | | | 17.681,8 |
| 2.4.10 | Debts in respect of pensions | | | 5.628,4 | | | 4.719,5 |
| 2.4.11 | Debt in respect of work for third parties | | | 2.816,4 | | | 1.906,3 |
| 2.4.12 | Other short-term debts | | | 21.759,6 | | | 22.430,2 |
| 2.4.13 | Tuition, course and exam fees received in advance | | | 26.391,5 | | | 36.810,8 |
| 2.4.14 | Grants received in advance from the Ministry of Education, Culture and Science/Economic Affairs | | | 2.704,0 | | | 2.405,2 |
| 2.4.16 | Amounts received in advance | | | 137.637,2 | | | 132.225,6 |
| 2.4.17 | Holiday pay and holidays | | | | | | |
| | - Holiday allowance | | 12.039,6 | | | 11.462,1 | |
| | - Holiday pay provision | | 30.617,0 | | | 29.091,9 | |
| | | | | 42.656,6 | | | 40.554,0 |
| 2.4.19 | Other accrued liabilities | | | | | | |
| | - Profiling fund | | 300,0 | | | 300,0 | |
| | - Other | | 1.147,0 | | | 675,0 | |
| | | | | 1.447,0 | | | 975,0 |
| | | | | 299.270,5 | | | 285.973,3 |

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The income yet to be received mainly consists of subsidy funds still to be received from the second and third cash flows.

There will be less tuition fee income in 2021 due to the temporary 'halving tuition fees' regulation. As compensation for damage caused by COVID-19, students temporarily pay half of the statutory tuition fees (and first-year students only pay half of that half).

2.4.4: Funds have been allocated by the Ministry of Education, Culture and Science to remedy the backlogs in research and education caused by COVID-19. At the end of 2021, EUR 10.9 million of the total amount of EUR 13.4 million received had not yet been spent. In addition, other subsidies have been received in advance, amounting to EUR 0.6 million. Conditions have been set for the use of these allocated NPO resources. The entire programme is called National Education Programme (NPO) and is split into Education & Research.

The resources from the COVID-19 envelope (NPO education) and the compensation for research delay (NPO research) from the NPO resources are designated as the non-normative part of the government grant. In accordance with RJ 660.202a, the unused funds are included under current liabilities.

**NPO Education & NPO Research**

| Description | Received in 2021 *1000 | Used in 2021 *1000 | Balance sheet position 2021 *1000 |
|---|---|---|---|
| NPO Education | €5,137 | €642 | €4,495 |
| NPO Research | €8,224 | €1,845 | €6,379 |
| **Total** | **€13,361** | **€2,487** | **€10,874** |

The expenditure of the NPO budget is accounted for in the Board's report.

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# MODEL G Overview of earmarked target grants OCW (amounts x €1,000)

**Overview of earmarked target grants OCW (amounts x €1,000)** **Model G**

**G1 Grants without a settlement clause**

| Description | Allocation | | The activities were carried out and completed in full at the end of the reporting year in accordance with the subsidy decision |
|---|---|---|---|
| | Reference | Date | |
| Tel Mee Met Taal | TMMTA20254 | 17-09-2020 | Yes |
| Tel Mee Met Taal | W210197 | 31-05-2021 | No |
| Epiffani | OO21-07 | 28-04-2021 | No |
| Extra help for the classroom - higher education | COHA21-20007 | 04-08-2021 | Yes |
| Virtual International Collaboration Projects | VIS21032 | 16-11-2021 | No |
| Virtual International Collaboration Projects | VIS21033 | 16-11-2021 | No |
| Virtual International Collaboration Projects | VIS21038 | 16-11-2021 | No |

**G2 Grants with settlement clause**

**G2-A Ending at the end of the reporting year**

| Description | Allocation | | Allocation amount | Received up to and including 2020 | Total costs including reporting year | Balance as at 1 January 2021 | Received in 2021 | Subsidisable costs in 2021 | To be settled as of 31/12/2021 |
|---|---|---|---|---|---|---|---|---|---|
| | Reference | Date | | | | | | | |
| Covid jobs in higher education | COHO210035 | 13-04-2021 | 762,7 | 0,0 | 0,0 | 0,0 | 762,7 | -63,2 | 699,6 |
| | | | 762,7 | 0,0 | 0,0 | 0,0 | 762,7 | -63,2 | 699,6 |

**G2-B Continuing until the next reporting year**

| Description | Allocation | | Allocation amount | Received up to and including 2020 | Total costs including reporting year | Balance as at 1 January 2021 | Received in 2021 | Subsidisable costs in 2021 | To be settled as of 31/12/2021 |
|---|---|---|---|---|---|---|---|---|---|
| | Reference | Date | | | | | | | |
| | | | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 |

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## Receivables and/or liabilities not appearing on the balance sheet

### Scientific books

The valuation of the scientific books in possession depends on various value factors and cannot be reliably estimated. The scientific books have therefore not been included in the balance sheet.

### Long-term financial liabilities

Investment commitments have been entered into for an amount of EUR 172,953K (including VAT).

The following long-term liabilities have been entered into (amounts in €K including VAT

| | < 1 year | 1-5 years | > 5 years |
|---|---|---|---|
| Personnel costs | 9.728 | 0 | 0 |
| Building lease | 2.073 | 3.892 | 2.049 |
| Energy and water | 7.379 | 4.156 | 0 |
| Cleaning costs | 5.055 | 4.828 | 0 |
| Other housing costs | 16.990 | 12.410 | 0 |
| Inventory and equipment | 462 | 148 | 0 |
| Telecommunications and information technology | 9.842 | 10.147 | 0 |
| Travel and accomodation expenses | 174 | 0 | 0 |
| Lease obligations | 1.394 | 349 | 0 |
| Other expenditure | 1.471 | 2.613 | 0 |
| | 54.568 | 38.542 | 2.049 |

## Other non-recognized liabilities

### Concession contract including secondment contract

As from 1 January 2018, employees of the F&D department in permanent employment of the University of Groningen will be seconded to the supplier Beijk based on a European tender procedure. The agreed wage costs are charged to Beijk on a monthly basis by the University of Groningen. The contract states that the University of Groningen may not invoice Beijk for employees who are ill for more than two weeks. Due to the impact of COVID-19, there are additional agreements with Beijk as long as there is full or limited opening of our buildings.

### Guarantee rental income

With effect of 1 September 2018, the University of Groningen and Hanze University of Applied Sciences in Groningen guarantee a minimum annual rental income for the student housing project on the former Suikerunieterrein in Groningen, which is operated by a third party. The term of this guarantee is 10 years.

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**Risks due to earthquakes**

According to a government decision (March 2018), gas extraction from the Groningen field will be phased out until it is eventually zero. In a letter of 10 September 2019, the government communicated that gas extraction will be phased out faster than the original basic pathway that was agreed on in March 2018. This substantially reduces the safety risk of earthquakes and earthquake damage. Despite the accelerated phasing out, the building regulations have not changed, and this means that from 2023 an earthquake risk assessment will no longer be required. The basic principle of this policy is that turning off the gas taps will substantially reduce the risk of earthquakes in a short period of time. For the three campus areas of the University of Groningen, this means that from 2023 (T2), no assessment of earthquake load must take place. For the Feringa Building that is being completed in the meantime, agreements have been made with NAM about the reimbursement of the additional costs. These agreements are laid down in a Settlement Agreement.

The earthquake problem is an integral part of the University of Groningen's property policy and implementation. In 2017, the survey of the Potential High Risk Building Elements (PHRBEs) per building was completed. The survey of the PHRBEs is part of the reinforcement task of the city of Groningen, which falls under the responsibility of the National Coordinator for Groningen (NCG). The reinforcement task in Groningen has been greatly delayed, and the focus of the NCG is on the problems in the core risk area and not on Groningen City. It is not in line with expectations that the NCG will focus on reinforcing the City in the period 2022 - 2023. A number of elements have been found to be in need of reinforcement. The costs incurred by the University of Groningen for this will be reimbursed after approval by the NCG.

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## Notes on the consolidated statement of income and expenditure

Amounts x €1,000

### 3. INCOME

| | | Account 2021 | | Budget 2021 | | Account 2020 | |
|---|---|---|---|---|---|---|---|
| 3.1 | Government grants | | | | | | |
| 3.1.1 | Government grant OCW/EZ | | | | | | |
| 3.1.1.1 | - Government grant OCW (WO sector) | | 600.667,5 | | 554.647,7 | | 541.707,0 |
| 3.1.2 | Other OCW/EZ grants | | | | | | |
| 3.1.2.1 | Other OCW grants | | 1.341,4 | | -669,8 | | 9,2 |
| 3.1.3 | Income transfer from government funding | | | | | | |
| 3.1.3.2 | - Academic Hospitals | | -104.204,1 | | -97.823,9 | | -98.392,2 |
| | Total government funding from Ministry of Education, Culture and Science/Economic Affairs | | 497.804,8 | | 456.154,0 | | 443.324,0 |
| 3.3 | Statutory tuition / course / exam fees | | | | | | |
| 3.3.4 | WO sector tuition fees (tuition fees charged in the current financial year) | | 63.169,7 | | 83.267,0 | | 82.350,6 |
| | Education liabilities (pre-billed tuition fees) | | -26.391,5 | | 0,0 | | -36.810,8 |
| | Release education obligations (pre-billed tuition fees last academic year) | | 36.810,8 | | 0,0 | | 33.901,0 |
| | Total tuition fees | | 73.589,0 | | 83.267,0 | | 79.440,9 |
| 3.4 | Income from work commissioned by third parties | | | | | | |
| 3.4.1 | Contract teaching | | | | | | |
| 3.4.1.1 | - Faculties | | 3.923,2 | | 3.224,2 | | 4.272,1 |
| 3.4.2 | Contract research | | | | | | |
| 3.4.2.1 | - International organizations | | | | | | |
| | - European Union | 36.516,8 | | 23.831,2 | | 31.526,2 | |
| 3.4.2.2 | - National governments | 28.403,2 | | 30.397,0 | | 22.997,0 | |
| 3.4.2.3 | - NWO | 34.321,1 | | 34.360,5 | | 34.709,9 | |
| 3.4.2.4 | - KNAW | 400,3 | | 386,4 | | 414,5 | |
| 3.4.2.5 | - Other non-profit organizations | 23.027,8 | | 24.233,4 | | 18.326,4 | |
| 3.4.2.6 | - Companies | 23.585,5 | | 16.775,0 | | 18.757,8 | |
| | | | 146.254,7 | | 129.983,5 | | 126.731,8 |
| 3.4.5 | Other income from work commissioned by third parties | | 10.340,7 | | 2.206,3 | | 9.472,6 |
| | Total income from work commissioned by third parties | | 160.518,6 | | 135.414,0 | | 140.476,6 |

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The income from work commissioned by third parties does not include grants which are subject to discussions with the grant provider about the approval of the grant. The University of Groningen largely receives operating grants. A considerably smaller share concerns actual orders from third parties: the work in progress projects. This income is mainly under rows 3.4.2.6 'Companies' and 3.4.5 'Other income from work commissioned by third parties'.

The higher government grant in 2021 (compared to the 2020 realization and the 2021 budget) concerns, among other things, the wage and price adjustment received in 2021 (EUR 10.2 million), the inflow resources received (EUR 16.3 million), the NPO resources (if not included on the balance sheet) (EUR 2.5 million) and the compensation for the reduction in tuition fees (EUR 11.3 million).

There will be less tuition fee income in 2021 due to the temporary 'halving tuition fees' regulation. As compensation for damage caused by COVID-19, students temporarily pay half of the statutory tuition fees (and first-year students only pay half of that half).

| | | Account 2021 | | Budget 2021 | | Account 2020 | |
|---|---|---|---|---|---|---|---|
| 3.5 | Other income | | | | | | |
| 3.5.1 | Rental proceeds | | 1.968,8 | | 2.398,0 | | 2.183,6 |
| 3.5.10 | Other income | | | | | | |
| | - Courses, conferences and symposia | 6.229,7 | | 3.446,8 | | 4.801,4 | |
| | - Business services | 25.474,4 | | 12.435,1 | | 22.193,9 | |
| | - Royalties | 3.126,5 | | 0,0 | | 3.466,6 | |
| | - Other incidental income | 20.401,8 | | 44.199,1 | | 20.272,7 | |
| | | | 55.232,5 | | 60.081,0 | | 50.734,6 |
| | Total other income | | 57.201,3 | | 62.479,0 | | 52.918,2 |
| | Total income | | 789.113,6 | | 737.314,0 | | 716.159,7 |

The other non-recurring income mainly consists of: SEO resources, income from summer schools, receipts from the Ubbo Emmius Fund and a subsidy from the province of Friesland.

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## 4. EXPENDITURE

| | | Account 2021 | | Budget 2021 | | Budget 2020 | |
|---|---|---|---|---|---|---|---|
| 4.1 | Staffing expenses | | | | | | |
| 4.1.1 | Wages, salaries, social security charges and pension costs *) | | | | | | |
| 4.1.1.1 | - Wages and salaries | 403.343,0 | | 378.475,1 | | 380.368,1 | |
| 4.1.1.2 | - Social security contributions | 49.659,6 | | 46.383,2 | | 45.073,0 | |
| 4.1.1.5 | - Pension contributions | 65.003,4 | | 60.714,6 | | 56.914,7 | |
| | | | 518.006,0 | | 485.572,9 | | 482.355,8 |
| 4.1.2 | Other staffing expenses | | | | | | |
| 4.1.2.1 | - Mutation in personnel provisions | 9.084,0 | | 4.911,9 | | 6.979,6 | |
| 4.1.2.2 | - Expenses for staff not in paid employment | 28.950,9 | | 18.328,7 | | 24.842,7 | |
| 4.1.2.3 | - Other staffing expenses | 6.622,4 | | 5.031,7 | | 13.044,3 | |
| | | | 44.657,3 | | 28.272,4 | | 44.866,6 |
| 4.1.3 | Payments received | | -1.914,8 | | -1.212,2 | | -1.946,2 |
| | Total staffing expenses | | 560.748,5 | | 512.633,0 | | 525.276,2 |

*) The staffing expenses for the UMCG R&D will be on-charged by UMCG's salary accounts department.

The average number of employees is 6,749 FTE in 2021 (2020: 6,477 FTE).

Average number of employees by category in FTE

| | 2021 | 2020 |
|---|---|---|
| WP | 3.992,6 | 3.810,7 |
| OBP | 2.756,9 | 2.666,1 |
| Group companies | 0,0 | 0,0 |
| | 6.749,5 | 6.476,8 |

The number of University of Groningen employees who work outside the Netherlands is 1.25 FTE (2020: 1.92 FTE).

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| | | Account 2021 | | Budget 2021 | | Budget 2020 | |
|---|---|---|---|---|---|---|---|
| 4.2 | **Depreciation** | | | | | | |
| 4.2.1 | Intangible fixed assets | 1.689,9 | | 0,0 | | 569,4 | |
| 4.2.2 | Tangible fixed assets | 37.843,7 | | 44.081,3 | | 36.556,2 | |
| | Total depreciation and amortization | | 39.533,6 | | 44.081,3 | | 37.125,6 |
| 4.3 | **Accommodation** | | | | | | |
| 4.3.1 | Rent | 2.817,8 | | 3.483,5 | | 4.139,3 | |
| 4.3.2 | Insurance | 726,8 | | 681,5 | | 619,6 | |
| 4.3.3 | Maintenance | 14.339,1 | | 7.062,0 | | 13.619,3 | |
| 4.3.4 | Energy and water | 9.055,4 | | 5.423,5 | | 8.358,1 | |
| 4.3.5 | Cleaning costs | 7.616,5 | | 4.227,3 | | 6.881,2 | |
| 4.3.6 | Taxes and levies | 5.658,9 | | 3.603,7 | | 4.042,1 | |
| 4.3.8 | Other accommodation expenses | 3.167,9 | | 35.965,5 | | 3.051,1 | |
| | Total accommodation expenses | | 43.382,3 | | 60.447,0 | | 40.710,6 |
| 4.4 | **Other expenses** | | | | | | |
| 4.4.1 | Administration and management costs | | 4.553,4 | | 11.971,9 | | 3.959,1 |
| 4.4.2 | Fixtures and fittings and equipment | | | | | | |
| | -Fixtures and fittings and equipment | 7.216,6 | | 7.644,4 | | 8.227,2 | |
| | - Other provisions | 9.039,0 | | 3.942,2 | | 9.189,3 | |
| | | | 16.255,5 | | 11.586,6 | | 17.416,4 |
| 4.4.4 | Mutation other provisions | | 2.273,6 | | 0,0 | | 1.123,6 |
| 4.4.5 | Other | | | | | | |
| | - Telecommunications and information technology | 13.434,7 | | 17.975,1 | | 12.625,4 | |
| | - Travel and accommodation expenses | 3.222,2 | | 8.351,9 | | 4.562,4 | |
| | - Publicity, representation and grants | 13.986,2 | | 12.684,5 | | 14.208,3 | |
| | - Specific costs education & research | 46.980,6 | | 42.748,2 | | 41.805,8 | |
| | - Consultancy costs and compensation for services | 7.631,8 | | 5.294,2 | | 5.955,4 | |
| | - Other | 21.139,9 | | 20.132,6 | | 18.513,3 | |
| | | | 106.395,4 | | 107.186,4 | | 97.670,7 |
| | Total other expenditure | | 129.477,9 | | 130.745,0 | | 120.169,8 |
| | Expenditure – total | | 773.142,3 | | 747.906,3 | | 723.282,2 |

*Explanation*
The item 'Specific costs education & research' mainly consists of costs for laboratory and research equipment, project costs, costs for UMCG R&D affiliates and costs for PhD students.

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| | Account 2021 | | | Account 2020 | | |
|---|---|---|---|---|---|---|
| Breakdown of auditing costs | EY | KPMG | Totaal | EY | KPMG | Totaal |
| Remuneration audit annual accounts | 459,1 | 96,2 | 555,3 | 372,5 | 149,7 | 522,1 |
| Remuneration other auditing assignments | 248,9 | 44,1 | 292,9 | 245,2 | 88,5 | 333,7 |
| Remuneration tax advice | 59,5 | 0,0 | 59,5 | 132,0 | 0,0 | 132,0 |
| Fees other non-auditing services | 14,6 | 2,5 | 17,0 | 16,1 | 11,4 | 27,5 |
| Auditing costs | 782,0 | 142,7 | 924,7 | 765,8 | 249,6 | 1.015,4 |

The total fees charged to the legal entity in the financial year for the audit of the annual accounts, other audit assignments, tax advice and other non-audit services relate to the work performed during the financial year.

## 6. Financial income and expenditure

| | | Account 2021 | Budget 2021 | Account 2020 |
|---|---|---|---|---|
| 6.1.1 | Interest income | 812,0 | 0,0 | 186,9 |
| 6.2.1 | Interest expenditure | -66,3 | 0,0 | -604,9 |
| | Net financial income and expenditure | 745,6 | 0,0 | -418,0 |

The decrease in interest income is mainly due to the declining interest rate on these outstanding assets.
Interest expenditure concerns interest related to calculating the cash value of the provisions.

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## 8. Result from participations

| | Account 2021 | Budget 2021 | Account 2020 |
|---|---|---|---|
| Result UGNWG GmbH | 0,0 | 0,0 | 21,9 |
| Result of participation in AOG Holding B.V. | 411,5 | 0,0 | 46,6 |
| Result of participations RUG Houdstermaatschappij | 229,2 | 0,0 | 1.731,5 |
| Net result participations | 640,7 | 0,0 | 1.799,9 |

**RECAPITULATION Statement of income and expenditure**

| | | | |
|---|---|---|---|
| Operating income and expenditure | | | |
| Income | 789.113,6 | 737.314,0 | 716.159,7 |
| Expenditure | 773.142,3 | 747.906,3 | 723.282,2 |
| Balance of income and expenditure | 15.971,3 | -10.592,3 | -7.122,5 |
| Financial income and expenditure | | | |
| Net financial income and expenditure | 745,6 | 0,0 | -418,0 |
| Result from participations | | | |
| Net result participations | 640,7 | 0,0 | 1.799,9 |
| Operating result | 17.357,6 | -10.592,3 | -5.740,6 |

**Proposal for use of balance statement of income and expenditure**
Amounts x €1,000

It is proposed that the consolidated result of €17,357.6K be distributed as follows:

| | |
|---|---|
| Addition general reserve | 18.498,9 |
| Addition to allocated reserve (public) | -1.355,8 |
| Addition to allocated reserve (private) | 0,0 |
| Addition to allocated fund (public) | 0,0 |
| Addition to allocated fund (private) | 214,5 |
| Consolidated result | 17.357,6 |

The University of Groningen is a legal entity under the Higher Education and Academic Research Act and therefore has no statutes. There are, therefore, no special provisions resulting from statutes regarding the result appropriation.

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## Events after the balance sheet date

**Declaration of intent for the sale of Hortus and Organic Centre (Biotoop) in Haren**
The University of Groningen owns the Hortus and Biotoop locations. Both locations are no longer part of the University's core tasks of education and research. The University of Groningen has entered into consultations with the Municipality of Groningen about the future of both locations. In broad terms, a letter of intent was concluded at the time of the preparation of the 2021 annual accounts. The decision-making by the municipal council must take place in a subsequent phase.

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## Model e related party overview

Amounts x €1,000

In the guidelines for the preparation of the annual accounts, the Minister indicates that the legal entities that, together with the University,

- form an economic unit and
- are under the joint management of the economic unit and
- where the joint management has decisive control over the legal entity in question, should be consolidated in the annual accounts.

The data of the majority participating interests are derived from the annual accounts of the participations in question.

The following legal entities are involved at the University of Groningen:

**Majority interest**

| | | Legal form | Registered office | Code activities | Equity 31/12/2020 | Revenue 2020 | Result 2020 | Participation percentage |
|---|---|---|---|---|---|---|---|---|
| Applied NanoSystems (Chamber of Commerce no. 02067460 | | BV | Groningen | 4 | -3,5 | 0,0 | 0,6 | 100% |
| Declaration Section 2:403 BW: | no | | | | | | | |
| Consolidated | yes | | | | | | | |
| RUG Houdstermaatschappij (Chamber of Commerce no. 02058154) | | BV | Groningen | 4 | 8.565,5 | 0,0 | 1.737,5 | 100% |
| Declaration Section 2:403 BW: | no | | | | | | | |
| Consolidated | yes | | | | | | | |
| University of Groningen North West Germany GmbH | | GmbH | Papenburg (DE) | 4 | 18,8 | 0,0 | -4,8 | 100% |
| Declaration Section 2:403 BW: | no | | | | | | | |
| Consolidated | no | | | | | | | |

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*Explanation*
At the end of 2021, the RUG Houdstermaatschappij B.V. had interests in the following companies:

| Companies | Stake | Core activities |
|---|---|---|
| UOCG Market B.V. | 100% | Development of products and services for educational support |
| NTV Beheer B.V. | 100% | Company management |
| Kennis Conversie Fonds B.V. | 100% | Investment fund |
| Van Swinderen Huys B.V. | 100% | Meeting and congress centre |
| RUG UMCG investments B.V. | 50% | Investing in promising technology companies |
| North Tech Venture CV | 3% | Investing in promising technology companies |
| Angteq B.V. | 15% | Pharmaceutical and diagnostic advice and research |
| Nederland Rusland Centrum B.V. | 45% | Supervision of bilateral contacts |
| PolyVation B.V. | 49% | Polymer products for the medical sector |
| UC Promotion Groningen CV | 33% | Research human movement sciences education |
| KNN Groep B.V. | 20% | Advising on environment and economy |
| Pro Facto B.V. | 6% | Public administration and legal advice |
| AGILeBiotics B.V. | 10% | Developing antibiotics |
| Biorion Technologies B.V. | 5% | Drug delivery system |
| Lifelines Databeheer B.V. | 50% | Medical data collection |
| Ocean Grazer Holding B.V. | 20% | Development of generation and storage of energy |
| EV Biotech B.V. | 9% | Developing high-quality molecules |
| Biologisch Arch. Innovatiecentrum B.V. | 34% | Organic innovation centre |
| TBCertain B.V. | 10% | Production of synthetic molecules |
| Innolab Holding B.V. | 18% | Holding and management activities |
| QDI Systems BV | 13% | Development and production of X-ray detectors |
| SG Papertronics B.V. | 22% | Biotechnology company |
| SlimStampen B.V. (Haren) | 95% | Developing effective learning methods |
| Sencilia B.V. | 12% | Development, production and operation of sensors (medical and industrial) |
| Deep Atlas B.V. | 8% | Providing geological knowledge and conducting geological research |
| Neth.Enabling Watertechn.Fonds B.V. | 21% | Private equity firm |

All companies have their registered office in Groningen.
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## Other participations/capital interests

| | Legal form | Registered office | Code activities | Equity 31/12/2020 | Revenue 2020 | Result 2020 | Participation percentage |
|---|---|---|---|---|---|---|---|
| Lofar C.V. (Chamber of Commerce no. 04082149)<br>Declaration Section 2:403 BW:<br>Consolidated | C.V.<br>no<br>no | Dwingeloo | 2 | 0,0 | 0,0 | 0,0 | 11% |
| Stichting GN-IX (Chamber of Commerce no. 02074287)<br>Declaration Section 2:403 BW:<br>Consolidated | Foundation<br>no<br>no | Groningen | 4 | 0,0 | 0,0 | 0,0 | N/A |

## Decisive control

| | Legal form | Registered office | Code activities | Equity 31/12/2020 | Revenue 2020 | Result 2020 | Participation percentage |
|---|---|---|---|---|---|---|---|
| Stichting AOG (Chamber of Commerce 41011529)<br>Declaration Section 2:403 BW:<br>Consolidated | Foundation<br>no<br>yes | Groningen | 1 | 3.892,0 | 0,0 | 44,7 | N/A |

## Other related parties

| Name | Legal form | Registered office | Activities code |
|---|---|---|---|
| Foundation ACLO | Foundation | Groningen | 4 |
| Foundation Behoud Groene Hortus | Foundation | Groningen | 4 |
| Foundation tot Bevordering der Hematologie Groningen | Foundation | Groningen | 4 |
| Foundation Bestuursrecht en Bestuurskunde | Foundation | Groningen | 4 |
| Foundation Groninger Universiteitsfonds | Foundation | Groningen | 4 |
| Foundation Groninger Center for Drug Research | Foundation | Groningen | 4 |
| Foundation Groninger Universiteitsblad | Foundation | Groningen | 4 |
| Foundation KEI | Foundation | Groningen | 4 |
| Foundation Klinische Farmacologie Groningen | Foundation | Groningen | 4 |
| Foundation Leonardo da Vinci | Foundation | Groningen | 4 |

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| Name | Legal form | Registered office | Activities code |
|---|---|---|---|
| Foundation Nicolaas Muleriusfonds | Foundation | Groningen | 4 |
| Foundation voor Pedagogisch Onderwijs | Foundation | Groningen | 4 |
| Foundation Technology Consultancy Center | Foundation | Groningen | 4 |
| Foundation ter Bevordering van Onderzoek en Onderwijs in de strafrechtswetenschappen | Foundation | Groningen | 4 |
| Foundation ter Bevordering van Ruimtelijke Wetenschappen | Foundation | Groningen | 4 |
| Foundation tot Bevordering van de Huisartsengeneeskunde Regio Noord Nederland | Foundation | Groningen | 4 |
| Foundation Ubbo Emmius Fonds | Foundation | Groningen | 4 |
| Foundation Nederlands Agronomisch Historisch Instituut | Foundation | Groningen | 4 |
| Foundation Academische Opleidingen Groningen | Foundation | Groningen | 4 |
| Foundation Business Generator Groningen (Northern Knowledge) | Foundation | Groningen | 4 |
| Farmaceutisch Technologie Groningen | Association | Groningen | 4 |
| Foundation Aquilo | Foundation | Groningen | 4 |
| CS ASPA | Partnership | Groningen | 4 |
| Foundation Pastoor Schmeits voor Sterrekunde | Foundation | Groningen | 4 |
| Foundation Sterrenkundig Studiefonds J.C.Kapteyn | Foundation | Groningen | 4 |
| Foundation Bèta Bedrijvendagen | Foundation | Groningen | 4 |
| Foundation Grote Buitenl.Excursie(s) Fysisch Mathem.Facult.ver. | Foundation | Groningen | 4 |
| Foundation Hilmar Joh.Backer Fonds | Foundation | Groningen | 4 |
| Foundation Surfeng | Foundation | Groningen | 4 |
| Technisch Fysische Association Prof.Francken | Association | Groningen | 4 |
| Association voor Polymeerchemici Netwerk | Association | Groningen | 4 |
| Foundation ESEB 2017 (Entosiast) | Foundation | Groningen | 4 |
| Foundation Microbes Unlimited | Foundation | Groningen | 4 |
| Johann Bernoulli Foundation voor de Wiskunde | Foundation | Groningen | 4 |
| Foundation Cover Travel Foundation | Foundation | Groningen | 4 |
| Foundation Natuurkunde Olympiade Nederland | Foundation | Groningen | 4 |
| Foundation Systems & Control Groningen | Foundation | Groningen | 4 |

Activities code:
1 = contract education
2 = contract research
3 = immovable property
4 = other

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# NON-CONSOLIDATED ANNUAL ACCOUNTS 2021

## Non-consolidated balance sheet as at 31 december 2021

(after profit appropriation)

**ACTIVA**

| | | 31/12/2021 | 31/12/2020 |
|---|---|---|---|
| **FIXED ASSETS** | | | |
| 1.1.1.0 | Intangible fixed assets | 5.069,8 | 5.863,1 |
| | Tangible fixed assets | | |
| 1.1.2.1 | Buildings | 362.133,7 | 350.067,2 |
| 1.1.2.2 | Premises | 6.598,1 | 6.598,1 |
| 1.1.2.3 | Fixtures and fittings and equipment | 60.916,0 | 56.717,4 |
| 1.1.2.5 | In progress and advance payments | 178.720,0 | 127.667,0 |
| | | 613.437,6 | 546.912,9 |
| | Financial fixed assets | | |
| 1.1.3.1 | Participations in group companies | 8.315,5 | 8.510,3 |
| 1.1.3.2 | Other participations | 49,1 | 49,1 |
| 1.1.3.3 | Receivable from group company | 0,0 | 0,0 |
| 1.1.3.7 | Securities | 16.500,0 | 16.500,0 |
| 1.1.3.8 | Other receivables | 1.678,1 | 1.950,7 |
| | | 26.542,7 | 27.010,1 |
| | Total fixed assets | 639.980,3 | 573.922,9 |
| **CURRENT ASSETS** | | | |
| 1.2.1 | Inventory | 558,1 | 656,9 |
| 1.2.2 | Receivables | 121.286,8 | 109.703,9 |
| 1.2.4 | Liquid assets | 200.558,9 | 246.649,9 |
| | Current assets – total | 322.403,8 | 357.010,8 |
| | | 962.384,1 | 930.933,7 |

**LIABILITIES**

| | | 31/12/2021 | 31/12/2020 |
|---|---|---|---|
| **EQUITY** | | | |
| 2.1.1.1 | General reserve | 573.243,6 | 554.026,5 |
| 2.1.1.2 | Allocated reserves (public) | 32.190,7 | 33.546,5 |
| 2.1.1.3 | Allocated reserves (private) | -1.049,7 | -1.049,7 |
| 2.1.1.4 | Allocated funds (public) | 686,3 | 686,3 |
| 2.1.1.5 | Allocated funds (private) | 2.160,8 | 2.280,6 |
| 2.1.1.7 | Other statutory reserves | 5.069,8 | 5.863,1 |
| | Total equity | 612.301,5 | 595.353,3 |
| **BORROWED CAPITAL** | | | |
| 2.2 | Provisions | 50.830,7 | 49.749,2 |
| 2.4 | Short-term debts | 299.251,9 | 285.831,3 |
| | Short-term debts | 350.082,6 | 335.580,4 |
| | | 962.384,1 | 930.933,7 |

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## Non-consolidated statement of income and expenditure 2021

| | Account 2021 | Budget 2021 | Account 2020 |
|---|---|---|---|
| Consolidated result | 17.357,6 | -10.592,3 | -5.740,6 |
| Less: Provision for participation in ANS B.V. | 0,1 | 0,0 | -0,3 |
| Less: Result foundations | -409,6 | 0,0 | -44,7 |
| Non-consolidated result | 16.948,1 | -10.592,3 | -5.785,6 |

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# Notes to the non-consolidated annual accounts

Amounts x €1,000

## General

The non-consolidated annual accounts have been prepared in accordance with the statutory provisions of Part 9 of Book 2 of the Dutch Civil Code issued by the Dutch Accounting Standards Board. These provisions are applicable pursuant to the Annual Reporting Regulations for the Educational Sector. The annual accounts have been prepared in euros.
The accounting principles for the non-consolidated annual accounts and the consolidated annual accounts are the same. The participations in group companies are valued at net asset value. As regards the accounting principles for the valuation of assets and liabilities and for the determination of the result, reference is made to the explanatory notes to the consolidated balance sheet and statement of income and expenditure. In the explanatory notes to the balance sheet and statement of income and expenditure, reference is made, where necessary, to the explanatory notes to the consolidated annual accounts.

## 1.1.1 Intangible fixed assets

| | 1.1.1.0 Software | 1.1.1.0 Projects in progress | 1.1.1.0 Total |
|---|---|---|---|
| Balance as at 1 January 2021 | | | |
| Acquisition price | 4.841,5 | 1.591,0 | 6.432,5 |
| Cum. depreciation and downward value adjustments | -569,4 | 0,0 | -569,4 |
| Book values | 4.272,1 | 1.591,0 | 5.863,1 |
| Mutations | | | |
| Investments | 327,2 | 0,0 | 327,2 |
| Reclassification work in progress | 1.591,0 | -1.591,0 | 0,0 |
| Disinvestments | 0,0 | 0,0 | 0,0 |
| Depreciation | -1.120,5 | 0,0 | -1.120,5 |
| | 797,7 | -1.591,0 | -793,3 |
| Balance as at 31 December 2021 | | | |
| Acquisition price | 6.759,7 | 0,0 | 6.759,7 |
| Cum. depreciation and downward value adjustments | -1.689,9 | 0,0 | -1.689,9 |
| Book values | 5.069,8 | 0,0 | 5.069,8 |

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### 1.1.2 Tangible fixed assets

| | 1.1.2.1 Buildings | 1.1.2.2 Premises | 1.1.2.3 Inventories and equipment | 1.1.2.5 Projects in progress | Total |
|---|---|---|---|---|---|
| Balance as at 1 January 2021 | | | | | |
| Acquisition price | 863.410,0 | 6.598,1 | 122.302,0 | 129.258,0 | 1.121.568,1 |
| Cum. depreciation and downward value adjustments | -513.342,8 | 0,0 | -67.175,6 | 0,0 | -580.518,3 |
| Book values | 350.067,3 | 6.598,1 | 55.126,4 | 129.258,0 | 541.049,8 |
| Mutations | | | | | |
| Investments | 248,9 | 0,0 | 18.928,2 | 85.668,6 | 104.845,7 |
| Disinvestments | 0,0 | 0,0 | -4.724,3 | 0,0 | -4.724,3 |
| Depreciation | -24.389,1 | 0,0 | -13.450,8 | 0,0 | -37.839,9 |
| Reclassification work in progress | 36.206,6 | 0,0 | 0,0 | -36.206,6 | 0,0 |
| Depreciation of disinvestments | 0,0 | 0,0 | 5.036,5 | 0,0 | 5.036,5 |
| | 362.133,7 | 6.598,1 | 60.916,0 | 178.720,0 | 608.367,8 |
| Balance as at 31 December 2021 | | | | | |
| Acquisition price | 899.865,5 | 6.598,1 | 136.505,9 | 178.720,0 | 1.221.689,5 |
| Cum. depreciation and downward value adjustments | -537.731,8 | 0,0 | -75.589,9 | 0,0 | -613.321,7 |
| Book values | 362.133,7 | 6.598,1 | 60.916,0 | 178.720,0 | 608.367,8 |

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### 1.1.3 Financial fixed assets

| | | Participation percentage | Book value per 01/01/2021 | Investments 2021 | Disinvest-ments 2021 | Result 2021 | Mutation provision 2021 | Other mutations 2021 | Book value per 31/12/2021 |
|---|---|---|---|---|---|---|---|---|---|
| 1.1.3.1 | Participations in group companies | | | | | | | | |
| | Applied NanoSystems B.V., Groningen | 100% | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 |
| | RUG Houdstermaatschappij B.V., Groningen | 100% | 8.510,3 | 0,0 | -0,0 | -119,8 | 0,0 | -75,0 | 8.315,5 |
| | | | 8.510,3 | 0,0 | -0,0 | -119,8 | 0,0 | -75,0 | 8.315,5 |

*Explanation*
The participation in Applied NanoSystems B.V. has been fully written down as a result of negative equity.

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| 1.3.2 | Participations | | | | | | | | |
| 1.1.3.2 | Other participations | | | | | | | | |
| | - Stichting GN-IX - Groningen | nvt | 6,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 6,0 |
| | - UGNWG GmbH in Papenburg (Germany) | 100% | 43,1 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 43,1 |
| | - LOFAR CV - Dwingeloo | 11% | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 |
| | | | 49,1 | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 | 49,1 |

The University has an 11% stake in LOFAR CV. The initial contribution of EUR 10K has been fully written down.

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| | | Outstanding loans (funds lent) 01/01/2021 | Loans given 2021 | Repayments/ settlement 2021 | Outstanding loans (funds lent) 31/12/2021 | Interest percentage | Residual maturity in years |
|---|---|---|---|---|---|---|---|
| 1.1.3.3 | Receivables from group companies | | | | | | |
| | Applied NanoSystems B.V. | 11,7 | 0,3 | -0,3 | 11,7 | 3,0% | 1 |
| | | 11,7 | 0,3 | -0,3 | 11,7 | | |

| | | Balance per 01/01/2021 | Allocations 2021 | Release 2021 | Balance per 31/12/2021 |
|---|---|---|---|---|---|
| | Provision for receivables from group companies | | | | |
| | Applied NanoSystems BV, Groningen | 11,7 | 0,3 | -0,3 | 11,7 |
| | | 11,7 | 0,3 | -0,3 | 11,7 |

| | | Investments per 01/01/2021 | Purchases given 2021 | Mutation 2021 | Investments per 31/12/2021 |
|---|---|---|---|---|---|
| 1.1.3.7 | Securities | | | | |
| 1.1.3.7.4 | Other securities; deposits | 16.500,0 | 0,0 | 0,0 | 16.500,0 |
| | | 16.500,0 | 0,0 | 0,0 | 16.500,0 |

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| | | Outstanding loans (funds lent) 01/01/2021 | Loans given 2021 | Repayments/ settlement 2021 | Outstanding loans (funds lent) 31/12/2021 | Interest percentage | Residual maturity in years |
|---|---|---|---|---|---|---|---|
| 1.1.3.8 | Other receivables | | | | | | |
| | - GSZ Mayday | 138,1 | 0,0 | 0,0 | 138,1 | 0,0% | indeterminate |
| | - GSZ Mayday | 28,2 | 0,0 | -1,9 | 26,3 | 4,0% | 11 |
| | - Stichting Behoud Groene Hortus | 1.573,3 | 0,0 | 0,0 | 1.573,3 | 0,0% | > 1 |
| | - Stichting Behoud Groene Hortus (subordinated) | 62,3 | 0,0 | 0,0 | 62,3 | 0,0% | > 1 |
| | - UNICA installatie groep B.V. | 1.950,7 | 0,0 | -269,6 | 1.681,1 | 0,0% | 5 |
| | - Stichting Infoversum | 54,6 | 0,0 | -54,6 | 0,0 | 2,5% | >1 |
| | | 3.807,2 | 0,0 | -326,1 | 3.481,1 | | |

| | Balance per 01/01/2021 | Allocation 2021 | Release 2021 | Withdrawal 2021 | Balance per 31/12/2021 |
|---|---|---|---|---|---|
| Provision for other receivables | 1.856,5 | 0,0 | 0,0 | -53,5 | 1.803,0 |

| | Balance per 01/01/2021 | Balance per 31/12/2021 |
|---|---|---|
| Outstanding loans (funds lent) | 3.807,2 | 3.481,1 |
| Less: Provision FFA | 1.856,5 | 1.803,0 |
| | 1.950,7 | 1.678,1 |

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## 1.2 Current assets

| | | | Account 31/12/2021 | | Account 31/12/2020 |
|---|---|---|---|---|---|
| 1.2.1 | INVENTORY | | | | |
| 1.2.1.2 | Purchase price consumables | | | | |
| | Warehouse inventory | | 558,1 | | 656,9 |
| 1.2.2 | RECEIVABLES | | | | |
| 1.2.2.1 | Accounts receivable | 7.967,6 | | 10.700,2 | |
| | Less: Provisions for bad debts | -317,0 | | -352,5 | |
| | | | 7.650,7 | | 10.347,7 |
| 1.2.2.6 | Receivables from personnel | | 45,8 | | 24,4 |
| 1.2.2.7 | Receivables from students / participants / course participants | | 14,2 | | 59,5 |
| 1.2.2.10 | Other receivables | | | | |
| | Accrued income | 46.459,0 | | 40.639,2 | |
| | Other receivables | 54.338,9 | | 49.845,3 | |
| | | | 100.797,8 | | 90.484,5 |
| 1.2.2.12 | Costs paid up front | | 12.716,5 | | 8.728,6 |
| 1.2.2.15 | Accrued assets | | 61,8 | | 59,3 |
| | | | 121.286,8 | | 109.703,9 |

**Explanation**
The fair value of the receivables approximates their book value, given their short-term nature and the fact that provisions for non-collectability have been formed where necessary.

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| | | 31/12/2021 | 31/12/2020 |
|---|---|---|---|
| 1.2.4 | LIQUID ASSETS | | |
| 1.2.4.1 | Cash holdings | 18,4 | 11,6 |
| 1.2.4.2 | Bank account credits | | |
| | Bank account credits (general) | 390,9 | 6.249,6 |
| | Deposits (=< 3 months) | 100,0 | 500,0 |
| | Current accounts | 200.049,6 | 239.888,8 |
| | | 200.558,9 | 246.649,9 |

**Explanation**
Cash and cash equivalents consist of cash, bank balances and demand deposits with a maturity of three months or less and are at the free disposal of the institution.

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## LIABILITIES

### 2.1 Equity

The equity is further explained in the explanatory notes to the balance sheet in the consolidated annual accounts.

| | Balance per 31/12/2021 | Balance per 31/12/2020 |
|---|---|---|
| Non-consolidated equity | 612.301,5 | 595.353,3 |
| Equity group companies | 4.301,7 | 3.892,0 |
| Loan provision (funds lent) Applied NanoSystems B.V. | 12,0 | 11,7 |
| Equity Applied NanoSystems B.V. | -3,9 | -3,5 |
| Consolidated equity | 616.611,3 | 599.253,5 |

*Explanation*

The equity of group companies is the equity of Stichting Academische Opleidingen Groningen. This is not included as a participation in the non-consolidated annual accounts. The provisions created have been eliminated in the consolidated annual accounts as a result of the consolidation of both entities. The equity of Applied Nanosystems B.V. is negative, and no provision has been made for this in the non-consolidated annual accounts. Negative equity must be included in the consolidated annual accounts.

### 2.2 Provisions

The provisions are further explained in the explanatory notes to the balance sheet in the consolidated annual accounts.

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## 2.4 Short-term debts

| | | | 31/12/2021 | | 31/12/2020 |
|---|---|---|---|---|---|
| 2.4.4 | OCW/EZ | | 11.642,6 | | 0,0 |
| 2.4.7 | Project instalments invoiced in advance and received in advance | | | | |
| | work in progress | -46.843,4 | | -41.045,6 | |
| | Invoiced instalments | 51.689,0 | | 47.216,0 | |
| | | | 4.845,6 | | 6.170,4 |
| 2.4.8 | Accounts payable | | 23.452,5 | | 20.053,2 |
| 2.4.9 | Taxation and social security contributions | | | | |
| | - Wage tax | 17.548,7 | | 16.943,1 | |
| | - Turnover tax | 721,9 | | 638,1 | |
| | | | 18.270,6 | | 17.581,1 |
| 2.4.10 | Debts in respect of pensions | | 5.628,4 | | 4.719,5 |
| 2.4.11 | Debt in respect of work by third parties | | 2.816,4 | | 1.906,3 |
| 2.4.12 | Other short-term debts | | 21.759,6 | | 22.430,2 |
| 2.4.13 | Tuition, course, teaching and exam fees received in advance | | 26.391,5 | | 36.810,8 |
| 2.4.14 | Grants received in advance from the Ministry of Education, Culture and Science/Economic Affairs | | 2.704,0 | | 2.405,2 |
| 2.4.16 | Amounts received in advance | | 137.637,2 | | 132.225,6 |
| 2.4.17 | Holiday pay and holidays | | | | |
| | - Holiday allowance | 12.039,6 | | 11.462,1 | |
| | - Holiday pay provision | 30.617,0 | | 29.091,9 | |
| | | | 42.656,6 | | 40.554,0 |
| 2.4.19 | Other accrued liabilities | | | | |
| | - Profiling fund | 300,0 | | 300,0 | |
| | - Other | 1.147,0 | | 675,0 | |
| | | | 1.447,0 | | 975,0 |
| | | | 299.251,9 | | 285.831,3 |

The short-term debts all have a residual maturity of less than one year.

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## Receivables and/or liabilities (non-consolidated) not appearing on the balance sheet

The receivables and/or liabilities not appearing on the balance sheet are explained in more detail in the notes to the consolidated balance sheet.

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## Statement of income and expenditure

| | | Non-consolidated results | Foundations with control | Participations | | Consolidated results |
|---|---|---|---|---|---|---|
| | | | Stichting AOG | Applied Nano Systems BV | RUG Houdster maatschappij | |
| | | 2021 | | | | 2021 |
| 3 | Income | | | | | |
| 3.1 | Government grants | 497.804,8 | 0,0 | 0,0 | 0,0 | 497.804,8 |
| 3.2 | Other government contributions and grants | 0,0 | 0,0 | 0,0 | 0,0 | 0,0 |
| 3.3 | Statutory tuition / course / exam fees | 73.589,0 | 0,0 | 0,0 | 0,0 | 73.589,0 |
| 3.4 | Income from work commissioned by third parties | 160.518,6 | 0,0 | 0,0 | 0,0 | 160.518,6 |
| 3.5 | Other income | 57.203,1 | -1,9 | 0,0 | 0,0 | 57.201,3 |
| | | 789.115,5 | -1,9 | 0,0 | 0,0 | 789.113,6 |
| 4 | Expenditure | | | | | |
| 4.1 | Staffing expenses | 560.748,5 | 0,0 | 0,0 | 0,0 | 560.748,5 |
| 4.2 | Amortization immaterial fixed assets | 1.689,9 | 0,0 | 0,0 | 0,0 | 1.689,9 |
| | Depreciation tangible fixed assets | 37.839,9 | 0,0 | 0,0 | 3,8 | 37.843,7 |
| 4.3 | Accommodation expenses | 43.382,3 | 0,0 | 0,0 | 0,0 | 43.382,3 |
| 4.4 | Other costs | 129.034,0 | 0,0 | 0,1 | 443,8 | 129.477,9 |
| | | 772.694,6 | 0,0 | 0,1 | 447,6 | 773.142,3 |
| | Balance of income and expenditure | 16.420,9 | -1,9 | -0,1 | -447,6 | 15.971,3 |
| | The average number of employees in 2021 is 6,749 FTE (2020: 6,477 FTE).<br>The number of University of Groningen employees who work outside the Netherlands is 1.25 FTE (2020: 1.92 FTE). | | | | | |
| 6 | Financial income and expenditure | | | | | |
| 6.1 | Financial income | 713,3 | 0,0 | 0,0 | 98,7 | 812,0 |
| 6.2 | Financial expenditure | -66,3 | 0,0 | 0,0 | 0,0 | -66,3 |
| | Net financial income and expenditure | 646,9 | 0,0 | 0,0 | 98,7 | 745,6 |
| 8 | Result from participations | -119,8 | 411,5 | 0,0 | 349,0 | 640,7 |
| | Result | 16.948,1 | 409,6 | -0,1 | 0,0 | 17.357,6 |

The above statement of income and expenditure also includes the reconciliation between the result in the non-consolidated annual accounts and the consolidated annual accounts. As regards the explanatory notes, reference is made to the notes in the consolidated annual accounts.

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## Wnt act standard remuneration of senior officials

Since 1 January 2013, the WNT (Act for the standardization of the remuneration of senior officials in the public and semi-public sector) has applied to publicly funded institutions such as the University of Groningen. A disclosure obligation applies for the WNT.

The general 2021 salary maximum for the University of Groningen has been set at EUR 209,000 (full-time employment). The maximum remuneration is calculated in proportion to the length and/or scope of employment in any calendar year. The University of Groningen falls into education classification G. Three criteria are used to determine the classification. Based on the average of the total income in years T-4 to T-2, the University of Groningen is awarded ten complexity points; for the average number of government-funded students in years T-4 to T-2, four complexity points; and for the number of types of education in year T-2, five complexity points. This results in a total of 19 complexity points, resulting in classification G. The Supervisory Board adopted this classification for the year 2021 on 14 December 2020.

The managing senior officials with an employment relationship identified within our organization do not have an employment relationship with other institution(s) subject to the WNT as a managing senior official (which were entered into as of 1 January 2018).

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# List of salaries of senior officials

## A. Board of the University

| Data 2021 | J. de Vries | J.A.W.M. Biemans | T.N. Wijmenga |
|---|---|---|---|
| **Job data** | | | |
| Position | Chair | Vice-chair | Rector Magnificus |
| Commencement and end date in 2020 | 01/01 - 31 /12 | 01 /01 - 31 /12 | 01 /01 - 31 /12 |
| Scope of employment contract (as a part-time factor in FTE) | 1 | 1 | 1 |
| Employment contract | yes | yes | yes |
| **Salary** | | | |
| Salary plus taxable disbursements | 184.709 | 164.385 | 184.609 |
| Long-term benefits | 23.609 | 22.993 | 23.674 |
| Subtotal | 208.318 | 187.378 | 208.283 |
| Individually applicable maximum salary | 209.000 | 209.000 | 209.000 |
| -/- Amount unduly paid | n/a | n/a | n/a |
| Total salary | 208.318 | 187.378 | 208.283 |
| Surplus amount and reason for (not) admitting | n/a | n/a | n/a |
| Explanation of claims for undue payment | n/a | n/a | n/a |

| Data 2020 | | | |
|---|---|---|---|
| **Job data** | Chair | Member | Rector Magnificus |
| Commencement and end date in 2020 | 01/01 – 31/12 | 01 /01 - 31 /12 | 01 /01 - 31 /12 |
| Scope of employment contract (as a part-time factor in FTE) | 1 | 1 | 1 |
| Employment contract | yes | yes | yes |
| **Salary** | | | |
| Salary plus taxable disbursements | 178.161 | 154.078 | 178.297 |
| Long-term benefits | 22.042 | 21.037 | 21.930 |
| Subtotal | 200.203 | 175.115 | 200.227 |
| Individually applicable maximum salary | 201.000 | 201.000 | 201.000 |
| Total salary | 200.203 | 175.115 | 200.227 |

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## B. Supervisory Board

| Data 2021 | J.W. Remkes | R.J. Weil | W. Reehoorn |
|---|---|---|---|
| Position | Chair | Member | Member |
| Commencement and end date in 2021 | 01/01 - 31/12 | 01/06- 31/12 | 01/01 - 31/12 |
| Salary | 20.000 | 8.750 | 15.000 |
| Individually applicable maximum salary | 31.350 | 12.254 | 20.900 |
| -/- Amount unduly paid | n/a | n/a | n/a |
| Actually received salary | 20.000 | 8.750 | 15.000 |
| Surplus amount and reason for admitting | n/a | n/a | n/a |
| Explanation of claims for undue payment | n/a | n/a | n/a |

| Data 2020 | | | |
|---|---|---|---|
| Position | Chair | n/a | Member |
| Commencement and end date in 2020 | 01/09 - 31/12 | n/a | 01/01 - 31/12 |
| Salary | 6.667 | n/a | 15.000 |
| Individually applicable maximum salary | 10.050 | n/a | 20.100 |

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| Data 2021 | W. van Saarloos | H.D. Post | A.S. Roeters |
|---|---|---|---|
| Position | Member | Member | Member |
| Commencement and end date in 2021 | 01/01 - 31/12 | 01/01 - 28/02 | 01/01 - 31/12 |
| Salary | 15.000 | 2.500 | 15.000 |
| Individually applicable maximum salary | 20.900 | 3.378 | 20.100 |
| -/- Amount unduly paid | n/a | n/a | n/a |
| Actually received salary | 15.000 | 2.500 | 15.000 |
| Surplus amount and reason for admitting | n/a | n/a | n/a |
| Explanation of claims for undue payment | n/a | n/a | n/a |

| Data 2020 | | | |
|---|---|---|---|
| Position | n/a | Member | Member |
| Commencement and end date in 2020 | n/a | 01/01 - 31/12 | 01/01 - 31/12 |
| Salary | n/a | 15.000 | 15.000 |
| Individually applicable maximum salary | n/a | 20.100 | 20.100 |

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## C. Non-senior officials' salaries (exceeding the standard)

| Data 2021 | Professor | Dean | Professor |
|---|---|---|---|
| Scope of employment contract (as a part-time factor in FTE) | 1 | 1 | 1 |
| Salary plus taxable disbursements | 252.028 | 214.916 | 187.841 |
| Long-term benefits | 22.303 | 23.811 | 23.509 |
| Total salary | 274.332 | 238.727 | 211.350 |
| Individual applicable threshold amount of remuneration | 209.000 | 209.000 | 209.000 |
| Mandatory justification for exceeding the individually applicable remuneration threshold | Royalties | Supplement | Supplement |

| Data 2020 | | | |
|---|---|---|---|
| Scope of employment contract (as a part-time factor in FTE) | 1 | 1 | 1 |
| Remuneration plus taxable disbursements | 243.038 | 194.208 | 179.619 |
| Remuneration payable in due time | 20.660 | 22.209 | 21.620 |
| Total salary | 263.697 | 216.417 | 201.239 |

*Explanatory note*
In accordance with the policy rules on the application of the WNT, the University of Groningen does not account for external non-top functionaries.

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Groningen, 20 June 2022

**Members of the Board of the University of Groningen**
J. de Vries, Chair
C. Wijmenga, Rector Magnificus
J.A.W.M. Biemans, Vice-Chair

**Members of the Supervisory Board**
J.W. Remkes, Chair
R.J. Weil
A.S. Roeters
W. van Saarloos
H.S. de Jong

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## Other data

**Appropriation of result**
The University of Groningen is a legal entity under the Higher Education and Academic Research Act and therefore has no statutes.
There are, therefore, no special provisions resulting from statutes regarding the result appropriation.

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The following is an English translation of the independent auditor's report issued 20 June 2022.

## Independent auditor's report

To: the executive board and supervisory board of Rijksuniversiteit Groningen

## Report on the financial statements 2021 included in the annual report

### Our opinion

We have audited the financial statements 2021 of Rijksuniversiteit Groningen, based in Groningen.

In our opinion:

- The financial statements included in this annual report give a true and fair view of the financial position of Rijksuniversiteit Groningen as at 31 December 2021, and of its result for the year 2021 in accordance with the Regeling jaarverslaggeving onderwijs (Education Reporting Regulation).
- The income and expenditures recognized in these financial statements, as well as the movements in the balance sheet in 2021, have been legitimately generated in all material respects in accordance with the provisions contained in the relevant laws and regulations, as included in Section 2.3.1. Referentiekader (frame of reference) of the Auditing Protocol for Auditors in the Education Sector OCW 2021 (Onderwijsaccountantsprotocol OCW 2021).

The financial statements comprise:

- The consolidated and company balance sheet as at 31 December 2021
- The consolidated and company statement of income and expense for the year 2021
- The notes comprising of a summary of the accounting policies and other explanatory information

### Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing and the Onderwijsaccountantsprotocol OCW 2021. Our responsibilities based on these are further described in the Our responsibilities for the audit of the financial statements section of our report.

We are independent of Rijksuniversiteit Groningen in accordance with the ''Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten'' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the ''Verordening gedrags- en beroepsregels accountants'' (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Compliance with anti-cumulation provision of WNT is unaudited

In accordance with the Controleprotocol WNT 2021 (WNT Auditing Protocol 2021), we did not audit the compliance with the anti-cumulation provision in Section 1.6a of the WNT and Section 5(1) (n and o) of the Uitvoeringsregeling WNT (WNT Implementation Regulation). Therefore, we did not audit whether or not a remuneration maximum was exceeded by a senior management official as a result of possible employment as senior management official at other institutions that are subject to the WNT, nor did we audit whether the required disclosure is accurate and complete in this respect.

## Report on other information included in the annual report

The annual report contains other information in addition to the financial statements and our auditor's report thereon.

Based on the following procedures performed, we conclude that the other information:

- Is consistent with the financial statements and does not contain material misstatements
- Contains the information as required by the Regeling jaarverslaggeving onderwijs and the relevant laws and regulations as included in Section 2.2.2. Bestuursverslag (directors' report) of the Onderwijsaccountantsprotocol OCW 2021

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements. By performing these procedures, we comply with the requirements of the Regeling jaarverslaggeving onderwijs, Section 2.2.2. Bestuursverslag of the Onderwijsaccountantsprotocol OCW 2021 and the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

The board is responsible for the preparation of the other information, including the board report and the other information as required by Part 9 of Book 2 of the Dutch Civil Code in accordance with the Regeling jaarverslaggeving onderwijs and the relevant laws and regulations as included in Section 2.2.2. Bestuursverslag of the Onderwijsaccountantsprotocol OCW 2021.

## Description of responsibilities for the financial statements

### Responsibilities of the board and the supervisory board for the financial statements

The board is responsible for the preparation and fair presentation of the financial statements in accordance with the Regeling jaarverslaggeving onderwijs. Furthermore, the board is responsible for legitimately generating the income and expenditures recognized in the financial statements and the movements in the balance sheet, in accordance with the provisions contained in the relevant laws and regulations, as included in Section 2.3.1. Referentiekader of the Onderwijsaccountantsprotocol OCW 2021. In this respect, the board is also responsible for such internal control as the board determines is necessary to enable the preparation of the financial statements and compliance with relevant laws and regulations, without material misstatements, whether due to fraud or error.

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As part of the preparation of the financial statements, the board is responsible for assessing the education institution's ability to continue as a going concern. Based on the financial reporting framework mentioned, the board should prepare the financial statements using the going concern basis of accounting unless the board either intends to liquidate the education institution or to cease operations, or has no realistic alternative but to do so. The board should disclose events and circumstances that may cast significant doubt on the institution's ability to continue as a going concern in the financial statements.

The supervisory board is responsible for overseeing the financial reporting process of the education institution.

Our responsibilities for the audit of the financial statements

Our responsibility is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have maintained professional skepticism throughout the audit and have exercised professional judgment where relevant, in accordance with Dutch Standards on Auditing, the Onderwijsaccountantsprotocol OCW 2021, ethical requirements and independence requirements. Our audit included among others:

- Identifying and assessing the risks of:
  - Material misstatement of the financial statements, whether due to fraud or error
  - Illegitimately generating of income and expenditures as well as movements in the balance sheet that are of material importance
- Designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the education institution's internal control
- Evaluating the appropriateness of accounting policies used, the financial criteria applied for legitimacy and the reasonableness of accounting estimates and related disclosures made by the board



- Concluding on the appropriateness of the board's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the education institution's ability of to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause an institution to cease to continue as a going concern
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures
- Evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation and whether the income and expenditure recognized in the financial statements as well as movements in the balance sheet have in all material respects been legitimately generated

Because we are ultimately responsible for the opinion, we are also responsible for directing, supervising and performing the group audit. In this respect we have determined the nature and extent of the audit procedures to be carried out for group entities. Decisive were the size and/or the risk profile of the group entities or operations. On this basis, we selected group entities for which an audit or review had to be carried out on the complete set of financial information or specific items.

We communicate with the supervisory board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Groningen, 20 June 2022

Ernst & Young Accountants LLP

signed by J.J. Kooistra

university of groningen

# OTHER INFORMATION




Education Centre
(artist's impression)

university of groningen

# Annexes



Faculty of Law
(artist's impression)

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# Annex A
# Key figures and indicators

## Education

| ACADEMIC YEAR | 2021-2022 | 2020-2021 | 2019-2020 | 2018-2019 | 2017-2018 | 2016-2017 | 2015-2016 |
|---|---|---|---|---|---|---|---|
| **Students*** | | | | | | | |
| Total | 35.136 | 34.121 | 31.828 | 31.125 | 29.296 | 28.452 | 27.867 |
| UG's market share in NL | 10,3% | 10,4% | 10,5% | 10,7% | 10,6% | 10,7% | 10,8% |
| Foreign nationals | 9.048 | 8.226 | 7.477 | 6.889 | 5.551 | 4.764 | 3.997 |
| Percentage of foreign nationals at UG | 25,8% | 24,1% | 23,5% | 22,1% | 18,9% | 16,7% | 14,3% |
| **Registration categories*** | | | | | | | |
| Full-time | 34.699 | 33.675 | 31.420 | 30.694 | 28.823 | 27.962 | 27.334 |
| Part-time | 392 | 402 | 354 | 377 | 427 | 448 | 488 |
| Dual | 45 | 44 | 54 | 54 | 46 | 42 | 45 |
| **Registration per academic phase*** | | | | | | | |
| Propedeutic | 11.491 | 10.632 | 9.510 | 9.574 | 8.452 | 7.530 | 7.279 |
| Bachelor | 10.723 | 10.849 | 12.242 | 11.551 | 11.154 | 11.358 | 11.089 |
| Master | 11.563 | 11.164 | 10.076 | 10.000 | 9.690 | 9.564 | 9.499 |
| Pre-master (as of 2020-2021 separated from Bachelor's programme) | 1.359 | 1.476 | | | | | |
| **Intake of first-year students**** | | | | | | | |
| Bachelor | 7.478 | 7.498 | 6.641 | 7.047 | 6.246 | 5.690 | 5.286 |
| Master | 1.352 | 1.133 | 922 | 1.026 | 837 | 818 | 695 |
| Total | 8.830 | 8.631 | 7.563 | 8.073 | 7.083 | 6.508 | 5.981 |
| Market share | 9,7% | 9,4% | 9,2% | 10,0% | 9,5% | 9,5% | 9,4% |

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| ACADEMIC YEAR | 2021-2022 | 2020-2021 | 2019-2020 | 2018-2019 | 2017-2018 | 2016-2017 | 2015-2016 |
|---|---|---|---|---|---|---|---|
| **Degrees** | | | | | | | |
| Bachelor | unknown | 5.149 | 4.389 | 4.195 | 4.036 | 4.260 | 4.060 |
| Market share | unknown | 11,6% | 11,1% | 11,1% | 11,1% | 11,8% | 11,5% |
| Master | unknown | 4.919 | 4.413 | 4.409 | 4.223 | 4.206 | 4.015 |
| Market share | unknown | 9,2% | 9,3% | 9,4% | 9,4% | 9,7% | 9,6% |
| **Funding** | | | | | | | |
| Funded registrations | 22.067 | 21.813 | 19.850 | 19.576 | 18.189 | 17.628 | 17.589 |
| Funded degrees | unknown | 9.005 | 7.783 | 7.703 | 7.459 | 7.579 | 7.435 |

**Definitions**

Source: 1 Cijfer Hoger Onderwijs (1cHO) file of DUO/UNL/CBS. Figures are updated annually in arrears.
Definitions and figures may differ from previous RUG annual reports.
*Main registration as of 1 October
**Registrations competely new at UG (Main registration, Institution in the first year)

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# Research

| CALENDAR YEAR | 2021 | 2020 | 2019 | 2018 | 2017 |
|---|---|---|---|---|---|
| **Research[1]** | | | | | |
| Academic staff (FTE) | 1.972 | 2.042 | 1.795 | 1.799 | 1.795 |
| PhD theses | 640 | 591 | 546 | 507 | 502 |
| Market share of UG | n.b. | 12,7% | 11,0% | 10,5% | 10,6% |
| Academic publications (excl. dissertions) | 8.544 | 8.810 | 9.029 | 8.296 | 7.868 |
| Market share of UG | n.b. | 11,5% | 12,0% | 11,2% | 11,2% |
| Veni, Vidi and Vici grants by NWO [2] | 16 | 22 | 14 | 21 | 24 |
| Market share of UG | n.b. | 8,4% | 6,0% | 8,2% | 9,8% |
| Veni, Vidi and Vici grants applications [2] | n.b. | 161 | 146 | 173 | 167 |
| Market share of UG | n.b. | 9,5% | 9,3% | 9,6% | 9,5% |
| **Staff (FTE, excl. UMCG)[3]** | | | | | |
| Academic staff (FTE) | 2.613 | 2.463 | 2.405 | 2.339 | 2.296 |
| Market share of UG[4] | n.b. | 8,5% | 8,9% | 9,0% | 9,0% |
| Non-Dutch nationals | 1.235 | 1.119 | 1.078 | 1.014 | 940 |
| Administrative and supporting staff | 2.113 | 1.916 | 1.971 | 1.909 | 1.833 |
| Market share of UG | n.b. | 9,4% | 10,0% | 10,1% | 10,0% |
| Non-Dutch nationals | 158 | 120 | 119 | 107 | 91 |
| Professors | 313 | 317 | 301 | 301 | 294 |
| Market share of UG | n.b. | 10,5% | 10,3% | 10,7% | 10,9% |
| Associate professors | 283 | 252 | 265 | 251 | 244 |
| Market share of UG | n.b. | 9,9% | 10,8% | 10,5% | 10,6% |
| Assistant professors | 554 | 511 | 516 | 483 | 438 |
| Market share of UG | n.b. | 8,9% | 9,6% | 9,3% | 8,7% |
| Employed PhD students | 755 | 730 | 702 | 688 | 737 |
| Market share of UG | n.b. | 7,7% | 8,0% | 8,1% | 8,8% |
| Non-Dutch nationals | 429 | 386 | 377 | 359 | 359 |
| Other academic staff | 709 | 653 | 621 | 616 | 583 |
| Market share of UG | n.b. | 8,0% | 8,2% | 8,6% | 8,3% |

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| CALENDAR YEAR | 2021 | 2020 | 2019 | 2018 | 2017 |
|---|---|---|---|---|---|
| **UMCG staff (FTE)[5]** | | | | | |
| Academic staff (FTE) | 1.152 | 1.136 | 1.050 | 1.026 | 1.005 |
| Non-Dutch nationals [5] | 287 | 283 | 262 | 252 | 254 |
| Administrative and supporting staff | 657 | 620 | 637 | 620 | 614 |
| Non-Dutch nationals [5] | 24 | 23 | 23 | 23 | 15 |
| Professors | 98 | 95 | 93 | 74 | 65 |
| Employed PhD students[7] | 442 | 442 | 421 | 384 | 418 |
| Non-Dutch nationals[6] | 171 | 170 | 162 | 148 | 153 |
| **Current PhD trajects UG&UMCG[8]** | | | | | |
| 1a. Employed PhD students | 1.918 | 1.923 | 1.922 | 1.867 | 1.920 |
| 1b. Employees engaged in PhD project | 199 | 211 | 209 | 225 | 225 |
| 2a. PhD students from UG/UMCG | 643 | 657 | 609 | 616 | 442 |
| 2b. PhD students alternatively funded | 641 | 569 | 624 | 575 | 514 |
| 3. PhD students externally funded | 449 | 438 | 419 | 395 | 370 |
| 4. Self-supporting PhD students (private means) | 484 | 512 | 517 | 506 | 479 |
| No information | 58 | 58 | 59 | 67 | 68 |
| **Total** | **4.392** | **4.368** | **4.359** | **4.251** | **4.018** |
| Non-Dutch nationals | 2.300 | 2.211 | 2.172 | 2.094 | 1.906 |
| Proportion of non-Dutch nationals | 52,4% | 50,6% | 49,8% | 49,3% | 47,4% |

Notes
[1] Research figures 2021 are preliminary; output in 2020 taken from UNL Research output_2020 dec 2021 and deployment through 2017 from KUOZ-flex 2018 VSNU
[2] Vernieuwingsimpuls awards; source through 2019: NWO data file 2015_2019 dated Nov 2020; 2020 extracted from NWO website
[3] cf. WOPI definitions: staff with salaried employment, year-end positions; figures through 2019 taken from VSNU website WOPI 2019 update Oct 2020, Table 1 excl. Health
[4] Market share of staff: % of national total including HOOP category Health, excluding student assistants; source: WOPI-flex 2017, VSNU/IR may 2018; missing figures 2017 of UU and UvA filled in with the 2016 figures
[5] Only staff financially relying on UMCG's Teaching and Research budget
[6] Proportion non-Dutch staff UMCG as of 2019 estimated based on proportion in 2018
[7] Including MD/PhD's
[8] Number of trajectories not yet terminated, regardless of funding; source: Hora Finita; preliminary figures dated March 16, 2022

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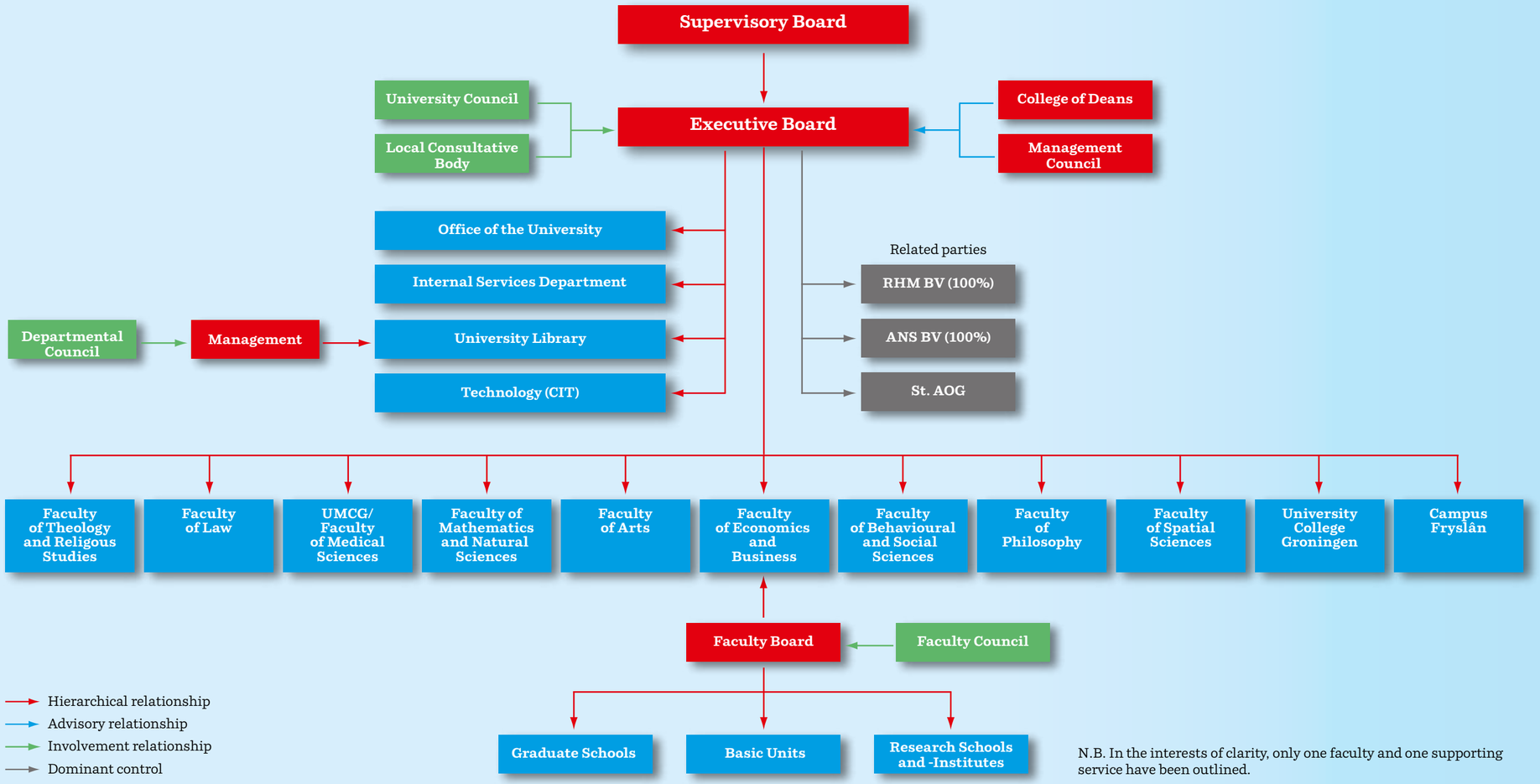
# Annex B
# Organogram




N.B. In the interests of clarity, only one faculty and one supporting service have been outlined.

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# Annex C
# Backgrounds

## I. Members of the Board of the University

**Prof. J. de Vries (President)**
Jouke de Vries (1960) studied Political Sciences at the University of Amsterdam, where he obtained his PhD in 1989. In 1999, De Vries was appointed Professor of Public Administration at Leiden University. He also became the academic director and later Dean of The Hague Campus, part of Leiden University. Under his leadership, Campus The Hague developed into an internationally renowned academic centre with thousands of students. In 2015, De Vries was appointed Professor of Governance and Public Policy at the University of Groningen. He was also appointed Dean of Campus Fryslân in Leeuwarden and as such he was responsible for the development of the eleventh faculty at the University of Groningen. On 1 October 2018, he was appointed President of the Board of the University. Finally, De Vries is a member and vice-chairman of the board of the Universities of the Netherlands (UNL, formerly VSNU) and also chairman of the Strategy, Public Affairs & Governance Steering Group (SSPG) of UNL.

**J.A.W.M. Biemans (Vice-President)**
Hans Biemans (1961) studied Economics at Tilburg University. He started his career as a policy officer for employment and construction policy at the union CNV (1987-1991). He then went on to work for the Association of Dutch Architects as an economic affairs officer. After that, he became a senior consultant for the labour market and education at KPMG. Since 2000, he has held various positions at the University of Groningen: Deputy Head of Alumni Relations and Fundraising, followed by Head of Financial Planning and Budgets, Interim Head of Real Estate and Investment Projects and then Head of Corporate Control. In September 2019 he joined the Board of the University of Groningen. He is responsible for finance, accommodation and real estate, technology transfer, public private partnerships, commercial activities and IT.

**Prof. C. Wijmenga (Rector Magnificus)**
Cisca Wijmenga (1964) studied biology at the University of Groningen, obtained her doctorate with honours at Leiden University (1993) and became a professor at the UMC Utrecht in 2003. She has been Professor of Human Genetics at the University of Groningen since 2007 and was head of the UMCG's Genetics Department from 2007 to 2017. Wijmenga has been a member of the Royal Netherlands Academy of Arts and Sciences (KNAW) since 2012; she is also a member of the Royal Holland Society of Sciences and Humanities (KHMW) and the Academia Europaea. In 2012 she received an ERC Advanced Grant for her research on gluten allergy. She was also director of BBMRI-NL2.0, the partnership of biobanks in the Netherlands, which received € 9.8 million from the Netherlands Organization for Scientific Research (NWO) in 2014. In 2015 she was awarded the Spinoza Prize. Furthermore, she was co-PI the 'Organs on a chip' research programme, which was awarded a NWO Gravitation grant in 2017. In 2017 she was appointed to the Lodewijk Sandkuijl chair at the University of Groningen. In 2019 she was appointed (the first female) Rector Magnificus of the University of Groningen.

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# II. Members of the Supervisory Board

**J.W. Remkes (Chair)**
Johan Remkes (1951) has held many political and administrative positions at municipal, provincial and national levels. In 1978, he was elected to both the Groningen Municipal Council and the Groningen Provincial Council. From 1982 to 1993, he was also a member of the Provincial Executive of Groningen, and from 1994 to 1996, he was re-elected to the Groningen Municipal Council. In 1993, Remkes also joined the Dutch House of Representatives as a member of the VVD party. He was State Secretary for Housing, Spatial Planning, and the Environment from 1998 to 2002. From 2002 to 2007, Remkes was Minister of the Interior and Kingdom Relations, and from 2002 to 2003, he was also Deputy Prime Minister. In late 2006, he rejoined the House of Representatives. In addition, he was Chair of the State Commission on the Parliamentary System in 2017/2018. From 2010 until 2019, he was King's Commissioner in Noord-Holland. Remkes was also Chair of the committee that issued advice to the Cabinet on nitrogen issues. From October 2019 until July 2020, he was Deputy Mayor of The Hague. The Minister of Education, Culture, and Science appointed him as Chair of the Supervisory Board of the UG as of 1 September 2020. From April to December 2021, Johan Remkes was Deputy King's Commissioner for the province of Limburg, and from September until mid-December 2021, he acted as formateur to help form the Dutch coalition cabinet.

**W. Reehoorn**
Wietze Reehoorn (1962) studied Dutch Law at the University of Groningen. He began as a trainee at ABN AMRO in 1989 and went on to hold senior management positions in wholesale, commercial and corporate banking, and risk management. In 2000, he was appointed Corporate Executive Vice President. In 2001, he joined the management team of Business Unit Nederland, and in 2002 he became Head of Corporate Development at ABN AMRO Groep NV. In 2004, he again joined the management team of Business Unit Nederland and later became Head of Commercial & Corporate Banking. After ABN AMRO was taken over by a consortium of banks in 2007, Reehoorn became CEO of Merchant Banking in the Netherlands. In 2009, he joined the transition team for the integration of ABN AMRO and Fortis Bank Nederland. In 2010, he was appointed Chief Risk Officer (responsible for risk management and strategy, including corporate development and investor relations) on the Management Board of ABN AMRO Group NV, ABN AMRO Bank NV and Fortis Bank (Nederland) NV (part of ABN AMRO Bank NV since 1 July 2010). Reehoorn stood down from the Management Board of ABN AMRO at the end of 2017 after nine years and left the bank on 1 July 2018. He has accepted several committee positions since then, and is currently active on the boards of eight different organizations in the Netherlands and abroad, including the National Bank of Greece.

**Ms A.S. Roeters**
Annette Roeters (1954) studied Dutch Language and Literature at the University of Groningen. As general director, she managed the Child Care and Protection Agency for five years between 1 February 2015 and 1 January 2020. Before this, she was Senior Chief Inspector of the Netherlands Inspectorate of Education, part of the Ministry of Education, Culture and Science (2008-2015). Previously she was also a member of the Executive Board of VU University Amsterdam and Vice-President and member of the Executive Board of Windesheim University of Applied Sciences.

**Prof. W. van Saarloos**
Wim Van Saarloos (1955) studied Physics at Delft University of Technology and was awarded a PhD by Leiden University. He then moved to the United States, where he worked as a researcher at the Department of Material Science of AT&T Bell Laboratories in Murray Hill. In 1991, he returned to the Netherlands to become professor of Theoretical Physics in Leiden. From 2009 to 2017, he was full-time director of the Foundation for Fundamental Research into Matter (FOM), after which he returned to Leiden as a professor. Between June 2018 and June 2020, van Saarloos was also President of the Royal Netherlands Academy of Arts and Sciences (KNAW), where he led a restructuring. Van Saarloos was the founding director of the international Lorentz Center in Leiden. In addition, he chaired the committee that drew up the national Sector Plan for Physics in 2007. Based on this plan, the Dutch government made extra resources available for teaching and research in the fields of physics and

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chemistry. As a researcher, van Saarloos was awarded the Descartes-Huygens Prize and the Physica Prize. He has been emeritus professor at Leiden since July 2021.

**Ms R. Weil**
Relinde Weil (1968) studied Business at the UG and followed the postdoctoral Controller programme at VU Amsterdam. She started her career with the Dutch National Railways, after which she transferred to McKinsey. As a consultant, and later as Engagement Manager, she worked in several sectors, such as finance and energy. In addition, she managed projects in the dairy industry and worked with various startups. In 2001, she moved to Nike EMEA, where she spent several years fulfilling a variety of roles, including that of Finance and Strategy Director for Golf, Football and Running. Weil left Nike and started working in healthcare instead because she wanted to make more societal impact. She worked, for example, in elderly and disabled care as a board member at Amsta in Amsterdam. Since 2016, she has been Chair of the Board of Management of the St Jansdal hospital, a position in which she helped to relaunch the Lelystad hospital after it had gone bankrupt.

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# Annex D
# Additional positions (as per 31-12-2021)

## I. Members of the Board of the University

| PERSON / POSITIONS | ORGANIZATION | SALARIED |
|---|---|---|
| **J. de Vries (President)** | | |
| Chair of the General Board | Academische Opleidingen Groningen Foundation (AOG) | no |
| Chair of the Supervisory Board | Groningen University Fund | no |
| Chair of the Foundation Board | Behoud Groene Hortus Foundation | no |
| Member of the Supervisory Board | University of Groningen Holding Company BV | no |
| Member of the Board | Ubbo Emmius Fund | no |
| Member of the Board | Groningen Confucius Institute | no |
| Member of the Steering Committee | The Groningen Agreement | no |
| Member of the Steering Committee | WIJS (Wijk Inzet door Jongeren en Studenten) | no |
| Member of the Executive Committee | Groningen National Programme | no |
| Member of the General Board | Groningen National Programme | no |
| Member | Northern Netherlands Economic Board | no |
| Member and Vice-Chair of the Board | Universities of the Netherlands (UNL) | no |
| Chair of the Steering Committee | UNL - Strategy, Public Affairs, & Governance | no |
| Member of the Board | Dutch Scientific Institutes Abroad | no |
| Member of the Supervisory Board | New Energy Coalition | no |
| Member of the Supervisory Board | ISPT-AFT Foundation | no |
| Member of the Supervisory Board | Wetsus | no |
| Member of the International Supervisory Board | Energy Delta Institute | no |
| Member | AVEBE Feedback Group | no |
| Member of the Board | Netherlands Energy Research Alliance | no |
| Member of the Board | Netherlands-Caribbean Foundation for Clinical Higher Education | no |
| Member of the Board | European Medical School Oldenburg-Groningen | no |
| Member | The Guild of European Research-Intensive Universities | no |
| Member | Verbund Norddeutscher Universitäten | no |

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| PERSON / POSITIONS | ORGANIZATION | SALARIED |
|---|---|---|
| J.A.W.M. Biemans (Vice-Chair) | | |
| Member of the Supervisory Board | LOFAR Foundation | no |
| Chair of the Supervisory Board | University of Groningen Holding Company BV | no |
| Board treasurer | Business Generator Groningen Foundation | no |
| Vice-Chair of the General Board | AOG (Academische Opleidingen Groningen) Foundation | no |
| Member of the Steering Committee | UNL – Business operations and Finances | no |
| Member of the Investors Board | Carduso Capital | no |
| Member of the Council of Members | SURF U.A. Cooperative | no |
| Member of the Supervisory Board | Cognigron | no |
| Member of the Steering Committee | Youth Housing Office | no |
| Member of the Steering Committee | Campus Groningen | no |
| Treasurer | The Island of Helpermaar Management Association | no* |
| **C. Wijmenga (Rector Magnificus)** | | |
| Member of the Supervisory Board | Groningen University Fund | no |
| Chair | Nicolaas Mulerius Fund | no |
| Chair of the Board | Eric Bleumink Fund | no |
| Member of the Board | Ubbo Emmius Fund | no |
| Member of the board | Royal Dutch Physics Society | no |
| Member of the of the Supervisory Board | University of Groningen Holding Company BV | no |
| Member | Fryske Akademy | no |
| Member | Royal Holland Society of Sciences and Humanities | no |
| Member | Royal Netherlands Academy of Arts and Sciences | no |
| Member of the Supervisory Board | Waddenacademie | yes |
| Member of the Supervisory Board | Ludwig Kliniek | yes |
| Member of the Advisory Board | 'De Garage' | no |
| Member of the Scientific Advisory Committee | Estonian Genome Centre | no |
| Member of the Scientific Advisory Board | International Genome Sample Resource | no |
| Member of the Scientific Advisory Board | Latvian Biomedical Research and Study Centre | no |
| Member | Academia Europaea | no |
| Member of the Steering Committee | UNL - Education and Research | no |
| Member of the Board | UNL - Capacity Body for Organizations of Educational Institutes | no |
| Member of the Steering Committee | Netherlands Interdisciplinary Demographic Institute (NIDI/KNAW) | no |

* in a personal capacity

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# Members of the Supervisory Board

| PERSON / POSITIONS | ORGANIZATION |
|---|---|
| **J.W. Remkes** | |
| Chair | Advisory and Arbitrary Committee of the Rijksdienst |
| Chair of the Supervisory Board | Groninger Museum |
| Co-chair | Consultative Council on the Physical Environment |
| Chair of the Supervisory Board | Housing Corporation Portaal in Utrecht |
| Chair of the Supervisory Board | Deltares |
| Deputy Mayor | City of The Hague (October 2019-July 2020) |
| Deputy King's Commissioner | Province of Limburg (19 April 2021-1 December 2021) |
| **W. Reehoorn** | |
| Chair of the Supervisory Board | TopsportCommunity |
| Member of the Supervisory Board | Frans Hals Museum |
| Member/Director | Royal Holland Society of Sciences and Humanities |
| Member of the Board | Abe Bonnema Foundation |
| Member of the Board of Directors | National Bank of Greece |
| Chair of the Supervisory Board | MUFG Bank (Europe) NV |
| Chair of the Supervisory Board | Anthos Private Wealth Management BV |
| Chair of the Supervisory Board | MUFG Securities (Europa) NV |
| **A.S. Roeters** | |
| Chair | Council for Dutch Language and Literature (Dutch Language Union) |
| Member of the Board | Widow Funds Foundation |
| Member of the Advisory Board | Societal advisory council Dynamics of Youth |
| Member | Higher Education Efficiency Committee |
| Member of the Advisory Panel | Dutch Scientific Agenda 2019 and 2020 |
| Member of the Directorate | National Library of the Netherlands |
| **W. van Saarloos** | |
| Chair | TO2 Evaluation Committee of the Ministry of Economic Affairs and Climate (until April 2021) |
| Chair | Permanent Committee of National Institutes (KNAW&NWO) |
| Vice-President | European Academies Science Advisory Council |
| Member of the Science Advisory Board | Max-Planck Institute Göttingen |
| Member of the Supervisory Board | Teylers Museum (until June 2021) |
| Member of the Scientific Council | GAK Institute |

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| PERSON / POSITIONS | ORGANIZATION |
| --- | --- |
| **R.J. Weil** | |
| Chair of the Board of Management | St. Jansdal Hospital |
| Chair of the Supervisory Board | GGNet |
| Member | BoZ Governance Innovation and Advisory Committee (IAC) |

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# Annex E
# Terms of office

## Board of the University

| BOARD MEMBER | POSITION | START OF APPOINTMENT | END OF APPOINTMENT |
|---|---|---|---|
| J. de Vries | President | 1 October 2018 | 1 October 2022 |
| J.A.W.M. Biemans | Vice-President | 1 September 2019 | 1 September 2023 |
| C. Wijmenga | Rector Magnificus | 1 September 2019 | 1 September 2023 |

## Supervisory Board

| Board member | Position | Start of appointment | End of appointment |
|---|---|---|---|
| J.W. Remkes | Chair | 1 September 2020 | 1 September 2024 |
| H.D. Post | Member | 1 March 2013 | 1 March 2021* |
| W. Reehoorn | Member | 1 January 2014 | 1 January 2022 |
| A.S. Roeters | Member | 1 November 2015 | 1 November 2023 |
| W. van Saarloos | Member | 1 January 2021 | 1 January 2025 |
| R. Weil | Member | 1 June 2021 | 1 June 2025 |

*H.D. Post has been succeeded by R. Weil

university of groningen

## Colophon


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