university of groningen

2022 Annual report

University of Groningen



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This is an English translation of the original Dutch version of the annual report, including the financial statements. In case of any discrepancies or different interpretations between this translated version and the original Dutch annual report, the latter will prevail. The Dutch version is published online as well.

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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 2022, the Supervisory 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.

One change was made to the composition of the Supervisory Board in 2022. Henk Siebren de Jong joined the Board, replacing Wietze Reehoorn. Also on behalf of the other members of the Supervisory Board, I would like to thank our retired colleague for his valuable input and great commitment to the academic community of the University of Groningen. It is worth mentioning that Wietze provided the impetus for the establishment and set up of the Supervisory Board's Finance Audit Committee based on the concept of a critical friend. This has proven to be much appreciated and valuable.

On 24 February 2022, the world was stunned by the Russian invasion of Ukraine. A new crisis followed with shocking violence and millions of Ukrainians fleeing. The Supervisory Board is following the consequences of the war for Ukrainian universities, academic freedom, and for students and their families with concern. I am happy with the support that the University of Groningen has provided and continues to provide to Ukrainian students and staff. This also applies to Belarussian and Russian members of the academic community who have found themselves in a difficult situation. I am impressed by the many initiatives that have been developed within the University. The Supervisory Board has regularly spoken with the Board of the University about the impact of the war on the wellbeing of students and staff from that region, and about the measures the Board of the University has taken in connection with the invasion.

Although the consequences of the coronavirus pandemic were still noticeable (the year 2022 started with a lockdown), the University of Groningen was soon faced with another crisis as a result of the war in Ukraine - the energy crisis. The Supervisory Board is very concerned about the impact of the rapidly and sharply rising prices for energy on the University of Groningen's operations. Partly as a result of this, the deficit in the University of Groningen's budget will rise sharply in 2023. In 2019, the year before the coronavirus pandemic, the University spent approximately € 9 million on energy, and this amount is expected to increase to € 45 million in 2023.

In 2022, the administrative agreement was entered into with the Minister of Education, Culture and Science. The Supervisory Board and the Board of the University are delighted with the extra funding and the extra investments that can be made with it. A serious impulse is being given to the creation of calm and space, and the reduction of workload. At the same time, we also realize that the challenges for the University remain considerable.

Although the Supervisory Board is concerned about the financial development and is following it closely and critically, I am also pleased that the Board of the University has not yet slammed on the brakes. The University of Groningen has a healthy reserve position and does not want to intervene in the institution's primary process of teaching and research for the time being. Nevertheless, it is necessary to make structural cuts of € 20 million in the long term. In order to achieve a responsible, broadly supported, and cautious implementation of this task, we launched the 'Back in balance '26' programme. This focuses on four main themes: energy, accommodation, support, and teaching & research. All faculties and support services are thinking of ways to save, and I am pleased that the central representative body is also involved. The Supervisory Board is looking forward to the results.

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In terms of business operations and facilities, in 2022, the Supervisory Board devoted a great deal of attention to the process of developing a new strategic real estate policy and the current strategic real estate plan. Attention was drawn to the risks of rising inflation. Due to its size, the construction of the Feringa Building, in particular, has major consequences for the University's future financial position. Therefore, the Supervisory Board (and its Finance Audit Committee in particular) is closely following the delays in the construction of the Feringa Building and their financial implications. At the end of 2022, several members of the Supervisory Board paid a company visit to the University of Groningen's buildings and new construction locations and spoke with those involved to personally ascertain the state of affairs. This deep dive into the University of Groningen's real estate is highly appreciated.

The Supervisory Board has discussed a number of topics several times with the Board of the University. I would particularly like to mention the further elaboration of the four interdisciplinary Schools and the University of the North (UvhN). The Schools provide a location for various scientific disciplines to jointly carry out innovative teaching and research and, more generally, to pave the way for a dialogue with and about society. The Supervisory Board is following developments closely and welcomes the external profiling of the Schools with the UvhN linking to them as a knowledge and innovation network, together with a large number of partners and regions. In 2023, the University of Groningen will bring the Schools, the UvhN and several other parties together in the Groot Handelshuis building in the city centre of Groningen. The Supervisory Board sees this as the perfect way to connect with internal parties, other knowledge institutions, and third parties. The University of Groningen's contribution to solving major societal challenges in the areas of health, energy, sustainable development, digitization, and artificial intelligence will thus become even more visible.

I would also like to mention the attention given to integrated security in several fields in 2022, such as knowledge security, social safety, cybersecurity, privacy, and international collaboration. In today's digital society, sharing information plays a central role and digital security and the protection of personal data are becoming increasingly important. There are numerous examples in which organizations have been victims of data breaches, privacy-sensitive data being taken hostage, and espionage. The most recent example is the cyber-attack on the UMCG websites by a pro-Russian cybercriminal group. On the other hand, we are also aware of the tension between working safely and optimal collaboration with each other and with international partners. I am confident that the University of Groningen will take the necessary measures. The Knowledge Security Desk set up in 2022, where questions, knowledge, and communication in the field of knowledge security are combined, will increase awareness within the organization, for example.

Social safety is also a topic that requires attention. It is good that there is more attention and resolve regarding this topic in the university community. I applaud the fact that the University of Groningen is conducting an open and constructive debate on this topic and that measures have been and are being taken to increase social safety. Undesirable behaviour has no place in our university community! The Supervisory Board remains closely involved in progress on this theme. The continued interest in diversity and inclusion is also warranted because these values are important for achieving academic success. Continuous interaction between staff, students, and consultative participation bodies in the university is important. It ensures that staff and students feel they are part of the University.

During 2022, the Supervisory Board closely followed developments in student applications and enrolments. I am glad that student housing was not such an urgent issue as in previous years, also thanks to the honest and improved communication about the housing problem in the city and close consultation with the municipality of Groningen. The Supervisory Board is closely monitoring the effects for the University of Groningen of the measures announced by the Ministry of Education, Culture and Science to regulate the number of international students. The recruitment of international students is a topic with many perspectives, and its advantages and disadvantages should be discussed both within and with parties from outside the University of Groningen.

Based on the results of the external self-evaluation in 2021, the Supervisory Board and the Board of the University held a two-day meeting in June 2022 with various sounding board sessions. In the presence of the two prorectors, the governance of the University of Groningen, the high degree of complexity, and the consequences for managing the University

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were discussed. An external party has now been asked to make a further analysis of the governance, with results expected in the summer of 2023. The Supervisory Board also discussed the University of Groningen's future in relation to the growth in the number of students with the Board of the University, two deans, and representatives of the University Council. Topics discussed included internationalization, the University of Groningen's role in the northern Netherlands and the relationship with the Universities of Applied Sciences. The input from the sounding board sessions will be included in the further discussion about the University's profile.

The University of Groningen has proven to be successful and ambitious. It has an extensive investment programme in the field of real estate and is taking the necessary steps in the field of integrated security. It has committed and enthusiastic academic staff and a lively student community with critical and vital consultative participation. The Supervisory Board is positive about the constructive dialogue 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 and responsibility 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 University of Groningen is dealing with the consequences of the energy crisis and the coronavirus pandemic. The Supervisory Board would like to express its gratitude for the efforts made by everyone, including both staff and students, in these difficult and uncertain times. We would particularly like to thank the Board of the University for its commitment and achievements in continuing 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 study, conduct research, and move around freely.

J.W. Remkes
Chair of the Supervisory Board



Foto P.Schrijen, Provincie Limburg

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FOREWORD
President of the Board of the University

February was also a month full of disaster in 2023. The earthquake in Turkey and Syria affected tens of thousands of people. Many died, sustained serious and sometimes permanent injuries, lost their homes and livelihoods, and were traumatized. The academic community in Groningen sympathizes with the victims, as well as with the University of Groningen students and staff members who have ties with the disaster areas.

In February 2022, a completely different type of crisis arose, caused by the Russian invasion of neighbouring Ukraine. We had only just breathed a sigh of relief that the earlier crisis caused by the pandemic, which reached the Netherlands in February 2020, was no longer such an urgent matter. Because we are an international university, the consequences were immediately noticeable. From the outset, we have kept in mind that the responsibility for this brutal war lay with a political regime and not with the Russian people. Ukrainian students and staff members, in particular, naturally had to endure a lot emotionally, but Russians and Belarusians also found themselves in a difficult situation. As a university, we have been reasonably successful in maintaining good relationships between the nationalities. We have also taken measures to help students who could not access their bank accounts, for example, to continue their studies. The GUF (Groninger University Fund) and the UEF (Ubbo Emmius Fund) set up an emergency fund to assist them financially.

We are currently facing several major financial issues that severely influence the result and require policy adjustments. One of the biggest problems at this time is obviously the energy issue. Prices were already rising at the beginning of 2022, and inflation increased sharply as a result of the war in Ukraine. This was most prominently reflected in energy prices. The figures speak for themselves: in 2019, the University of Groningen spent around € 9 million on energy, in 2022, that was no less than € 26 million.

We also see the costs of the support organization rising, for example, due to the increasing legal requirements in the area of privacy & security, more costly hiring of staff due to the scarcity on the labour market, and sharp price increases for essential IT applications and price increases for hardware. The University of Groningen is also implementing an extensive investment programme to make the accommodation more sustainable. This leads to a greater degree of sustainability of buildings but also to higher costs.

Inflation and energy price developments have a major impact on the University of Groningen's result and reserve position, and the Board of the University issued a profit warning for the entire university in 2022. In the meantime, we have also taken steps to reduce the deficits anticipated for the coming years until there is at least a sustainable balance of expenditure by 2026. The 'Back in balance '26' programme has been set up for this purpose. The required structural redirection task is at least € 20 million and will initially have to be found in the areas of energy, housing, ICT, and teaching & research. The precondition here is that the primary process and the academic community are spared as much as possible. 'Back in balance '26' is expressly a joint programme and appeals to everyone's responsibility not only to actively participate in thinking about possible solutions but also to work together to reach broadly supported solutions for current issues.

The University of Groningen already implemented several measures in 2022 to limit the sharp increase in energy costs, such as reducing the temperature in all buildings to 19 degrees, only cooling buildings in the summer when the temperature in the buildings exceeds 26 degrees, temporarily adjusting the opening times of some buildings, and introducing comfort times. This means that buildings are no longer heated at times when few people are present, such as at night and during weekends.

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In July 2022, Minister Robbert Dijkgraaf of Education, Culture and Science signed an administrative agreement with the universities and universities of applied sciences. With this agreement, the Ministry partly implements the conclusions of the study by the accounting firm PwC. In 2021, it emerged that there was overdue maintenance and that the financial framework of the universities is € 1.1 billion (the University of Groningen's share in this is approximately 10%) too low. As a result, investments and support are decreasing, and the workload is increasing. The problems at the universities as a result of this are huge. The academic foundation must be reinforced, as well as the social impact of research. The administrative agreement also pays attention to the human side of things: social safety is an important item, but also equality of opportunity, student welfare and reduction of work pressure. These topics dovetail seamlessly with the 2021-2026 Strategic Plan so that the University of Groningen has already deployed a great deal of policy and resources on these points. We can move forward with vigour, now also with the Minister's support.

In 2022, the Minister already made resources available to universities for two instruments from the administrative agreement: the starters and incentive grants and the sector plans. The starters and incentive grants play an important role in creating calm and space and in putting the foundations of the higher education and research system in order. The grants aim to encourage unconstrained research and to reduce the workload and application pressure. The University of Groningen has € 30 million available per year for these grants. About half of this is structural resources.

In 2022, the University of Groningen also received the first € 6 million for the implementation of the sector plans. From 2023, this amount will rise to a structural € 20 million per year. These funds are also intended to strengthen the basis for academic research and teaching in a targeted and sustainable manner. The funds will enable targeted expansion of research capacity, attraction of new research talent, and an increase in the number of permanent appointments. This approach also enables overarching goals to be achieved, such as a future-proof range of teaching programmes and strengthening strategic collaboration between institutions.

I am happy with the possibilities offered by the extra funds, but at the same time, I also see that we cannot solve all the current problems with them. Implementation of the grants means a lot of work for the University in areas such as physical facilities and IT. The resources from the administrative agreement only partially cover the costs involved.

As a result of the war in Ukraine and, before that, the coronavirus pandemic, a development has been set in motion that we could describe as 'de-globalization'. National borders are being emphasized, international trade is declining, and geopolitical relationships are being redefined. By extension, there is the issue of knowledge security: how do we prevent strategic and politically sensitive information from leaking to countries with regimes that do not subscribe to democratic and rule of law values. As the President of the Strategy, Public Affairs & Governance steering group of the Universities of the Netherlands (UNL), I am also involved in this.

The question of whether the internationalization of universities has not gone too far and whether the growth in the number of students from abroad should be slowed down is also a current issue. A number of universities have also sounded the alarm about this because student accommodation, the workload for staff, and the quality of teaching are already leading to problems in some cases. The first step has been taken by ending the active recruitment of international students. Nevertheless, we should not lose sight of the fact that international students contribute to the economy and innovative capacity of our country. The University of Groningen recognizes itself in the problems associated with internationalization, but the autonomy of universities should not be compromised.

The positive side of 'de-globalization' is that it strengthens collaboration in Europe. Although we will not neglect our excellent contacts with partners in other parts of the world, inter-European developments are given a boost. For example, I would like to mention ENLIGHT, the University of Groningen's alliance with eight like-minded universities. Europe is also becoming more important in a geopolitical sense, with the centre increasingly being in Berlin. Thanks to our geographical location, there are also opportunities here for the University of Groningen. The collaboration that exists now in northwest Germany with locations such as Dörpen, Papenburg, Oldenburg, and Bremen may be expanded by taking the 'bend' towards Denmark and southern Scandinavia. Along the Wadden coast, opportunities include development of hydrogen technology.

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The implementation of the Strategic Plan is gaining momentum. In 2022, the creation of the interdisciplinary Schools and the innovation ecosystem University of the North (UvhN) was worked hard on. The directors of the Schools were appointed, and space will become available in the Groot Handelshuis building on the Grote Markt in Groningen in early 2023 for the Schools, the UvhN, the Teaching Academy, the Young Academy, and the impact organization. The Knowledge Agenda was presented in 2021 to acquaint all stakeholders with the UvhN's ambitions and activities. Three roadshows were organized by the northern provinces last year at the Greenwise Campus Emmen, the Campus Groningen, and the Innovation Cluster Drachten focussing on technology and human capital. The importance of 'brains on the spot' is also recognized by the business community in the Eems-Dollard region: it is important that we have the technicians that are needed available.

The title of the University of Groningen's Strategic Plan is 'Making Connections'. The infrastructure that makes this possible was further built in 2022, a process that will be continued in 2023. If our policy is to be a success, it is essential that the values that the University of Groningen adheres to are cherished, as they ultimately determine our culture.

In this context, I would particularly like to mention the theme of social safety, which also received national attention last year and has a huge effect on the zeitgeist. I think it is important that everyone can function professionally in an open and safe atmosphere. Any form of professional misconduct, such as aggression, discrimination, sexual, or otherwise, is unacceptable. At the University of Groningen, we are working hard to eradicate this behaviour precisely because we know it can have significant consequences for people. On behalf of the entire Board of the University, I would therefore like to emphasize that this a vitally important issue, and we are in constant contact with the University Council about it. We can only be a university together, in an inclusive and united academic community. Our successes are, therefore, everyone's responsibility and to everyone's merit.

Professor Dr Jouke de Vries
President of the Board of the University of Groningen



university of groningen

1. Report of the Board



Inside the Bernoulliborg

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1. Mission and vision



Aletta Jacobs Hall

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1. Mission and vision

1.1 Mission

The University of Groningen (UG) is a broad-based university, where 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 the outside world. 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 UG's teaching and research programmes 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 other stakeholders.

Academic freedom

Teaching and research take place in a context of freedom of opinion and expression in accordance with the UNESCO 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.

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.

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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 as a whole. The management culture is transparent, and the consultative model is open 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. The relevant planning period runs from 2021-2026.

'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 will be 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 will be expanded to enable all talented people to continue to work on their own development.

In addition, the Strategic Plan provides for 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 (YAG), Teaching Academy Groningen (TAG) and YoungRUG. In these networks, young researchers, lecturers, and support 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 UG 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 inclusivity. 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.

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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 specifically 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.

university of groningen

2. Profile



Inside the Academy Building

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2. Profile

2.1 Internationalization

The UG is closely connected to the city of Groningen, the region, Europe, and the world. Global involvement makes an important contribution to what the UG is today: a leading research-intensive university that attracts top talent and is an obvious knowledge partner for partners in the region, the Netherlands, Europe, and the world. Internationalization efforts are aimed at improving the impact and quality of research and teaching and strengthening the position as a leading international university.

The UG forms part of a number of established networks and has many partners around the world. The year 2022, with the diminishing impact of the global pandemic, was marked by three strategic initiatives that intensified collaboration with a select group of partners in Europe and beyond: the European University Alliance ENLIGHT, the Strategic Partner Framework, and the Sub-Saharan Africa strategy.

ENLIGHT

The UG is an active member of the Coimbra Group, The Guild and, since 2020, also of ENLIGHT: a European University Alliance which was selected in 2020 after a competitive call within Key Action 2 of the Erasmus+ programme (Partnerships for Excellence), for the period 2020-2023. Within ENLIGHT, the UG works together with eight partners from all regions of Europe. Four of these partners were also part of U4Society, the network that was merged into ENLIGHT.

In 2022, teaching was developed, networks of experts were created, and joint O&I capacity was built up within ENLIGHT. The first cohorts of students started pilot courses (mainly Blended Intensive Programmes) in which complex social challenges are tackled, with the aim of educating students to become engaged global citizens. The EU evaluation of the interim progress report of the first phase of the project in mid-2022 was positive.

The focus on involving regional actors is an important focus area of ENLIGHT. In addition, ENLIGHT prioritizes realizing greener and more inclusive mobility and the development of 'challenge based' education. An example of the latter is the Global Engagement Module, an interdisciplinary pilot programme led by the UG, embedded in Campus Fryslân's Global Responsibility & Leadership bachelor degree programme, in collaboration with partners from the Universities of Göttingen and Ghent.

ENLIGHT's activities have already had a positive effect, as evidenced by a number of spin-off activities, including an online platform for PhD students, RISE (a Horizon 2020 project), and the interdisciplinary Antiquities Winter School (2021 and 2022 editions) and The Ageing Brain Summer School (2021). By mid-2022, approximately 5,000 staff members and students from across the network were involved in ENLIGHT events and activities.

Strategic Partner Framework

The diminishing impact of the global pandemic meant the implementation of the Strategic Partner Framework (SPF) accelerated in 2022. The SPF aims to build deep, sustainable, and impactful partnerships with our key global partners in Latin America, Africa, Asia, and Oceania.

Since the reopening of international borders in 2022, UG delegations led by the chair of the Board of the University have visited Universitas Gadjah Mada, Nanyang Technological University, Osaka University, and Stellenbosch University. Furthermore, academic matchmaking events were held at the Universidad de Antioquia, Universidad Nacional Autónoma de México, Universidade de São Paulo, and Stellenbosch University. In addition, the first staff members and students benefited from SPF travel

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grants for staff members and talent. These partial grants enable academics to make contacts and facilitate talent identification for co-supervisions. In connection with the latter, the four Latin American partners visited the UG in June for a work week aimed at collaboration between PhDs and postdocs.

A key point of the SPF is the development of joint PhD programmes with the various different partners. In addition to the standardization of processes between partners and faculties, important steps have been taken in the development of co-financing structures to facilitate this type of collaboration with partners. The 'academic ambassadors' are UG academics who are linked to specific regional partners in the SPF. They have played an important role in all of these activities, particularly in discussing strategic planning with partners and disseminating opportunities among their faculties within the UG.

Sub-Saharan Africa Strategy

In June 2022, the UG launched its Sub-Saharan Africa Strategy, a University-wide plan with 24 goals for 2026. With this strategy, the UG aims to establish four or five strategic partnerships across sub-Saharan Africa and to make the subcontinent more visible in UG teaching and research, as well as in the northern region. The exchange of and between students and staff members, innovative forms of educational collaboration, joint PhDs, and intensifying network collaboration are given a lot of attention. Collaboration between The Guild and the African Research Universities Alliance (ARUA) should lead to interdisciplinary research, for example, on the SDGs (Strategic Development Goals) but also to an improved research infrastructure in Sub-Saharan Africa.

The organizational structure was set up in 2022, and an initial survey was conducted among academic staff, a first round of applications for partial grants and travel grants was held, and a formal UG delegation, including strategic partner Stellenbosch University (see above), but also other institutions, travelled to South Africa.

2.2 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 UG. 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.

The UMCG pursues an integrated policy for teaching, research, patient care, and specialist training, offering solutions to complex care and health questions. These solutions 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. This is done in collaboration with each other, with partners in the region and beyond: nationally and internationally.

Strategy

In line with the strategic plans of the UG (Making Connections 2021-2026) and the UMCG (Course 25: pushing boundaries together for a sustainable future of healthcare), several themes from the research and teaching strategy plans were deployed in 2022. For example, investments were made in, and work continued on:

- Improving and opening up 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.
- The further development of the platform for technological innovation, the HealthTech Initiative 'HTRIC', together with the Faculty of Science and Engineering and regional partners.
- The further professionalization of career paths and leadership programmes for researchers and lecturers with an eye for Recognition and Rewards.
- Good support for researchers through (among other things) the Advanced Research Toolbox, the Grant Support Hub, the UMCG impact team, the DASH Hub (Data Science in Human Health, and helpdesk for Ethical, Legal, and Social Issues (ELSI).

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- The expansion of the innovation centre in which the discovery of idea, opportunity or research is facilitated through to practical application.
- Developing various E-learning educational modules and technology-enhanced learning principles to enable studying independent of time and place.
- Developing innovations in teaching, with more attention for prevention, interprofessional training, and technology-enhanced learning and teaching (TELT).
- The development of a new management model for the entire UMCG organization with the aim of achieving more coherence and internal collaboration. The transition to this new operating model will take place from 2023.
- Together with the other UMCs, developing the Medical and Health Sciences sector plan (part of the administrative agreement for higher education and science) based on the three focus areas of prevention, data-driven innovation, and from foundation to application.

Impact of the coronavirus pandemic and inflation

The coronavirus pandemic was largely behind us in the second half of 2022. The far-reaching measures that the government had to take in recent years to prevent the spread of the virus have been phased out. In order to limit the impact of the coronavirus pandemic on education (including study progress and the wellbeing of students) and research delays for researchers with a temporary appointment, the government made additional funds available in 2021 and 2022 within the framework of the 'National Education Programme' (NPO). The funds are being used according to plan and will be used up to and including 2024 for the purpose for which they were obtained.

The war in Ukraine and the after-effects of the coronavirus pandemic led to high inflation in 2022. Energy prices more than doubled, and the prices of raw materials, materials, service contracts and hiring staff also increased in 2022. In addition, an agreement was reached at the end of December 2022 on the wage increase in 2023 for staff members at UMCs. All staff members will receive a structural salary increase of 6% as of 1 January 2023 and an increase of 4% on 1 November 2023. It is expected that the increased costs will not be fully covered by the wage and price compensation. A programme of cuts will therefore be launched in 2023.

Other developments

- The Minister of Education, Culture and Science signed the administrative agreement 2022 on Higher Education and Science on 14 July 2022. Additional resources have been made available for education and research from 2022 to realize the ambitions set out in this agreement. For UMCG, this concerns the sector plan resources and the starters and incentive grants that will be awarded to researchers from 2023.
- As of September, the new electronic learning environment Brightspace has been in use throughout the UG. This has resulted in greater unity and coordination within the educational support processes for the UMCG.
- As of September 2021, the renewed Dentistry curriculum was started in the first year of the Bachelor's degree, and the second year was implemented in September 2022. The curriculum pays more attention to working in a team, among other things.
- In the context of interprofessional training, the first interprofessional learning unit was opened in September 2022 in the maternity ward of the UMCG. Here, students from three different programmes (nursing, obstetrics, and medicine) are trained together and always do their internships in changing duos so that they better understand each other's profession and culture.
- The official opening of GronSAI took place in September 2022; all imaging technologies for small animals are now housed in one location in the laboratory animal facility 'Groningen Small Animal Imaging'.
- The dissecting room facility was expanded to allow more students to participate in a practical at the same time. The renewed facility was completed and put into use in September 2022.
- In 2022, it was decided to set up a Groningen Microbiome Facility to strengthen microbiome research. This type of research is now fragmented at various locations and is concentrated in the MedTech building on Zielstraweg. The new facility will be put into use in 2023.
- At the end of 2021, an independent committee carried out the research evaluation. The official assessment report was received in spring of 2022. The quality of the UMCG research programmes has been rated from very good to excellent. A fantastic result.
- 268 doctorates were awarded in 2022. Although this was 18 fewer than in the record year 2021, the relative share of UMCG in the total of PhDs awarded at the UG has remained virtually the same (44%).

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2.3 Campus Fryslân

In recent years, the coronavirus pandemic demanded a lot of students and staff members. Subsequently, in February, the close-knit international academic community that is Campus Fryslân was confronted with the consequences of the war against Ukraine. The faculty has a number of students and staff members from countries involved in the war. They received the best possible support in dealing with the consequences for themselves, their family, and friends.

Teaching

In 2022, the number of students studying in Leeuwarden remained virtually the same. Campus Fryslân now has 278 students following a degree programme at the faculty: 204 are enrolled in one of the two Bachelor's degrees, Global Responsibility and Leadership (GRL) at University College Fryslân or the new Data Science and Society degree programme; 74 students follow one of the four Master's programmes at Campus Fryslân. In addition, there are 37 first-year Bachelor's students of Law, 11 Master's students of Governance and Law in Digital Society of the Faculty of Law, and 15 students of the Master's programme in Multilingualism of the Faculty of Arts. This brings the total number of students studying at the Beurs building to 341.

Establishing a branch campus in a different location 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, especially during and after the pandemic, which made information and acquaintance 'on site' impossible for a longer period of time. The influx of students is therefore lagging behind the forecasts. The growth that was expected, in particular, for the GRL Bachelor's degree programme, has not yet materialized.

In May 2022, an international assessment committee from NVAO visited Campus Fryslân for the re-accreditation of the GRL programme. The panel praised the results of the programme in the first five years. Another memorable moment in November was GRL again receiving the Guide to Higher Education's Top Programme 2022 award. This programme has been recognized as a top programme since its starting year, and in 2022, it was even the best-rated study of all university Bachelor's degree programmes in the Netherlands for the second consecutive time.

Research

As of 31 December, the graduate school has grown to 61 PhD students, four of whom obtained their PhD in 2022. In the area of research, top achievements were made by both young and experienced researchers. Based on the citation index, it appears that the quality of publications is high. Campus Fryslân is an interdisciplinary faculty, which means that the 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, a researcher from the faculty is also responsible for establishing a specific theme. At € 0.6 million, project income from the second and third flow of funds was 46% higher than in 2021.

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3. Teaching

Information day for prospective students



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3. Teaching

3.1 Vision and objectives

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

- Close-knit learning communities: active, contextualized, and blended learning
- Increasing the innovation potential and evidence-informed teaching
- Designing physical spaces that support the different types of teaching
- More focus on interdisciplinarity and diversity of teaching
- International focus: preparing students for the global labour market
- Lifelong development

3.2 Innovation

In 2022, partly based on experiences gained during the pandemic, the UG focussed on the transition from emergency remote teaching to blended and active learning. While during the pandemic, there was a need to switch to online forms of teaching, steps were taken in 2022 to maintain and consolidate the positive aspects of digital teaching within our teaching philosophy. A new vision of blended learning has been established for this purpose. With the start of UG Support Plan phase 2 and the completion of the transition to the Brightspace learning environment, the focus has been on supporting and facilitating blended and active learning.

UG Support Plan

The UG Support Plan project has two main objectives that will be realized in phases. After more room was created in the organization in the first phase from 2021 by expanding teaching capacity (necessary due to the greatly increased teaching load during the pandemic), in 2022, the faculties started developing plans into concrete activities. Activities aimed at the desired educational innovation based on the 2021-26 Strategic Plan. In addition to the faculty plans, a central plan 'UG Support Plan 2 supports Making Connections' was drawn up that focuses on a common framework and vision for blended and active learning, the possibilities offered by technology, the development of the necessary tools, and the essential training of teachers.

Learning environment

After careful preparation, in 2022, the new electronic learning environment Brightspace was put into use to replace Nestor. In close consultation with the faculties and with intensive support from a large number of student assistants, the UG successfully switched over to Brightspace in September. The University-wide course template has also been introduced with the new learning environment. An important goal is to make the design of courses more uniform.

At the same time as Brightspace, the new Kaltura video platform was introduced, and the recording facilities in 60 lecture halls were modernized. In addition, six additional rooms were converted into active learning classrooms, so there are now a total of 11 active learning classrooms spread over five faculties.

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Professional development of lecturers

Following a recommendation from the Working Group on University Teaching Centres (WUO), it has been agreed across UNL to prepare and introduce mutual recognition of sub-certificates for the University Teaching Qualification (UTQ). For this mutual recognition, agreements have been made about the requirements for the tasks with which a sub-certificate can be obtained and the scope of the work experience on which the portfolio is based. This was introduced in the UG's UTQ from September 2022. We started with a 'Performing teaching' sub-certificate and a 'Supervising students (including supervising theses)' sub-certificate because these are tasks at the start of a teaching career. With the mutual recognition of sub-certificates, it has become possible nationally to use the certificates obtained when transferring to another institution and thus obtain the UTQ at that other institution without having to start all over again.

Open Education

In 2022, the UG continued to build support and infrastructure within the broader Open Science programme for the use and development of Open Educational Resources (OER) and the application of open teaching practices. To raise awareness about open teaching practices and to provide UG academics with the necessary resources to create and use or reuse OER in their teaching, the University organized workshops and information sessions at the faculties. This included six workshops on OER course design and the application of open pedagogy, five presentations on the OER UTQ sub-module, and several information sessions and outreach activities at different faculties and at national and international meetings. In the context of the project, a university-wide network of OER contacts has also been set up at the faculties in order to encourage wider adoption of OER at the faculties.

The UG has also created support for the 'edusources repository' hosted by SURF for searching and sharing digital and open educational materials. Finally, University of Groningen Press (UGP) has implemented a platform (Pressbooks) for creating and publishing open textbooks.

Microcredentials

In 2021, the microcredentials project was started with the aim of gaining 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 (target group of professionals).
2. awarding badges to students from the ENLIGHT European University Alliance after participation in the Global Engagement Module of 5 ECTS (target group ENLIGHT students).
3. experimenting with badges for various different target groups at the University (different target groups, especially lecturers).

The UG uses SURF's Edubadges platform for these activities.

In the National Microcredentials Pilot for professionals, 34 higher education institutions are now 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. The UG works with a project core team in which various areas of expertise are represented.

Two microcredentials are currently in development:

1. Religion & Diplomacy Course (Faculty of Theology and Religious Studies)
2. Digital Leadership Course (Faculty Campus Fryslân)

At the end of 2022, faculties were invited by letter to submit additional proposals for the development of micro-credentials. Several faculties have shown interest in this context. Furthermore, in an initial trial phase, badges were awarded to:

1. Undergraduate students from the nine ENLIGHT universities who successfully completed the Global Engagement Module. The module of five ECTS is embedded as an optional module in the Bachelor's degree programme in Global Responsibility and Leadership of the Faculty of Campus Fryslân.
2. Lecturers who have attended a certain number of sessions of the TAG Education Festival and submitted a written reflection.

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3. Modules that are not related to accredited training offer the 'proof of competence'.

For all badges issued by the UG, the recipient has demonstrated through an assessment that the learning outcomes have been achieved.

3.3 Interdisciplinary teaching

The UG has the strategic ambition to promote inclusive, interdisciplinary, challenge-based, and community-oriented teaching, and to make it widely accessible. The four interdisciplinary Schools are used as a catalyst for this. The aim is to make this possible by increasing the impact on societal issues and equipping students with the required competencies (knowledge, attitudes, skills) by bringing together various disciplines and working with representatives from society and the professional field.

In 2022, an administrative strategic process was completed that led to the establishment of the basic principles and the organization of teaching at the Schools. A central aspect is the embedding of this type of teaching in university minors, among other things. At the end of 2022, the development of two minors started, based on an interdisciplinary structure with at least three faculties, the didactic concept of the UG teaching strategy of active learning, and 10-15 ECTS of elements of challenge-based education.

3.4 Assessment policy

The UG's Assessment policy was updated in 2021 and formally adopted in early 2022. This was based on the new Strategic Plan, the 2019 evaluation of the previous assessment policy, new didactic and academic insights, and the experiences gained with assessment during the coronavirus pandemic. The policy was drawn up based on a vision of testing with focus areas such as self-responsibility, spread testing, learning with and from each other, digital and online testing, and organization and support. The new assessment policy consists of a formal framework (Part A) of assessment requirements and recommendations (Part B) to faculties for implementation and development of the assessment policy.

The faculties have been asked to implement the formal assessment framework with effect from the academic year 2023-2024. The recommendations for development policy are relevant at different levels (institute, faculty, study programme, subject) and therefore for different target groups. Part of this is also expansion of central support and information provision and training for lecturers, and the stimulation of knowledge exchange (for example, via the TAG). Given the strong link between assessment and teaching, and the variation in degree programmes and assessment methods, the assessment policy is often implemented at degree programme level. The assessment policy will be evaluated with the faculties in 2025.

3.5 Teaching Academy Groningen

At the Teaching Academy Groningen (TAG), lecturers from different disciplines can develop together professionally in the teaching they provide in a Community of Practice (CoP). This is a place for and by lecturers, where there is room for knowledge exchange about educational development and innovation, but also for research into what works in higher education. In 2022, the TAG team was able to build on the successes of the first start-up year with more events, more awareness of the Education Festival, and the creation of activities that have a broader appeal to lecturers. Within the CoP Interdisciplinary Education, a focus group has started on the theme 'Challenge Based Education', intended for lecturers who will provide education for the new Schools. The TAG also provided white papers, presentations, and various workshops.

In 2022, the TAG had six mutually reinforcing, thematic communities of practice (CoPs). The leaders of these CoPs have coordinated with their members on which specific subjects they want to work on. At the same time, they have found ways to build bridges to faculties and their educational support teams. In 2022, more lecturers and other professionals were involved in the projects and the education festival than the previous year. Finally, the leaders of the CoPs gave presentations at the ENLIGHT conference and were active in review committees.

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3.6 Internationalization

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. Lecturers following the programme are enabled to build on from their existing teaching experience, exchange expertise with colleagues, and collectively reflect on possibilities for curriculum development for more inclusive education. By aligning strategic themes to teaching practice, this EQUIPPING approach (the adapted UG version of EQUiiP) contributes to connecting the strategic policy level with teaching practice.

The four modules of the programme are flexible in design and can therefore be adapted to the context of the various disciplines and degree programmes at the UG. In addition to the four modules, there is collaboration across the board with educational developers via internal networks. The interdisciplinary Community of Practice for inclusion and diversity in the Teaching Academy Groningen (TAG) is one of these networks. The EQUiiP materials are integrated into this and made available in a flexible manner. We are also working on a Summer and Winter School so that lecturers can follow the EQUiiP programme for a whole week.

Summer and winter schools

In 2022, three winter schools and 33 summer schools were organized by 10 faculties. Networks were expanded and intensified through various different forms of interdisciplinary collaboration with national and international partners. Of these one-week programmes, 26 took place in Groningen. The multidisciplinary courses attracted 778 participants of 89 nationalities, mainly 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.

International mobility

In 2022, international mobility was also partly dominated by the pandemic. However, recovery was also visible as the number of UG students on exchange was considerably higher than the year before. The Erasmus+ exchange in 2021/22 (still including Erasmus+ exchange with the United Kingdom) amounted to 662 students (an increase of about 450% compared to 2020/2021). For students going on an exchange to non-EU/EEA countries outside the EU (using Marco Polo scholarships), this number was 173 (an increase of approximately 960% compared to 2020/2021).

In addition to traditional exchange opportunities abroad, which often last a semester, other ways of gaining international experience were given attention in 2022, for example, via Virtual Exchange (fully online) and Blended Intensive Programmes (hybrid options with a short component abroad).

The development of Double and Joint Degree programmes is an important part of the UG's internationalization strategy. In the academic year 2021/2022, there were 39 such programmes across nine faculties and 10 Erasmus Mundus Joint Master Degree programmes.

Participation in Erasmus+ projects gives an important impulse to educational innovation, supports capacity building and mobility of students and staff. In 2022, the UG was involved in 16 Erasmus+ KA1, KA2 and KA3 projects (Key Action: capacity building, collaborative partnerships-strategic partnerships, forward-looking and policy reform projects, etc.)

3.7 Quality Assurance

Internal quality assurance

The faculties also reported on the quality of teaching in their faculty teaching monitor in 2022. Evaluation showed that people are satisfied with the adjustments made in 2021 to the form and procedure for discussing the teaching monitor. The greater freedom in reporting is in line with the quality culture that the UG advocates and which, based on trust, offers scope for autonomy of faculties.

The same applies to the annual teaching talks that the Teaching Strategy Department once again conducted this year with the teaching portfolio holders and the directors of studies of all faculties. The most important findings and action points from these discussions have been shared with the Board of the University and the Supervisory Board. These included the implications of COVID-19 for teaching quality, intake, workload, and the University as a learning organization.

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Furthermore, in 2022, the teaching quality assurance policy was evaluated by the University Committee for Teaching and updated also based on the results. The main changes in the quality assurance policy are:

1) the introduction of the annual teaching interviews (in addition to the administrative consultations);
2) adjustments to the system of administrative consultations;
3) coordinating plans for the development of new degree programmes in advance among faculties in order to prevent overlap and duplication in the range of courses on offer.

The Board of the University has adopted the revised version of the teaching quality assurance policy for the period 2023-2026.

Surveys

Surveys are important tools for the UG to gain insight into students' and lecturers' experiences at various levels. Results are monitored centrally. The faculties, degree programmes, and Programme Committees are generally responsible for processing, meaning trends and signals from surveys can prompt improvement plans.

Alternating current

In 2022, the UG participated in the Alternating Current pilot and, in collaboration with the Hanze University of Applied Sciences and NHL-Stenden, developed a number of initiatives in which information was provided to students. A subsidy of € 10,000 was received from the Ministry of Education, Culture and Science for this purpose. An inventory was also made with NHL-Stenden of the possibilities of stimulating the transfer of first-year UG drop-outs to higher professional education. A subsidy of € 5,000 was received from the Ministry of Education, Culture and Science for this purpose.

3.8 Support of disciplines

Sustainable Humanities

Since 2009, the humanities faculties in the Netherlands have been receiving extra funding to improve the range of teaching on offer, solve teaching and research bottlenecks, encourage emerging talent, and train current staff. In 2022, the UG received almost € 2 million in this context. The resources were divided over the three faculties involved based on a fixed ratio: Arts, Philosophy and Theology, and Religious Studies. An earmarked extra allocation received in 2022 was awarded to a specific research school of the Faculty of Arts. The resources contribute to a better balance between teaching and research time of the academic staff, and are an essential part of the income of the humanities faculties in the Netherlands in order to guarantee the continuity of humanities.

Dutch Studies

To strengthen the Dutch studies degree programme, the Ministry of Education, Culture and Science has allocated € 0.3 million per year to the UG for four years (2021-2024). The resources are spent on:

- The connection between the Dutch degree programme and secondary school students and pre-university teachers of Dutch in the northern Netherlands.
- Updating the Bachelor's and Master's curricula.
- Presenting the research better.
- Organizing various events with societal partners.

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3.9 Coronavirus and education

Creation of coronavirus envelope plan

For higher education and senior secondary vocational education, various resources have been released for students and institutions to deal with the consequences of the coronavirus pandemic: the 'coronavirus envelope'. At the UG, the expenditure plan for this is largely related to the creation of the internal UG Support Plan. In February 2021, the Board of the University initiated the UG Support Plan to create more breathing room 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) 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 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. With the approval of the University Council, the Board of the University adopted a resource framework and a substantive framework for the UG Support Plan. This framework also discussed governance during the planning and implementation phases. Subsequently, all faculties drew up decentralized plans for the exact use of resources, with the approval of all Faculty Councils. Despite the time pressure, there was sufficient coordination between Faculty Boards and Faculty Councils for decentralized approval. The faculty plans for teacher training and 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 Board of the University subsequently approved the plans, and the University Council agreed to the approved plans based on the letters of approval from the faculty 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 involvement 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 2021, the link also helped the plans to be quickly developed so that their implementation could start as early as September 2021.

Progress of coronavirus envelope plans

The UG Support Plan, and by extension, the coronavirus envelope, were 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 creates plans that tie in with the faculty context. Faculties 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. A coordination group has been formed for the UG Support Plan from the central consultative participation bodies. In addition to the regular meetings between the Board of the University and the University Council, the working group is regularly updated on the implementation of the UG Support Plan, including the plans for the coronavirus envelope, which in turn includes 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 2022.

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 Education 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.

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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.

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 extra lecturer capacity and 12.5 FTE of extra 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 (all amounts in € million) of NPO Education resources, of which the UG is receiving a total of € 7 million.

Theme (amounts in m€)	Total available	2021				2022				2023	2024
		Received	Planned	Spend	Balance sheet	Received	Planned	Spend	Balance sheet	Planned	Planned
Smooth inflow and flow through	7,0	3,3	0,8	0,5	2,8	3,7	2,3	2,3	4,2	2,3	1,9

The faculties were unable to fill all vacancies in 2021. This includes both increasing existing internal staff and filling vacancies externally. The shortage on the labour market turned out to be a limiting factor. The open vacancies were filled in 2022. The depletion is, therefore, also almost equal to the budget.

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Medical fellowships (theme 4)

The UG is assigning € 1.4 million of the NPO Education resources to the Faculty of Medical Sciences to help prevent study delays in medical fellowships. Students incurred delays of two to four months as a consequence of the coronavirus pandemic. The focus of the spending plan is in 2022, as is also apparent from the expected and realized depletion overview below (all amounts in € million).

Theme (amounts in m€)	Total available	2021				2022				2023	2024
		Received	Planned	Spend	Balance sheet	Received	Planned	Spend	Balance sheet	Planned	Planned
Medical fellowship	1,4	1,4	0,3	0,1	1,3	0	1,0	0,7	0,7	0,7	0

The resources were used for the Master's in Dentistry (€ 0.2 million) and the Master's in Medicine (€ 1.2 million). In the Dentistry programme, the focus is on supervision of research fellowships, additional support for skills training (in particular endodontological treatments) and extra-clinical lecturers. In other words, this spending focuses on the 'extra teaching in the degree programme' action point set out in the NPO Education administrative agreement.

In Medicine, the focus is on the first year of the Master's degree programme: extra lecturers, extra support staff, and extra simulation patients. This spending thus concentrates on the 'increasing patient contact' action point set out in the NPO Education administrative agreement. The second Master's year focuses on the extramural clerkship, and thus the 'additional fellowships' action point set out in the NPO Education administrative agreement. Finally, the third Master's year focuses on the research clerkship, and thus the 'extra teaching in the degree programme' action point set out in the NPO Education administrative agreement. The intended measures within the Medicine degree programme are progressing satisfactorily in terms of content. In 2022, efforts were made to further intensify activities, although not all available resources were spent ultimately. The resources that were not used have been added to the planned budget for 2023.

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Teacher training programme (theme 5)

The UG is assigning € 0.8 million of the NPO Education resources to the teacher training programme to help prevent study delays and drop-out as a consequence of internship shortages. This amount is invested in extra staff and contributes to extra student support and supervision. The extra staff will also be used for the further development of the internship curriculum (flexibility and tailored solutions in internships), intensifying collaboration with schools and higher education institutions, developing digital and other solutions for gaining practical experience and the use of ICT tools to practice classroom management. The depletion of resources is linked to the academic years 2021/2022 and 2022/2023 and thus covers three financial years.

Theme (amounts in m€)	Total available	2021				2022				2023	2024
		Received	Planned	Spend	Balance sheet	Received	Planned	Spend	Balance sheet	Planned	Planned
Teacher Training programme	0,9	0,4	0,1	0,1	0,3	0,4	0,4	0,4	0,3	0,3	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 NPO Education administrative agreement (Extra teaching, Extra support and Expanding practical experience). In 2022, the focus was on carrying out these activities and evaluating them in the interim. Most activities are running according to plan. Nine open online courses, an improvisation course, and a Professional Learning Community (PLG) for induction were developed and offered. Students are proactively informed every two weeks about social-emotional wellbeing, and there is extra support from trainers in Pedagogy, Didactics, and in the tutor programme. After the interim evaluation, it was decided to deploy one activity more broadly than originally thought: the use of the BRiTE modules to train student resilience has been introduced programme-wide (optional) for all students in 2022-2023 and will - after the very positive mid-term evaluation - become a mandatory part of the Teacher Training curriculum for all students from 2023-2024. After an interim evaluation, it was also decided to stop two activities. The use of students at schools for extra lessons is not going as hoped, and the need at schools appears to be less great than originally thought. Furthermore, due to a lack of shared time, even with extra secretarial support for planning, the implementation of three-way meetings is practically not feasible. The time that has been freed up is being invested in the BRiTE modules.

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Financial processing of the coronavirus envelope

The UG received 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 implementation remains realistic and feasible, the UG has drawn up an expenditure plan for the resources that runs until the 2024 financial year. In accordance with the NPO Education administrative agreement, the UG is permitted to place unused resources on the balance sheet. Below is an overview of which part of the € 9.2 million received has been used and which part has been placed on the balance sheet.

Theme (amounts in m€)	Total available	2021				2022				2023	2024
		Received	Planned	Spend	Balance sheet	Received	Planned	Spend	Balance sheet	Planned	Planned
Smooth inflow and flow through	7,0	3m3	0,8	0,5	2,8	3,7	2,3	2,3	4,2	2,3	1,9
Student well being and social bonding education	0	0	0	0	0	0	0	0	0	0	0
Support and mentoring an the context of internship	0	0	0	0	0	0	0	0	0	0	0
Teacher education	0,9	0,4	0,1	0,1	0,3	0,4	0,4	0,4	0,3	0,3	0
Medical fellowship	1,4	1,4	0,3	0,1	1,3	0,0	1,0	0,7	0,7	0,7	0
Other themes	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0
To be decided	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0
Total	**9,3**	**5,1**	**1,3**	**0,7**	**4,5**	**4,1**	**3,8**	**3,3**	**5,2**	**3,4**	**1,9**

university of groningen

4. Quality agreements



Linnaeusborg

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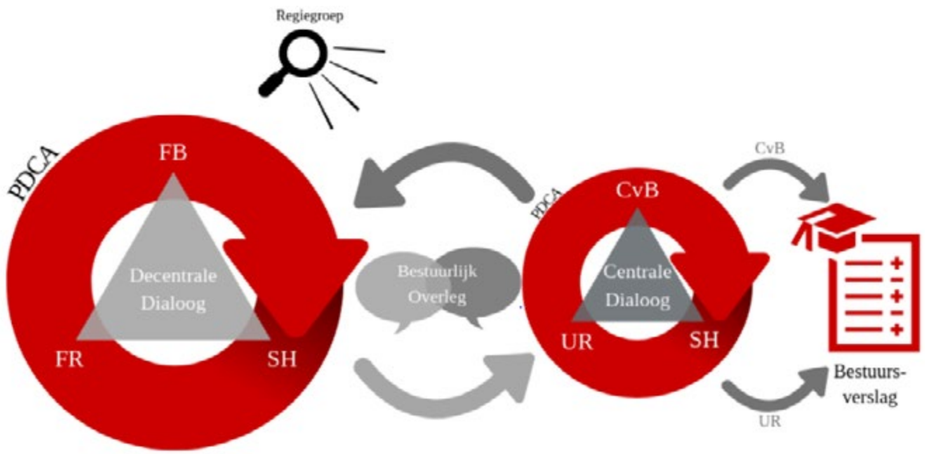
4. Quality agreements

At the end of 2018, after an intensive process involving faculties and consultative participation bodies, the UG Quality Agreements were adopted by the Board of the University. These mainly concern faculty plans, which are approved by the Faculty Councils. This decentralized approach is in line with the UG's management system, which is based on shared goals and a large mandate for the faculties. A maximum of ten per cent of the available resources is reserved for five supra-faculty plans. In 2019, the UG Quality Agreements were positively assessed by the NVAO panel. The minister has accepted the positive advice of the NVAO and approved the UG 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.

4.1 Monitoring and consultative participation

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



- 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 at 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 and 2022. A number of activities that were intended or started on a project basis within the Quality Agreements are meanwhile embedded in regular faculty activities. 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 2022 meeting round. The faculties and consultative participation bodies were happy with the progress made in 2022.

In addition, project plans were drawn up, and project leaders were 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 2022, 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 and 2021. The Board of the University and the University Council reached an agreement on this topic.

The Board of the University draws up a written progress report on the supra-faculty projects and shares and discusses this with the University Council in the same meeting where the progress of the faculty plans is also discussed. The University Council receives all faculty progress reports and the opinions expressed by the Faculty Councils to this end.

The University Council subsequently draws 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 2022, 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 2022 was held in April 2023. 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 two or three 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.

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 2022, when the new Faculty Councils

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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.

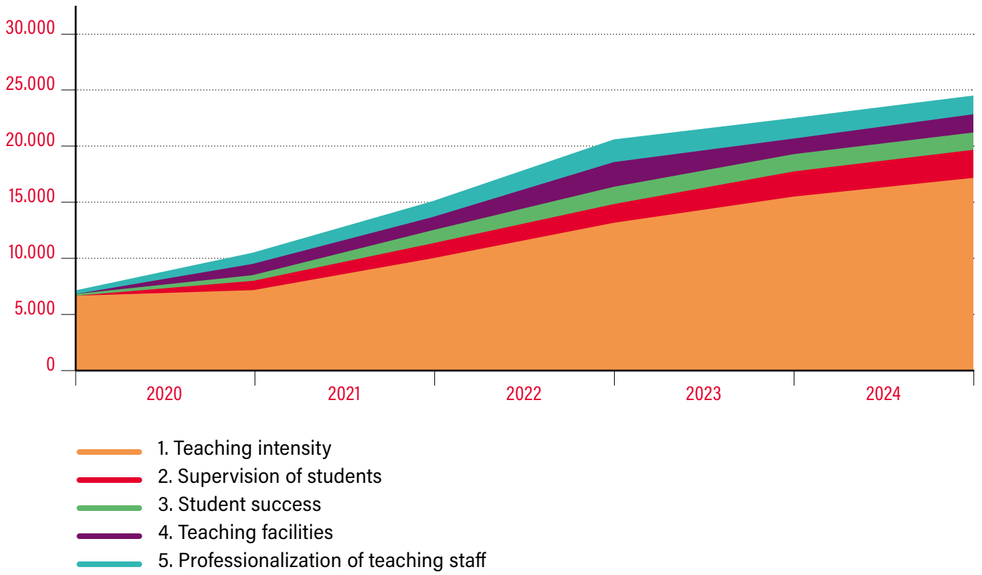
4.3 Themes of Quality Agreements

It is clear from the above that the progress of the Quality Agreements was properly monitored in 2022 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



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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 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 2022, this amounted to approximately 35% 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 € 6 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.

The activities within the theme of Teaching Intensity are progressing according to schedule, and all intended objectives for 2022 were realized. This is important because the UG is focusing most intensively on this theme.

Faculty	Project	Objectives for 2022	Progress made in 2022
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	Reduce student-staff ratio by making 20 Tenure Track Education 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 Science	Dedicated teachers, better education	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 five 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
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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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:

> Expanding existing personal supervision
> Making 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 two to three 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, € 50,000 is invested annually in a dyslexia and dyscalculia centre. This enables 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.

Faculty	Project	Objectives for 2022	Progress made in 2022
FSE	Early Warning System	Implement A4all and Predict in selected programmes	Realized
Law	Improve tutorial education	Organize pilots with new digital and other teaching facilities	Realized
Law	Improve lecture education	Organize pilots for more interaction using digital tools	Realized
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 disabilities	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 disabilities	Realized

All activities are progressing according to schedule, and the intended objectives for 2022 were realized. The Faculty of Behavioural and Social Sciences no longer organizes the improvement of written education in a central writing shop but at programme level. The activities and objectives have not changed as a result.

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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 € 1.7 million on improving study success in 2022.

In-person meetings between alumni and students at the Faculty of Theology and Religious Studies could not take place in 2021 due to the coronavirus measures. This was done in 2022 so that all projects within the Study Success theme are running according to schedule and the objectives are being realised.

Faculty	Project	Objectives for 2022	Progress made in 2022
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	Realized
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 through introduction of Education Seminars
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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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 for lecturers in using new and existing facilities

In 2020 and 2021, several UG rooms in the city centre were made suitable for active modes of instruction. This was expanded in 2022 by investing € 343,000 in the design of spaces. 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 € 940,000 was spent in 2022 on supra-faculty additional support in the use of the digital learning environment. This took place as part of 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 € 700,000 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 2022 were realized.

Faculty	Project	Objectives for 2022	Progress made in 2022
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. Improvement in teaching 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 is focusing on more time for and forms of professional development.

Several faculties, in particular the UMCG O&O, appointed trainers and gave lecturers time to follow training courses in 2022. For the entire UG, this involved a total amount of € 1.9 million.

Due to the additional work pressure as a consequence of the coronavirus pandemic, the Faculty of Arts was once again unable to pay attention to the dissemination of the previously conducted SVM projects. This will be addressed in 2023 within the Active Learning project.

Faculty	Project	Objectives for 2022	Progress made in 2022
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 € 20.5 million in 2022 and ultimately € 24.7 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. Due to the increase, this own investment is no longer necessary. The actual amount that the UG receives is adjusted annually. This has consequences for the project budgets.

A detailed overview of the budgeted resources per theme over the period 2019-2024 and, where applicable, their realization is shown below. The overview shows that depletion of funds largely took place in accordance with the budget in order to implement the above-mentioned activities. Where the resources were not fully used in 2022, they were reserved to be spent on the relevant activity in 2023.

Income	B2019	R2019	B2020	R2020	B2021	R2021	B2022	R2022	B2023	B2024
Student loan system funds	7,346	7,742	9,000	9,399	16,098	16,098	20,077	20,526	21,671	24,640
Own reserves	-	-	2,207	1,373	624	-	353	-	-	-
Total income	7,346	7,742	11,207	10,772	16,722	16,098	20,430	20,526	21,671	24,640

Expenditure	B2019	R2019	B2020	R2020	B2021	R2021	B2022	R2022	B2023	B2024
1. Teaching intensity	**6,855**	**6,855**	**7,064**	**7,463**	**11,256**	**10,330**	**14,755**	**13,379**	**15,629**	**17,388**
Improve student-staff ratio (UG-wide)	6,148	6,148	6,148	6,547	6,317	6,385	7,886	6,154	6,835	7,351
To be decided (UMCG O&O)									221	559
Target groups for teaching and teaching intensification (FWB)			119	119	149	149	149	118	209	209
Improve student-staff ratio (FSE)					534	488	1,067	1,597	1,157	1,532
More teaching assistants (FSE)					224	200	371	371	447	536
Improve student-staff ratio (FRG)					200	20	200	216	300	350
Community development (FRG)			25	25	50	50	100	65	100	100
Dedicated teachers, better education (UMCG O&O)	707	707	707	707	707	707	707	535	809	800
Placement supervision GV (GGW)					23	25	23	35	44	58
Thesis supervision (GGW)			15	15	15	18	15	10	25	28
Activating teaching and academic skills (GMW)					600	600	1,200	1,200	2,277	2,238
Extra staff (FdL)					834	838	1,393	1,605	1,545	1,968
Enhancing Undergraduate Programme (UCG)					38	-	80	75	80	80
Curriculum Innovation (FEB)			50	50	1,565	850	1,565	1,398	1,580	1,580
2. Student supervision	**-**	**-**	**877**	**714**	**1,702**	**1,123**	**2,004**	**1,567**	**2,303**	**2,447**
Early Warning Signals (FSE)			70	70	70	64	70	49	70	70
Improve tutorial education (FRG)					100	-	200	103	200	350
Improve lecture education (FRG)					100	-	200	103	200	300
Healthy Studying (UMCG O&O)			111	75	149	136	241	384	500	354
Mental Health (GGW)			29	29	15	18	15	10	20	20

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Writing Shop (GMW)			40	-	40	40	40	40	-	40
Student guidance and support (FdL)			150	120	150	150	100	140	100	100
Guidance officer (UCG)					38	40	98	108	98	98
Intensification of thesis supervision (FEB)			20	20	596	250	596	185	670	670
Centre for dyslexia and dyscalculia (UG wide)			58		44	25	45	45	45	45
Student counselling and functionally impaired students (UG-wide)			400	400	400	400	400	400	400	400
3. Student success	**-**	**-**	**703**	**462**	**1,011**	**1,329**	**1,497**	**1,716**	**1,652**	**1,737**
Law and practice (FRG)			300	150	300	300	300	320	300	300
Exam differentiation (FRG)					80	80	130	93	170	207
Legal English (FRG)			80	80	80	80	80	76	80	80
Intensifying supervision, enhancing digital skills & employability (FRW)			36	36	216	566	313	841	584	584
Efficient studying (UMCG O&O)			167	76	68	7	362	26	51	52
Future perspective (GGW)					7	8	7	24	10	10
Transdisciplinarity in the Curriculum (CF)			30	30	57	64	70	101	221	269
Education in Sustainable Development (CF)			15	15	15	15	-	-	-	-
Faculty Office for External Relations (GMW)			75	75	150	150	175	175	175	175
Study advisor and career and internship advisor/supervisor (UCG)					38	59	60	60	60	60
4. Educational facilities	**-**	**-**	**1,496**	**1.105**	**1,534**	**1,126**	**1,401**	**2,004**	**1,339**	**1,339**
E-learning (FSE)			140	140	140	118	140	142	140	140
Lecture recording (FSE)			100	100	100	141		96		
Effective studying (UMCG O&O)			111	85	113	-	241	277	179	179
E-learning environment (GMW)			80	80	80	80	80	72	80	80
Teaching rooms (GMW)			125	-	101	101		135	-	-
Lecturer support (UG-wide)			400	400	400	400	400	400	400	400
Experimental educational rooms (UG-wide)			540	300	60	286		343	540	540
Education Action Plan (UG-wide)			-	-	540		540	540		
5. Professional development of lecturers	491	491	1,067	1,028	1,220	1,368	1,881	1,955	1,744	1,817
Improve intercultural competences (FSE)			70	70	70	80	70	78	70	70
Professionalize teaching assistants (FSE)			140	140	140	81	140	130	140	140
Healthy, effective, and efficient teaching (UMCG O&O)	491	491	769	730	769	1,045	1,380	1,327	1,253	1,326
Digital tools (GGW)			11	11	11	12	11	21	13	13
Training for lecturers (FdL)			15	15	50	50	67	70	67	67
Dissemination SVM projects (FdL)			15	15	50	50	67	-	67	67
Extra time for professional development (FdL)			17	17	50	50	67	306	67	67
Collegial learning for lecturers (FEB)			30	30	80	-	80	24	67	67
Total costs	**7,346**	**7,346**	**11,207**	**10,772**	**16,722**	**15,276**	**21,538**	**20,622**	**22,665**	**24,727**
Reserve		396		397		822		726	-268	-535

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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 reports for 2022 show that the activities are largely being carried out according to plan and that the intended objectives are being achieved.

4.6 Reflection by consultative participation

Review

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 for the University Council to provide timely feedback. The Coordination Group also attended the round-table discussions that were held with various stakeholders in preparation of the Quality 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 maximum 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 were 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 around these adjustments. In its meeting of March 2021, the University Council also approved the report drawn up by the Board of the University on the 2020 Quality Agreements. Several proposed adjustments to the subplans at University level (the maximum 10%) will be submitted to the University Council for approval later. In its meeting of March 2021, the University Council also expressed its satisfaction with the provision of information and the process around the Quality Agreements, and the monitoring of progress.

The Quality Agreement process progressed smoothly in the remainder of 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 central projects also progressed according to schedule, although there was a temporary delay at the Dyslexia Centre due to a staff change. The TEO – the experimental teaching rooms for small-scale teaching in the city

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centre – were 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.

Reflection on Quality Agreements 2022

In 2022, the process with regard to the Quality Agreements went smoothly again. The vast majority of projects are on schedule, both centrally and decentrally. Some minor deviations can all be explained, and there is confidence that they will be handled properly. The Quality Agreements Working Group once again coordinated and guided the process well and reported extensively on all projects. The Quality Agreements Coordination Group met again in 2022 and was well informed by the Working Group on all developments and reporting. The local Faculty Councils have all expressed their positive opinions about the progress of the faculty projects. The central projects are also running well and are largely on schedule, and there has been good and extensive reporting. The only delay is the Dyscalculia component at the Dyslexia Centre, but this is still due to the earlier delay in 2021 because of a staff change at the time. We are confident that the delay will be resolved in time. The TEO/ZEO project has been reported on extensively and is progressing very well.

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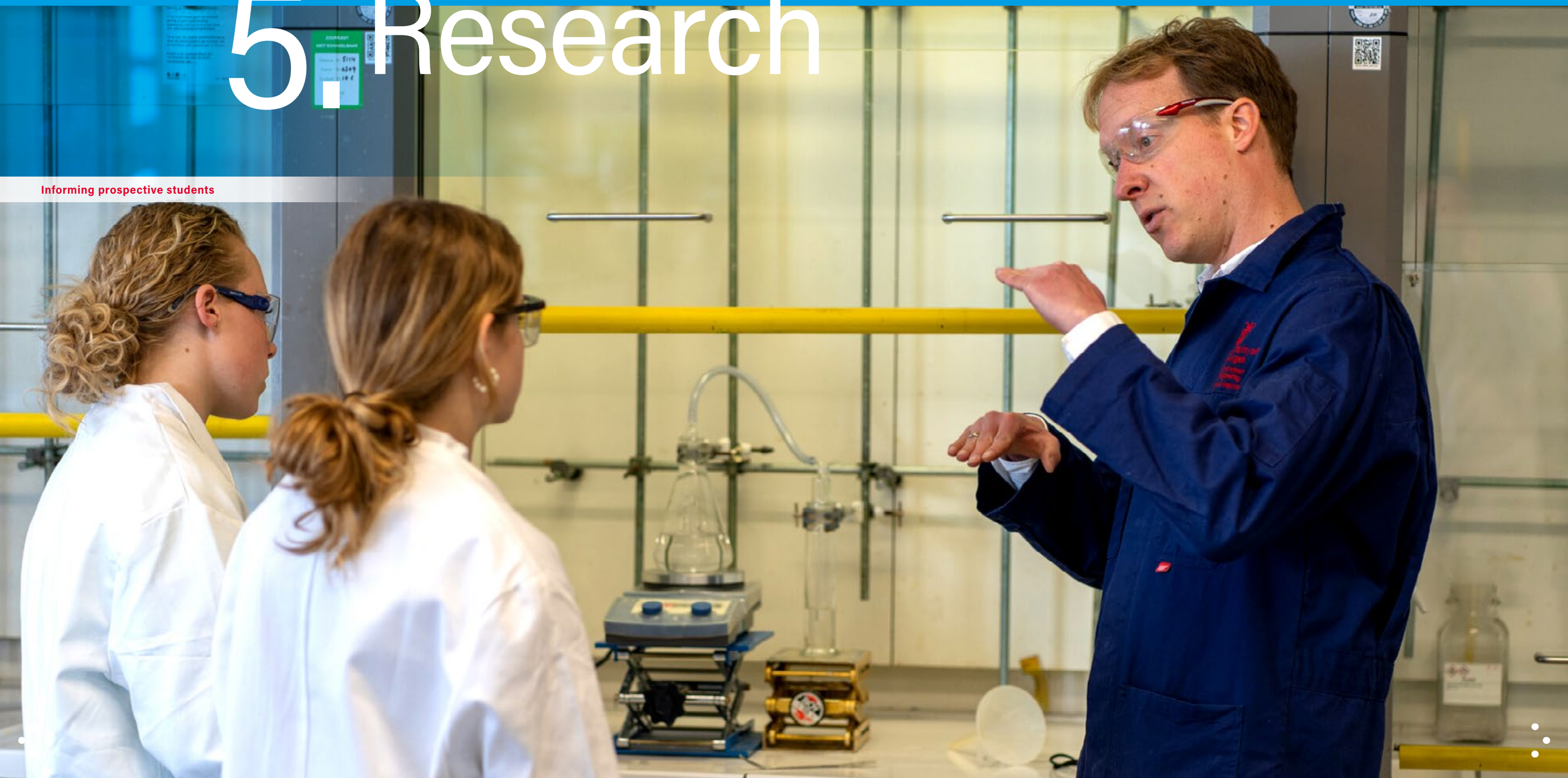
5. Research

Informing prospective students



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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 manner, in which Open Science plays an important role.

5.2 Research quality

PhDs awarded

In 2022, 610 PhDs were awarded (slightly less than the record number of 640 in 2021), 34 of which with the 'Cum Laude' predicate (28 in 2021). For the first time, the percentage of Cum Laudes for female PhD candidates was higher than that for male PhD candidates. In the PhDs, 192 were PhD students, and six were university lecturers (compared to 160 and 15 in 2021, respectively). Nationally, the UG's share of PhDs awarded fell slightly to 12%. As a result of the PhD Programme, an increase in the annual number of doctorates was expected to approximately 600. That threshold was passed in 2021, and in 2022, the number remained above 600. Non-Dutch PhD students accounted for 57% of the total intake in 2022, comparable to the percentage in 2021.

PhD programmes per faculty

As in 2021, as part of the PhD Scholarship Experiment, the UG focused particularly on positions within the framework of strategic themes, interdisciplinary research, internationalization, and collaboration with societal partners in 2022. On 31 December 2022, 1149 of the 1500 positions available for PhD students were filled. One hundred and twenty-five PhD scholarship students started their PhD projects in 2022, and the contracts of 253 students ended. In 18 cases (7%), this was premature. At the end of 2022, 411 PhD scholarship students had a contract. In 2022, the Minister of Education, Culture and Science decided not to enshrine PhD education in law after the end of the experiment. The PhD students who still have a full scholarship on 1 September 2024 will then be given a position.

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 so that their net income would be at the same level as that of PhD students with a full scholarship. Since 1 January 2019, the UG has been 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

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is gradually increasing, and the output has been higher than the input for several years now.

The scholarship payment method chosen by the UG guarantees all PhD scholarship students, including those with a 'top-up' grant, proper integration into 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 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. At the end of 2022, 50 university lecturers received financial support from the scheme. In 2022, 14 programmes were started, and 13 were ended. Since the beginning of the scheme in 2007, 197 university lecturers have received support; 73 of them obtained their PhD by the end of 2022.

By the end of 2022, the percentages of the various types of PhD students at the UG were as follows:

- 43% PhD candidates with employee status
- 5% employees completing a PhD
- 30% PhD scholarship students
- 11% externally funded PhD students (e.g. by research institutes or universities of applied sciences)
- 11% 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), five Vici grants (14% of all grants awarded) and seven Vidi grants (7% of all grants awarded) were awarded to researchers at the UG (including UMCG). In addition, six Veni grants and nine Rubicon grants were awarded.

The UG was awarded seven ERC Starting Grants (17.5% of the total number of ERC Starting Grants awarded to the Netherlands) from the European Research Council in 2022. In early 2023, two UG academics from the Faculty of Arts and the Faculty of Economics and Business were each awarded a Consolidator Grant. Three ERC Advanced Grants were awarded, all to researchers from the Faculty of Science and Engineering. Eight Incoming MSCA Postdoctoral Fellowships were awarded with the UG as 'host'.

In 2022, several academics were admitted to the KNAW (2), the DJA (1) and the KHMW (4). In addition, colleagues won a variety of awards: one Huibregtsen Prize and two Ammodo Science Awards for fundamental research. In 2022, the NRO Comenius Leadership Award was awarded to the UG for the first time.

EU projects

In 2022, researchers at the UG and the UMCG launched 40 new projects funded by the Horizon Europe programme and nine projects in the previous Horizon 2020 programme. As a result, the UG was active in 275 projects in 2022: 233 Horizon Europe and 42 Horizon 2020.

Of these projects, 146 projects were Pillar 1 (Excellent Science, with components ERC, Marie Skłodowska Curie Actions and Infrastructure). A total of 204 Projects were conducted together with other partners in Europe in a consortium. The UG or the UMCG coordinated 32 of these.

Evaluation SEP institutes

The reports of the external Peer Review Committees (PRCs) are the most reliable and independent source for monitoring the quality and impact of the research and improving it where necessary. The PRCs assess the functioning of the research institutes every six years in accordance with the national Strategy Evaluation Protocol (SEP). Since the introduction of the SEP 2021-2027, the assessment is no longer summarized in a rating. However, when this was still the case, almost all SEP institutes received 'very good' or 'excellent' ratings on at least two of the three assessment criteria (quality Q, social relevance R and viability V) in the period 2015-2020.

From 2021, the Strategy Evaluation Protocol 2021-2027 (SEP) will be the national guideline for the assessment of research institutes. In the year under review, the assessment reports of the UG units assessed in

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2021 were published: the five SEP institutes of the UMCG, the pharmacy research of the Faculty of Science & Engineering (FSE) and all the research of the Faculty of Economics & Business Administration.

All have been assessed positively on the three main criteria of quality, social impact, and viability, but have also received constructive recommendations for improvement, which are taken seriously by both the Faculty Board and the Board of the University. This also applies to the suggestions regarding the new aspects of Open Science, Academic Culture, and Human Resource policy, and for further improvement of the PhD training and supervision. The full reports can be viewed on the UG webpage, as well as more extensive summaries, accompanying case studies and the administrative responses to the committees' recommendations.

In 2022, self-evaluations were carried out for two FSE institutes: the Bernoulli Institute (Mathematics, Computer Science and Artificial Intelligence; local assessment) and the Kapteyn Institute (Astronomy; national assessment at the same time as that of the top research school NOVA and the other three sister institutes). All three institutes (including Graduate School contribution) of the Faculty of Arts were visited: local assessment by three peer review committees of the Institute for Cultural Inquiry Groningen (ICOG), the Center for Language and Cognition Groningen (CLCG), and the Groningen Institute of Archaeology (GIA). Finally, the Groningen Centre for Law and Governance (GCLG) was visited, where all the research of the Faculty of Law is organized. The results of the evaluations are expected in 2023.

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 66 in the 2022 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.

5.3 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. The programme has now been running for one year, and a midterm evaluation has taken place. This shows that 15 of the 27 deliverables have already been achieved. For example, the implementation of the Taverne amendment has ensured that 97% of publications are open access, making the UG a leader in the national field.

The Groningen Digital Competence Center (GDCC), established using NWO funding, has developed its services to promote Research data management and FAIR data into two projects that will be completed in the spring of 2023. The UMCG-DCC focuses on the Medical Sciences, and the UG-DCC on the other disciplines. Online information about data management planning, storage, privacy, protection, archiving, and publishing of data has been updated and is in line with the new online Research Support Portal and the Privacy Portal.

Faculty data stewards have been appointed who, in a network connection with the central data stewards and other support services, not only support researchers and faculties but also promote the sharing and safeguarding of knowledge. Last year, the Center experienced a 30% growth in the number of requests for support and resolution of data management issues. In addition, a training programme has been developed in collaboration with the Graduate Schools, with the UG's data management policy, which was updated in 2021, as a guideline. The faculties are working on the implementation of this updated data management policy.

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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.

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. The Portal will become available at the end of 2022 and will be announced to researchers through a communication campaign. In the course of 2023, the faculties will be visited to draw extra attention to the Portal but also to the available support.

5.4 Support programme recovery and prospects for researchers (NPO)

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.

Number of researchers helped

In 2022, just like in 2021, the UG received € 4.1 million from the NPO Support Programme for recovery and prospects of researchers. These resources were 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 table below, the number of researchers who were supported in this way is presented under A., followed by the total salary costs of these extensions in 2022. Incidentally, in a large number of cases, the costs of extensions awarded will also drop after 2022. UMCG O&O received a personal contribution of € 4 million in 2022, just like in 2021. 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
A. NPO Support program for restoration and perspective of researchers	344,8	€ 7,7 mln
B. Own means and financial/non-financial measures (approximately)	150,2	€ 3,4 mln

* Since the same researcher is helped by a combination of NPO Support Programme and own/other resources, the numbers have been allocated pro rata.

A total of 495 researchers were helped in 2022. This concerns 431 new extensions and 64 extensions that continue from 2021.

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 to be supported. Of course, researchers also need material items to complete their research, as well as facilities, supervision, and other expenses. These costs, which can be estimated based on the internal faculty cost model, have been included in the table under B. Since the same researcher is assisted by a combination of NPO Support Programme and own/other resources, the total number of researchers assisted is divided proportionally over A. and B.

5.5 Administrative agreement

In 2022, the UG received part of the funds from the administrative agreement entered into in 2022. The first tranche of the sector plan funds was allocated in 2022. From the resources of the 'Omzien naar elkaar' (2021-2025) Coalition Agreement (Looking out for each other), the government is investing € 200 million structurally through sector plans in academic teaching and research. The sector plans cover four domains:

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social sciences and humanities, natural sciences, technical and medical sciences.

In 2022, € 60 million was allocated to the universities and UMCs for the sector plans, and the second part of the € 140 million allocation will follow in the spring of 2023. The resources for the implementation of the sector plans amount to a structural amount of € 200 million and are paid out via the government grant. Sector plans have two main goals:

> Stimulating collaboration and joint sharp choices between and within universities and UMCs about the division of tasks and profiling (teaching and research)
> Creating calm and space: strengthening the basis of teaching and research. The aim is to increase the number of permanent contracts, to reduce the workload and to attract, train and retain new and existing academic talent. But also to improve macro-efficiency and the connection of education to the labour market and to increase the quality of education.

The UG has received € 6.1 million from the funds available for sector plans in 2022. The table below shows the distribution of the Sector Plan resources across the faculties and the use of the resources.

The table above shows that in 2022 an amount of approximately € 4 million has not yet been spent. This part has been reserved in the 2022 financial statements as a non-normative government contribution on the balance sheet and will be used in 2023. The second tranche of approximately € 14 million is expected in 2023. The sector plan resources are structural in nature. An evaluation will take place after six years, and if successful, the resources will be structurally included in the fixed base of the government grant.

In 2022, the starters and incentive grant resources were also awarded. The starters and incentive grants play an important role in creating calm and space, and in putting the foundations of the higher education and research system in order. The aim of the grants is to encourage unconstrained research and to reduce the workload and application pressure.

NPO Teaching administrative agreement

Sectorplannen 2022	FSE	FRW	FEB	FMW	GMW	RG	Lett	WB	GGW	Total
Earth Sciences	€ 1.390	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 1.390
Engineering CTW	€ 410	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 410
Engineering OIW	€ 40	€ 120	€ 60	€ -	€ -	€ -	€ -	€ -	€ -	€ 220
Medicine	€ -	€ -	€ -	€ 1.582	€ -	€ -	€ -	€ -	€ -	€ 1.582
Social Sciences	€ -	€ -	€ -	€ -	€ 750	€ -	€ -	€ -	€ -	€ 750
Humanities	€ -	€ -	€ -	€ -	€ -	€ -	€ 1.142	€ 102	€ 40	€ 1.284
Cross-sectional	€ -	€ -	€ 156	€ -	€ 90	€ 90	€ 90	€ 13	€ 13	€ 452
Total	**€ 1.840**	**€ 120**	**€ 216**	**€ 1.582**	**€ 840**	**€ 90**	**€ 1.232**	**€ 115**	**€ 53**	**€ 6.088**
Spend in 2022	€ 21	€ 7	€ 65	€ 1.267	€ 71	€ 22	€ 601	€ 22	€ 33	€ 2.111
Rest	**€ 1.819**	**€ 113**	**€ 151**	**€ 315**	**€ 769**	**€ 68**	**€ 631**	**€ 93**	**€ 20**	**€ 3.977**

A total of € 300 million per year is available for these grants: € 156 million for starters grants and € 144 million for incentive grants. In 2022, the UG received € 9.9 million in grants (€ 4.8 million for starter grants and € 5.1 million for incentive grants) and will receive € 29.8 million annually from 2023 (€ 15.0 million for starter grants and € 14.8 million for incentive grants). The funds for 2022 were distributed relatively late in the year and were insufficient to provide a grant to every starting assistant professor (UD) with a permanent contract. Therefore, it was decided to merge the starters and incentive grant funds for 2022 and use them to finance starter grants. The last quarter of 2022 was used to achieve a good distribution of funds among the faculties. The grants will actually be distributed from 2023. In anticipation of this, this non-normative government contribution has been reserved in its entirety (€ 9.9 million) on the balance sheet in the 2022 financial statements.

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6. Impact



Mural for Aletta Jacobs (the first female university student in the Netherlands)

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6. Impact

6.1 Vision and objectives

The UG is part of society. We create and share knowledge through our teaching and research, work with and for external partners, and set up new activities and initiatives. This is how we contribute to society, and it is a contribution that society expects of us. Society is currently facing major challenges in areas such as climate, sustainability, social resilience, ageing, and digital changes. Our contribution to the solutions needed is all the more important, therefore.

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 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 2022, the new cluster Research & Impact started. This cluster focuses on the design of the impact organization and the strategic development regarding impact. The Strategic Plan states the ambition to 'set up a professional impact organization that supports students and academics and collaborates with the University of the North (UvhN) to enter into partnerships, generate social impact and carry out outreach and public activities'. In addition to the UvhN, the support of and collaboration with the four Schools and the faculties is also emphatically important for the impact organization to be set up. The basic structure for this was set up in 2022 within the Research & Impact cluster (see figure below).

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A plan was drawn up with concrete ambitions, new core activities and an implementation schedule for further details. It is expected that implementation can start in mid-2023.

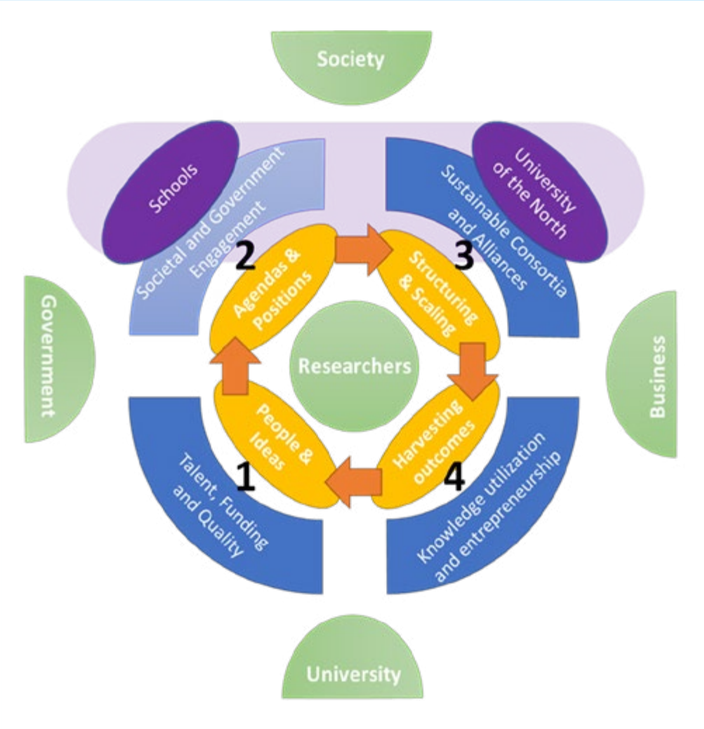

Figure: Visualization of the organizational model of the impact organization (with the four sub-departments in blue), including the intended flywheel (yellow) that can help talented academics to convert their ideas into societal and scientific impact as well as growth of talent.

The underlying vision of the above model is to work on four related core goals:

1. Developing and stimulating talented people and their new, transformative ideas.
2. Working towards missions by strategically placing these ideas on the agenda together with society and positioning the people behind them in the right networks.
3. Structuring consortia that are able to tackle research missions on a larger scale.
4. Reaping the benefits of the results, in the knowledge that new ideas and talented people are actually the most important results, creating a self-perpetuating process.

At the end of 2022, work started on furnishing the House of Connections in the old V&D department store building on the Grote Markt, where the Schools are housed. This building will be opened in June 2023. Numerous activities will take place in which Schools establish connections with other knowledge institutions, companies, individuals, and social organizations.

It is also being investigated how and in what form the activities of VentureLab North will be continued in the future. VentureLab North supports knowledge-intensive and ambitious entrepreneurship at an early stage and acts as a Living Lab for research and teaching in the field of entrepreneurship. Incorporating it into a foundation as a possible form is being considered. This would create the opportunity to collaborate with regional partners who, like the UG, play an active role in facilitating new business activity.

6.3 Schools

The purpose of the Schools is to initiate and facilitate collaboration between disciplines and with the outside world. They act as incubators for interdisciplinary education, research, and outreach. They are also a clear and recognizable point of contact for partners involved in the activities of the UG.

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In 2022, all four Schools, as provided for in the Strategic Plan, were 'up and running' with their own social theme, see table. Each School has a scientific leader who, with a small supporting staff, promotes interdisciplinary teaching and research. The budget of a School consists of a mix of central funding and contributions from the faculties affiliated with a School.

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

6.4 University of the North

The UG is the initiator and coordinator of the University of the North (UvhN): an open knowledge and innovation network of five northern knowledge institutions, including the UG. The network is committed to boosting the general prosperity of this northern region. By working intensively with colleges and other universities, we can strengthen the academic climate in the North. This network is aimed at finding better answers together to the social issues that are relevant to the region. The Regional Innovation Strategy for the Northern Netherlands (RIS3) forms the starting point for this. The RIS3 focuses on good health, healthy food, clean water, and sustainable energy use in the broadest sense.

After the official launch in autumn of 2021, the UvhN has increasingly taken shape. The structure of coordinators and working groups (education, research, facilities) results in more collaboration. In 2022, the UvhN organized roadshows in Emmen, Groningen and Drachten. Furthermore, the first round of the Booster Fund has been completed, allowing three innovative projects to start. At the end of 2022, the Steering Committee adopted the 2023 annual plan. In 2023, the UvhN will work on themes such as lifelong learning, multi-level teaching, hybrid research groups, and more mutual coordination when it comes to large facilities. The House of Connections mentioned above will also be an important place for meetings for the UvhN (in addition to locations in Friesland and Drenthe).

In 2022, the UvhN strengthened its ties with secondary vocational education (MBO). There is already collaboration with MBO in many activities, and a representative of the northern MBO is always present at the meeting of the UvhN Steering Group.

6.5 Interaction and collaboration

Regional collaboration

Regional collaboration is important to the UG. The University of the North forms the core of the regional collaboration with the knowledge institutions. Together, these institutions are active in a number of icon projects. The UG is also involved in a number of broad regional partnerships. From the impact organization and the UvhN, the UG also works on the following topics in a regional context:

- In Hoogeveen, an extremely modern and flexible innovation hub has been realized in collaboration with government, industry, and knowledge institutions of all levels (university education, higher vocational education, and secondary vocational education).
- The Alliance of Drachten was launched in 2022 to strengthen the collaboration with the Nij Smellinghe hospital, the regional business community, and the high-tech industry of the Innovation Cluster Drachten.
- The integrated Eemsdelta area agenda was launched at the end of 2021. In that context, collaboration with the first two knowledge/innovation hubs, the Eemsdelta campus and the Chemport industry campus, was realized in 2022.
- The UG often collaborates with partners in northwest Germany. An important element here is the branch office in Papenburg (UGNWG). An evaluation took place in 2022. The German state of Niedersachsen recognizes and supports the programme within the so-called 'Wissensräume' to develop the rural border area. A long-term strategy will be developed in 2023 based on this recognition and the results of the evaluation.

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- Together with the partners, the new Groningen Agreement was launched in 2022. This strategic agenda includes the 'Groningen' master plan for developing the knowledge and innovation ecosystem in the Groningen metropolitan region.
- Within the KONNECT programme, the UG collaborates with all knowledge institutions (secondary vocational education, higher vocational education, and university education) in the northern Netherlands. Together we explore, among other things, which preconditions are necessary for effective valorization-collaboration for the benefit of the business community and small and medium-sized enterprises in the northern Netherlands.
- From the long-term programme in the field of smart industry (ROSF and SIH), the EDIH Noord NL proposal was designated in 2022 as an EU hub aimed at autonomous systems and making the manufacturing industry smarter.

REACT/ERDF resources are requested for the financing of these activities. For other important building blocks from the knowledge agenda of the University of the North, the UG participates in programmes within the National Growth Fund (including catapult public-private partnership concepts & lifelong development), Region Deals, provincial investments, and the National Programme Groningen (including Talent in the Region). As a result, the UG involves the business community in the northern Netherlands in knowledge development, applied research, innovation and valorization processes, and the development of shared facilities and infrastructure.

National

The UG participates in several National Growth Fund proposals. The past year was dominated by preparations for the proposals for the third round. A start has also been made on professionalizing the support for large consortia applications.

6.6 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 2022, four take-off Phase 1 feasibility study grants were awarded to UG researchers and one take-off Phase 2 early phase trajectories.

RUG Houdstermaatschappij (RHM BV) aims to give shape and substance to the UG's impact. RUG Ventures invests in start-up companies based on UG knowledge by providing loans and/or participating. Most of these start-ups are located at the Zernike Campus, the Healthy Ageing Campus or elsewhere in the city of Groningen. At year-end 2022, RUG Ventures was participating in 35 spin-off companies, the Innovation Centre for Chemistry and Engineering and Innolab Agrifood, Innolab Chemie, and Innolab Engineering.

On 24 March 2022, the Innovation Centre for Chemistry was opened at Campus Groningen & Engineering. The new hotspot combines new knowledge, collaboration, open innovation, and new technology. The innovation centre offers space to a number of innovative and research-oriented companies. The building also offers space to start-ups and R&D owing to the presence of two open innovation labs in the building, Innolab Chemistry, and Innolab Engineering. The companies conduct research in the chemical, pharmaceutical, and engineering industries, and each have their own laboratory and research centre in the new innovation centre.

RUG Ventures is an independent entity that functions as a 'self-revolving fund'. All revenues generated by providing loans to and/or participating in start-ups are used to invest in new start-ups. The exit moment of businesses that have developed well is decided based on business-economic considerations, bearing the UG's valorization objective in mind as a guiding principle.

RUG Ventures invested in three new businesses in the course of 2022: ARC Technologies BV, Bioprex Medical BV, and Preesman Naturals BV. RUG Ventures made a follow-up investment in EV Biotech BV, Ancora Health BV, ViciniVax BV, AGILeBiotics BV and Polyvation BV. RUG Ventures' equity is positive. The funds received will be used to invest in new UG spin-offs in 2023.

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Within the framework of the valorization objective and the development of the University of the North, investments were made in Pharma Connect Capital BV in 2022. In 2023, the establishment of a new early investment fund for high-tech start-ups is anticipated. This will enable RUG Ventures to support starting academic entrepreneurs in the early stages of their business.

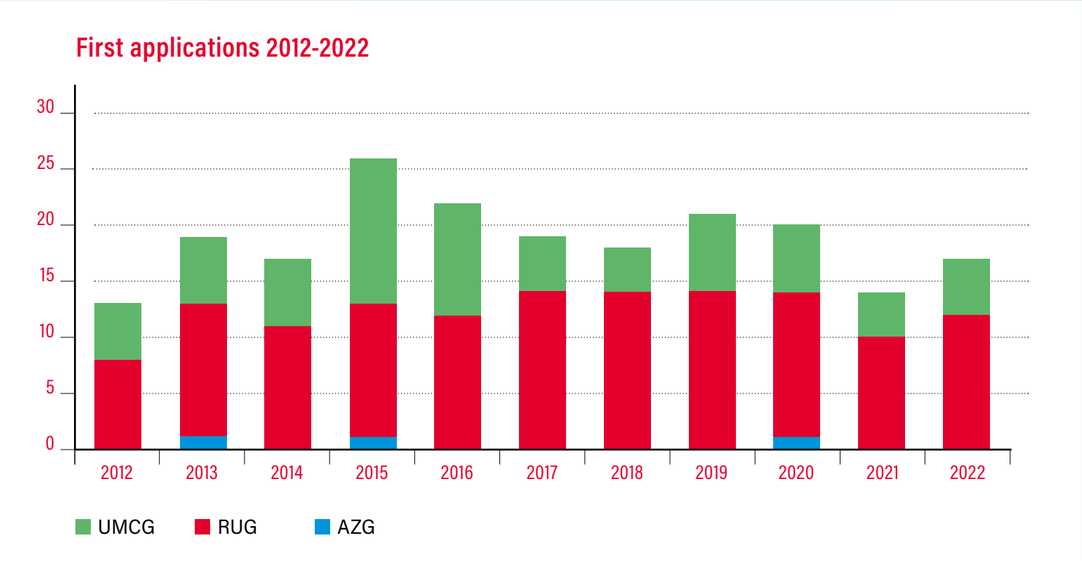
6.7 Patents, licences, and IP

The joint policy of the UG and UMCG in the field of IP (Intellectual Property) is aimed at actively protecting knowledge developed at the UG and/or UMCG (where possible) with IP rights to enable successful transfer to society and thus generate impact.

A good example is the Groningen company New Born Rubber (NBR). New Born Rubber uses a technology developed at the UG to recycle vulcanized rubber (such as car tyres). This type of rubber is normally difficult or impossible to reuse, and the waste processing of used car tyres is a major problem with a huge environmental impact.

The start-up is the result of the research of Professor Dr Francesco Picchioni from Product Technology/ENTEG. The developed technology was protected by a patent. The technology was further developed in Picchioni's lab and can now be developed further industrially. NBR has also acquired funding from the Province of Groningen and the European Regional Development Fund to actually start recycling tyres in Grootegast.

Except for inventions that may be patentable, the screening and scouting activities of the IP&BD team have recently focused more on valorizing other forms of IP as well. Whereas in the past, the impact mainly arose from patent applications, in recent years, there has been an increase in the transfer of software and know-how, among other things. Teaching methods such as Pharmacy Game and before that Slim Stampen are a good example of this.



In 2022, 17 patent applications were filed (or co-filed) in the name of the UG/UMCG and three patent applications with inventors from the UG/UMCG but not in the name of the UG/UMCG. Thirteen licensing agreements were entered into with companies. The licensing agreements were entered into with existing companies but also with start-ups that have emerged from the northern innovation ecosystem. In addition, four other agreements were entered into with other universities. In 2022, seven new academic start-ups emerged from the UG/UMCG. In addition, there were three start-ups from the ecosystem with knowledge from the UG.

The total for 2022 is an increase from the previous year. The end of the coronavirus measures has probably had some influence on this, but the new strategies and initiatives deployed to increase the output of the valorization process have certainly also contributed to this. Another trend is that new technologies are being developed at the UG and social partners from existing collaborations and licences, resulting in new joint patents.

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6.8 Contract research and contract teaching

In 2022, revenues from work for third parties were € 9.1 million higher than in 2021. This brings the total revenue to € 169.6 million, approximately 20.3% of the University's total income. € 4.7 million of this increase is the result of higher project revenues at FSE, UMCG/O&O contributes € 2.8 million, and Arts is responsible for an increase of € 1.3 million.

In the profit and loss account, the income from work commissioned by third parties is subdivided into income and changes in work in progress. The actual University-wide revenue shows a sharp increase of € 14.5 million, and on the other hand the change in work in progress including transitory expenses shows a decrease of € 5.4 million compared to 2021 (together € 9.1 million).

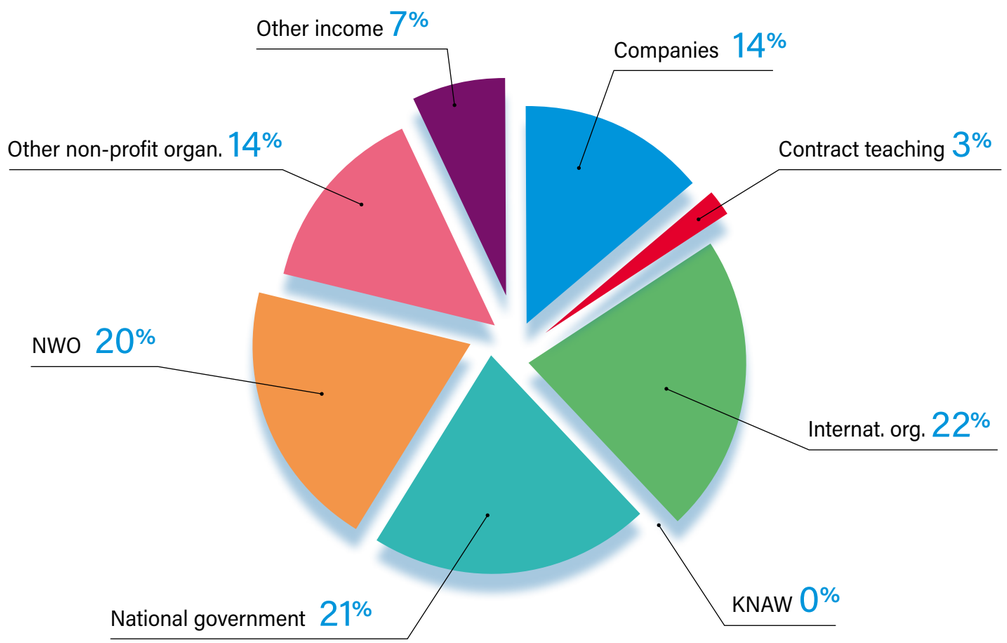
At FSE, the income from work commissioned by third parties has increased in EU projects (€ 2.7 million), national governments (€ 0.9 million), other non-profit organizations (€ 0.8 million) and other income (€ 2.2 million). This, together with a decrease of 1.8 million in NWO projects, results in an increase of € 4.7 million.

The project-based income of UMCG O&O increased on balance due to the higher income from national governments (€ 4.1 million), other non-profit organizations (€ 0.9 million) and NWO (€ 0.5 million). This is offset by a decrease in EU income (€ 2.4 million). The increase at UMCG O&O is mainly caused by the changes in work in progress. Compared to 2021, the projects got off to a good start in terms of costs in 2022.

The increase of €1.3 million in Arts can be explained by higher income from NWO projects (€1.2 million). In 2022, two new VIDI projects were launched.

In addition to the income from contract teaching, the UG has had a partnership with Freia/AOG for years, which also covers some of the contract teaching. This partnership has been managerially and administratively formalized through the AOG foundation.

Percentage of project income by funding group



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6.9 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 2022, the UEF made € 4.5 million available to researchers and students, a major part of which was intended for research by Nobel Prize winner Ben Feringa. Until 2027, his group will receive a total of € 2.5 million for fundamental research in the fields of photopharmacology (the development of 'smart' medicines) and chirality ('left- and right-handedness' of molecules). Both areas of research have long had the special attention of Feringa and his group, but so far, they have been unable to find the required funding for them.

In 2022, the pilot phase of the M20 PhD programme started, the most ambitious project of the UEF to date. The intention is that over a period of several decades, ten PhD positions with a focus on interdisciplinary research will be funded each year. The PhDs are linked to the newly established Schools of the UG. € 0.9 million was made available for the pilot for the appointment of the first four PhDs. Based on the experience gained, it was decided to start the project for at least the next five years.

Other projects that received support through the UEF, sometimes in collaboration with international and national co-funders, include ecological research led by Han Olff in the Serengeti region of Kenya and Tanzania, medical research into the consequences of infection with the RS virus in children, a support fund for students who are having problems because of the war in Ukraine, and migratory bird research by Theunis Piersma and his group. There is a long-term subsidy agreement with CogniGron for a total of € 30 million. This research institute is working on a new generation of energy-efficient computers based on the human brain. The Eric Bleumink Fellowship was able to award five new scholarships to talented students from developing countries. In total, the UEF had almost 1,500 donors in 2022.

In recent years, the UEF has developed rapidly based on a changing context of increased equity and the financing of larger projects. Investments have been made in governance and the further professionalization of procedures, asset management and communication, such as the new uef.nl website. The foundation has PBO status and has been a CBF Recognized Charity since 2021.

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Garden of the Linnaeusborg

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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 wider 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 the necessary 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 based on the student/alumnus life-cycle.

7.2 Wellbeing

The UG-wide vision on student welfare was developed in 2022, and this vision was approved by the Board of the University and the University Council in December 2022. The UG vision is characterised by the integrated approach to student welfare in three domains, namely: the person-oriented domain, the relational domain, and the didactic domain. The UG will develop actions within these three domains to promote student wellbeing. This could include actions aimed at increasing the social and academic integration of students (for example, further supporting student organizations that contribute to this, and minimizing differences in starting positions by offering students extra support), professionalization of staff members aimed at student welfare (for example through courses and workshops for lecturers and study advisors), and improving communication and contributing to awareness, aimed at both students and staff of the UG. The vision on student welfare provides guidance for the actions that will be further developed in the course of 2023.

Diversity and inclusion

The UG 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. The UG believes that working on our core values of inclusivity 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. There has been great progress in the field of diversity and inclusion, but there is still a lot to do.

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In 2022, efforts were mainly focused on improving information about diversity and inclusion (D&I) on the UG website, working out more details for the D&I office and the advisory councils, better inclusion of students with disabilities and attention for inclusive education for all students. The role of online education and testing is given explicit attention in this regard. Online tuition and online assessment have proven to be a bonus for various students with a disability. Within faculties and various service departments, these new insights, accessible education, and the use of blended learning are being considered. More specifically, information for prospective students and students with a disability has been improved through clear communication about the support options the UG offers, both to Dutch and international students. The application procedure for teaching and examination facilities has also been standardized and simplified.

During the Diversity Week (held 3-7 October 2022), the event on the accessibility of education was held at the UG. The themes of inclusive education and the accessibility of buildings and online applications/ websites played a key role. On this occasion, Rector Magnificus Cisca Wijmenga signed the declaration of intent for the UN Convention for inclusive education, with which the UG underscores the importance of an inclusive university: the UG will continue to work for an accessible and inclusive university, together with the students, lecturers and staff who are involved.

Special attention is asked for the inclusion of LGBTQ students on Coming Out Day (11 October) and Purple Friday (11 December). Agreements have been made with the Board of the University about the days on which the Rainbow Flag will be hoisted.

In 2022, five students were nominated for the ECHO award, a prize for outstanding talent with a non-Western background in higher education. One of the students was one of the three finalists in the Law & Tax Awards category. Throughout the University, the debate on the theme of decolonization of education is being given further attention. Finally, social safety is being considered together with student members of the University Council.

Male/Female/Unknown

Main enrollment		2018	2019	2020	2021	2022
Bachelor	M	5.504	5.647	4.966	5.033	4.832
	F	6.047	6.595	6.010	6.324	6.063
		11.551	12.242	10.976	11.357	10.895
Propedeuse	M	4.731	4.800	5.237	5.399	5.645
	F	4.843	4.710	5.268	5.449	5.838
	U					2
		9.574	9.510	10.505	10.848	11.485
Master	M	4.680	4.684	5.058	5.200	4.919
	F	5.320	5.392	6.106	6.353	6.156
	U					2
		10.000	10.076	11.164	11.553	11.077
Linking program	M			693	631	548
	F			783	728	628
				1.476	1.359	1.176

Degrees		Year of degree (Academic Year)				
		2018	2019	2020	2021	
	M	3914	3992	4449	4239	
	F	4690	4810	5627	5436	
		8604	8802	10076	9675	

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Male-female ratio of students

The National Action Plan for more diversity and inclusion in academic education and research contains ambitions and actions to create an inclusive, diverse, and safe learning and working environment. That is why Dutch higher education institutions must become more inclusive organizations, where the male-female ratio is correct and other gender identities feel at home. The European Commission is also working on diversity plans. Below is a table showing the male-to-female ratio among students.

7.3 Facilities

To support active student life, the UG (together with Hanze University of Applied Sciences) has started the pilot 'Peer review system for student organizations'. In the peer-review system, the participating boards reflect on the association's culture and policy and receive feedback from their peers (other student board members). This system is supervised by an external trainer and two staff members of the UG and Hanze University of Applied Sciences. The pilot was prepared in 2022 and started in December 2022 with five student organizations. The first evaluation will follow in the summer of 2023.

In December 2022, study associations followed a start-up workshop on setting up a confidential contact person within the association. A follow-up to this is that confidential contact persons will be able to attend peer-to-peer coaching meetings in 2023. If it turns out that this meets a need, this will be continued in collaboration with the UG confidential advisor and the Student Service Centre.

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 institutions are mainly responsible for communicating with the target group and submitting adequate forecasts on student intake.

As in previous years, the demand for rooms exceeded supply in September 2022. However, this led to fewer problems for international students than previous years. There were a number of reasons for this: the knowledge institutions intensified communication about student housing. In short, the message was: if you haven't found a room by August, consider not coming. This led to internationals starting to look for a room earlier. In addition, there was a dip in the growth of domestic students, probably as a result of the planned introduction of the basic grant in September 2023. Dutch students are postponing their studies for a year in order to be eligible for this new funding system. As a result, more rooms were available for internationals on the regular market. In addition, several well-attended webinars were organized to inform potential internationals about the options, or lack of them, on the Groningen housing market. New international students, therefore, generally came well-prepared and were more successful in their search for a room in Groningen.

Extra facilities were also organized this year for students who were unable to find a room early. This was different from previous years. Several commercial providers offered rooms for double occupancy from their listings. As a result, more than 100 international students were able to share a room with another international for three months. These rooms were bookable in advance, which was in line with the message 'if you don't have a room by August, don't come'. Evaluations afterwards showed that students found this a pleasant form of accommodation, because, in addition to a roof over their heads, it also led directly to new contacts and thus prevented loneliness. Very few questions or complaints about accommodation have been received from the knowledge institutions or from student unions.

Students with a disability

In 2022, the midterm evaluation of the implementation of the Students with a Disability Policy Plan was carried out. The evaluation has shown that many of the objectives have been achieved, including that communication about studying with a disability has improved considerably. This concerns communication towards students and future students, but the website of

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the Student Service Centre has also been adjusted, and much has been done to generate awareness within the organization on studying with a disability. The midterm review recommends that more needs to be done to further implement the policy plan and to maintain the results achieved. It has therefore been decided to extend the position of the project leader who is involved in the implementation of the policy plan, and to recruit an education expert focused on inclusive education, and a communications officer focused on students with a disability. The second phase of the implementation will commence with this project structure.

In addition, three projects were launched in 2022 aimed at improving the UG's physical, digital, and social accessibility. In 2022, a hotline was set up to improve the accessibility of our buildings, training was given to facility staff members, and a signage manual was drawn up with attention for accessibility. Progress in the implementation of the policy plan has been marked by signing of the UN Declaration of Intent for the UN Convention on the Rights of Persons with Disabilities.

Sports facilities

The UG and Hanze University of Applied Sciences (Hanze UAS) have a joint Sports Centre for students and staff. The umbrella body for student sports is the ACLO Foundation, which is run by students. The ACLO has an important organizational and policy-determining role with regard to the activities and facilities of the Sports Centre. Staff can use the Sports Centre through the SPR, the joint staff sports association of the UG and HG. Students and staff members are offered a varied range of sports at two locations: on the Zernike Campus and at the Hoofdstation.

Sports facilities at the UG and Hanze UAS in 2022 in figures:

- 19,500 students participating in sports, approx. 11,000 of whom are members of a sports association
- 51 student sports clubs
- 1,450 staff members participating in sports
- 100 different sports
- 640 hours of supervised sport per week

After the coronavirus pandemic, the Sports Centre was able to run its normal sports programme again for most of the year. The number of ACLO student sports cards sold in 2022 was more than 19,000 higher than ever in the history of ACLO/Sports Centre. The milestone of 20,000 is expected to be reached in 2023. There is great interest in organized sports, which meant that most student sports associations also grew in 2022. This is increasingly leading to undesirable waiting lists at associations. The number of staff members participating in sports also grew again in 2022. After the pandemic, it remains clear that the total sports concept makes an important contribution to the physical and mental wellbeing of students and staff.

The first phase of the joint Long-Term Policy Plan 2019-2024 (ACLO/ Sports Centre) was completed in 2022, with the completion of two new padel tennis courts and the realization of an inflatable roof over the beach volleyball courts, so that beach volleyball can now also be offered in winter. The new accommodations were festively opened in September by Petra Smeets and Hans Biemans, members of the Board of the Hanze UAS and the UG, respectively, in conjunction with the kick-off of the construction project for the new Sports Centre. The project organization started with representation from the Hanze University of Applied Sciences, the UG, ACLO and Sports Centre. The programme of requirements and the analysis of the choice of location for the new Sports Centre are now at an advanced stage, based on which both Boards can give direction on the way forward.

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7.4 Employability

Development

The UG wants to optimally prepare its students for their careers and wants to enable them to choose their own strategy for entering the regional, national, and international labour market and for continuous development. The UG approaches the development of the employability of its students by using three perspectives that complement each other.

Firstly, sustainable employability is an important aspect of the curricula. It is reflected in the learning outcomes and the learning environment offered in the curricula of the programmes. Secondly, employability is also part of personal development. In addition to the curriculum, it is about extracurricular experiences and informal learning. The UG supports extracurricular activities, using student involvement as a powerful tool. Students and study associations actively participate in the organization of extracurricular employability activities. Thirdly, the UG encourages its students to explore a wide range of career options, also supported by faculty and central career services.

Student satisfaction with the preparation for the labour market and the possibilities for adjustment are monitored based on signals from various in-house sources and surveys, as well as the National Alumni Survey (NAE), National Student Survey (NSE), and the Higher Education Guide.

The UG is reviewing its employability policy. In the first phase of this review, career services are being formally embedded in the organization. In the second phase, the employability strategy will be updated and brought into line with the UG Strategic Plan 2021-2026.

Career Services

In 2022, Career Services was formally embedded in the organization of University Services. Career Services has helped more than 2600 PhD and other students. This includes workshops on career preparation, CV and application letter checks, and the organization of career events. Career Services has also made an important contribution to the Career minor of the Faculty of Arts and the Entrepreneurship minor of the Faculty of Economics and Business.

The range of services was offered both online and on location in 2022. An important focus in 2022 was on strengthening collaboration with the faculty career officers/faculties and with the study associations. In the past year, Career Services, together with the faculties and study associations, created a central overview of the various activities in the field of career guidance. Based on this, agreements were made about the harmonization of the offering between the three parties. The agreements have now been further elaborated.

In 2023, Career Services will consider a relevant online course offer from the Online Learning project for students in the context of career preparation. Career Services is also intensively involved in regional developments in the labour market in projects such as Talent in the Region (matching talent with the northern labour market), Make it in the North (connecting internationals with the northern labour market), and the first steps have been taken which are aimed at linking up with themes such as professional vitality and career guidance for students with disabilities.

7.5 Alignment between secondary and higher education

The new regional ambition plan (RAP) came into force in 2022. The RAP must reduce the distance between primary and secondary education and academic education and research. Specifically, the focus is on teachers from the northern Netherlands who experience a distance from academia or the university. The first pilot teams started in September 2022. These teams comprise a total of four teachers, with their main teaching position at a school in the northern Netherlands. Through secondment, they work one day a week at the UG's Pre-University Academy. These so-called teachers in residence (TiRs) are supervised by the Pre-University Academy to set up and implement a continuous learning pathway for research skills at their own school. The TiRs are developing a learning tool for this continuous learning pathway which they will present at a symposium in June 2023. The symposium will be organized annually and contribute to community building on the theme of research skills. In the spring of 2023, the pilot will be expanded to a total of eight TiR locations.

Part of the RAP-Connection is sustainability from own resources. The Ministry of Education, Culture and Science has commissioned the project to be continued from 2026 and to be structurally embedded in the institution's own organization. The Pre-University Academy is in talks

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with directors and school leaders from Primary Education and Secondary Education in the northern Netherlands to explore the possibilities for jointly bearing the costs of the TiR project. To this end, a new network has been set up in which directors and school leaders contribute ideas about this issue.

The RAP-Connection will be central to the work of the Pre-University Academy in the coming years. Each TiR team receives guidance and support from the Pre-University Academy. The teams act as a sparring partner for their peers via the Advisory Board of the Pre-University Academy. How the TiR project connects to developments in schools in the northern Netherlands with regard to the theme of research skills and forming aspirations is being explored within the School Leaders' Network of the Pre-University Academy. All these developments were prepared in the period 2018-2021. Implementation started on 1 January 2022.

The profile project support centres provided information at schools, where teachers and students received help with the profile project. In 2022, prizes were again awarded for the best profile projects, and the support centres had talks with more than 20 schools about the profile project process at the schools in question. The support centres contributed to the development of research skills and academic aspirations of pupils and teachers in the northern Netherlands.

7.6 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 (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 2022, 486 appeals were lodged with the Board of Appeal for Examinations (CBE) (494 in 2021 and 379 in 2020):

	2021	2022
Number of appeals	494	486
of which:		
declared founded	8	8
declared unfounded	41	50
settled	132	110
withdrawn	152	162
declared inadmissible	9	6
closed	149	149
still in progress	3	1

The number of appeals submitted fell slightly compared to last year. It is remarkable that a large number of appeals are withdrawn and closed without a decision being made in the appeal. There are several reasons for this: after an appeal has been lodged, a large number of students no longer respond to emails from the CBE, after which the file is eventually closed. It also often happens that, over time, students themselves decide not to continue their appeal for various reasons.

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In 2022, 274 objections were submitted to the Disputes Advisory Committee (for comparison: 202 in 2021 and 223 in 2020):

	2022
Number of objections	274
of which:	
declared founded	2
declared unfounded	36
settled (withdrawn and closed)	51
not settled (withdrawn and closed)	34
withdrawn	11
declared inadmissible	1
declared manifestly inadmissible	3
closed	118
other (GAC not authorized, appeal, complaint, or question)	17
still in progress	1

The coronavirus measures also affected the objection procedure in 2022. Decentralized selection procedures took place online, and this led to the start of objection procedures on several occasions. Students also regularly argued that the coronavirus restrictions in education and in society played a role in cases about not being able to meet the study progress requirement in the context of modern migration regulations. It is also worth noting that 111 objections were lodged about the incomplete indexation of the grant that PhD students receive. Subsequently, this was indexed, after which these objections were closed. Other than that, there are no significant issues compared to previous years.

7.7 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.

In 2022 it was possible to organize live events again. There were a total of 32 general alumni meetings, in the Netherlands and abroad, largely on location or hybrid. In addition, the faculties and departments organized a large number of activities for the alumni of their specific programmes. The general meetings were very diverse and ranged from the Ben Feringa Lecture in San Francisco or an alumni evening in and about the Frisian language in Leeuwarden to career activities for young alumni or current students.

Following the celebration of 350 years of the Relief of Groningen (also known as 'Bommen Berend'), there was an alumni reunion day with a city walk, a commemorative meal on the Academieplein, and a symposium. A network drink was organized together with the Province of Groningen during the Prinsjesfestival in The Hague. It is the intention that the reunion day and similar collaborations will be organized more often. Russia correspondent Iris de Graaf was named Alumnus of the Year because of her commitment to reliable, nuanced reporting on and from a country at war.

In 2022, a University-wide strategy was drawn up for the UG's alumni policy. At the core of this is the desire to further increase and facilitate the involvement between former students, with the University and with current students. This strategy will be further developed together with the faculties. Work continued on the integration of the various communication channels with alumni. From 2023 the Broerstraat 5 magazine will come out partly on paper and partly online and be more closely related to the current digital Worldwide Newsletter, the online newsletter, and social media.

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7.8 Impact of the war in Ukraine

The war in Ukraine has had major consequences for students from Ukraine, Russia, and Belarus, who, in a number of cases, no longer had access to bank accounts as a result of the imposed sanctions. A task force was set up to try and support UG students and staff who were directly or indirectly affected by this. One of the concrete steps that was taken was the formation of an emergency fund. Initially, € 400,000 was available for this. Ultimately, 13 students appealed to the emergency fund, and € 29,150 was paid out. The remainder of the emergency fund has been added to the UG's reserves.

On 17 May, the Dutch universities decided to lower the tuition fees for Ukrainian refugee students for the academic year 2022/23. Instead of the higher institutional tuition fees, these students now pay the statutory tuition fees of € 2,209. For the academic year 2022/2023, 35 Ukrainian students have been able to make use of this reduction. As a result, the UG is missing out on more than € 400,000 in tuition fee income. The UG was only partially compensated for the extra expenses and lost income by the Ministry of Education, Culture and Science. The UG received a total of € 57,000 in additional government funding as compensation for the assistance provided.

In addition to financial support, the UG also provided support to affected staff and students in other ways. After the Russian invasion of Ukraine started, we set up an informative webpage, rug.nl/ukraine. This contains information for students and staff about study delays, for example, and psychological support, but also about how the UG deals with ties between the UG and persons and institutions affiliated with Russia.

Both existing support options and new initiatives were shared on the UG webpage and via social media, including:

- Free language courses at the Talencentrum
- English Academy for Newcomers, initiative of UG professor Marije Michel
- Student psychologists
- Free workplaces with PCs and internet in the University Library
- Information about donating money and goods, as well as providing shelter

Finally, the UG joined in with a number of initiatives, including the MSCA4Ukraine Fellowship Scheme.

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8. Staff



Rector Magnificus Cisca Wijmenga at the Ceremony of Merits

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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

In 2022, the UG again had to deal with a sharp increase in the number of vacancies. The line that started in 2021 also continued in 2022 after a temporary decrease due to the coronavirus pandemic. There were a total of 1,018 vacancies and 15,926 candidates responded. The UG managed to fill 685 vacancies in 2022.

The number of vacancies is expected to continue to rise in the coming years. That is why in the autumn of 2022, at the request of the Board of the University, an action plan was drawn up to create a recruitment organization to support the vacancy holders and to actively approach talent on the labour market. In 2023, this organization will be given further shape and detail in coordination with various internal stakeholders. In addition to recruiting talent, this organization will also be responsible for onboarding new staff members.

Overview of ratio of Dutch and international staff per academic position (excluding UMCG O&O). Reference date 31/12/2022

Academic position (# appointments)	Dutch	Non-Dutch	Dutch %	Non-Dutch %
Professor	247	77	76,2%	23,8%
Associate profesoor	176	127	58,1%	41,9%
Assistant professor	319	354	47,4%	52,6%
PhD student	334	408	45,0%	55,0%
Lecturer	478	171	73,7%	26,3%
Researcher	136	197	40,8%	59,2%
Other	9	2	81,8%	18,2%
Chair Capacity Group	5	0	100,0%	0,00%
Total	1704	1336	56,1%	43,9%

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.

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Employability

As an employer, the UG aims to promote the sustainable employability of staff. The regular range of support activities (training, coaching) to support staff members was carried out live insofar as possible rather than online in the course of 2022. Tailor-made activities on the theme of 'returning to work' were requested in the first months of 2022.

Recognition and Rewards

In 2022, the University-wide dialogue was shaped through consultations to arrive at a new system for assessing academics. The national and local process of Recognition & Rewards arose from the realization that the achievements of academics in their core tasks of research, teaching, societal impact, and leadership were not valued to the same extent in assessments and promotions.

The UG committee Recognition and Rewards directs the activities related to this theme on the basis of a roadmap. This has led to memos on teaching careers and on assessing research quality. These memos will be discussed per faculty in 2023 and adapted to the faculty situation. In addition, pilots have been carried out for conducting more development-oriented results & development interviews at the faculties of Economics and Business Administration and Theology and Religious Studies.

In 2022, the vision on leadership was developed and elaborated by holding a series of meetings at which a diverse cross-section of the UG community was invited to contribute. The vision will be elaborated in 2023 with a description of the desired leadership behaviour and the necessary development activities. The leadership vision is relevant to all university staff members, not just academics.

Organizational changes

As a result of the new definition of reorganization in the Collective Labour Agreement for Dutch Universities, processes without any forced redundancies are no longer handled as reorganizations as of 2022. However, important organisational changes are still 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 and the merger of the Office with Facilities and Services, creating the new University Services unit. University Services consists of five clusters. In 2022, a start was also made on the reorganization of services related to the scheduling of education and audiovisual services. Both reorganizations are expected to be completed in 2023.

8.3 Diversity and inclusion

The UG strives to be a university in which staff members are respected and feel at home, regardless of differences in background, experiences, perspectives, and identities. The UG believes that working on our core values of inclusivity and equality is a joint responsibility, and 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.

This important theme was given attention in various areas. In 2022 the Diversity & Inclusion Office was expanded and strengthened with advisory boards. D&I staff members were also appointed at different faculties. The university action plan 'Belonging in the University of Groningen: University Action Plan Diversity and Inclusion' was jointly implemented.

Gender equality

The Gender Equality Plan provides an overview of measures that the UG has already taken and will continue to take or develop in the field of gender equality. The university, along with many other institutions in the region, has joined the SER Charter Diversity in Business.

As in previous years, in 2022, 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. Leadership and mentor programmes were developed and organized for new fellows and professors.

On International Women's Day (8 March), a number of Aletta Jacobs professors explained what Women's Day means to them in a video. On this day, the Aletta Jacobs Prize was also awarded to Rebecca Gomperts for her fight for abortion rights and access to safe and legal abortion for women worldwide.

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Activities were organized for Diversity Day (October 4) and Accessibility Week. The University signed the declaration of intent for the UN treaty for inclusive education, thereby highlighting the importance of an inclusive university: the UG remains committed to an accessible and inclusive university.

Special Positions Act

Staff members who work under the Special Positions Act (Wet Afspraakbanen) all work at their own level (from bicycle steward to postdoc). Recently, the HR team has put energy into promoting the opportunities under the Special Positions Act and also reviewing and adjusting the current workforce. Currently, 80 staff members are working under the Special Positions Act, well below the target figure of 200. In the coming period, action will be taken to create more jobs. The UG will deploy HR ambassadors and also organize funding more clearly.

8.4 Integrity and social safety

The integrity programme is integrated into the social safety programme, making it part of the UG's general safety policy. The aim of the integrated programme is to provide staff members and managers with clear guidelines and support. The UG wants to be a study and work environment where everyone feels respected and safe. Social safety is something that is provided by managers, staff members, students and external parties who are active at the UG. Prevention is the motto here.

In order to maintain and strengthen a socially safe learning and working climate, this theme requires continuous attention. That is why, just like in 2021, Active Bystander training courses were provided in the organization in 2022. In February 2022, the Board of the University published a statement about combating professional misconduct on the website. On 16 March 2022, as an extension of the Board Day 2021, there were two theme meetings for HR advisors, study advisors and Company Health on social safety at the UG. Naomi Ellemers participated in the meetings. As chair of the KNAW committee, she has drawn up the recommendation 'dealing with undesirable behaviour in academia'. Prevention and the promotion of a professional culture of accountability are key to this. A pilot training 'an eye for social safety' was also organized for managers, HR advisors, and staff members with a confidential position (e.g. PhD counsellors). This training has now been included in the regular offering of training and teaching.

Finally, a social safety campaign was prepared. The campaign is aimed at raising awareness and ownership and will be launched in the spring of 2023. A social safety web page linked to the campaign will be set up with basic information about the confidential advisor, the ombudsperson, and a complaints procedure and links for students.

Office of the Confidential Advisor

UG students and staff can call in the Confidential Advisor if they are confronted with sexual or other harassment, aggression, violence, and discrimination or other undesirable behaviour (including stalking and bullying) and unequal treatment. Staff members can also contact the confidential advisor if they encounter conflicts at work or if there is evidence of unethical behaviour in the organization. The confidential advisor is independent and offers individual support and advice, is vigilant for signals with regard to social safety in the organization and provides information on prevention.

In 2022, the confidential advisor received considerably more reports than in the previous two 'coronavirus years'. In 2022, there were 189 reports (compared to 138 reports in 2021 and 134 reports in 2020). This is an increase of 37%. The number of reports from internationals to the confidential advisor decreased (33% in 2022 compared to 40% in 2021). Perhaps internationals in 2022 encountered fewer coronavirus-related problems than in 2021.

Just as in 2021, the number of reports regarding undesirable behaviour increased further: more than half in 2022 concerned this subject (58%). In 2021, that percentage was only 49%. It is not surprising that the increase in the number of reports in 2021 has continued in 2022. Attention for the subject of undesirable behaviour remains high in society and on social media. Social safety is also clearly on the agenda within the academic world and within the UG. In 2022, staff members and students were able to return to work and lectures and came into physical contact with each other again. This, together with the greater awareness and sensitivity for the issue, probably explains the increase in the number of reports.

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Ombudsperson

Since September 2021, the University has appointed an ombudsperson for staff members and students. For staff members, this position is an obligation arising from the Collective Labour Agreement of Dutch Universities. It is an addition to the existing support structure, which includes the confidential advisor, study advisors and staff welfare. The ombudsperson is independent and impartial and contributes to guaranteeing and/or developing a safe and healthy learning and working environment. The interventions available to the ombudsperson for this purpose are: advice (solicited or unsolicited), referral, mediation/discussion guidance or investigations (solicited or unsolicited).

The ombudsperson's first 16-month report (from September 2021 to December 2022) was published in the spring of 2023. These are a few preliminary figures. The ombudsperson received a total of 130 reports in the reporting period, 28 from students and 102 from staff members (including PhD students). Broken down by calendar year, there were 18 reports in 2021 (of which three reports from students and 15 from staff members) and 112 in 2022 (of which 25 reports from students and 87 from staff members). The staff members' reports mostly concerned working conditions in which an 'unsafe working environment' and a 'disturbed employment relationship' predominated. A small number of these reports also concerned 'undesirable behaviour' and 'application of rules and procedures'. The reports from students often concerned the study conditions in which dissatisfaction with 'guidance' scored the highest. A number of reports also concerned 'application of rules and procedures'.

As a quartermaster, the ombudsperson is responsible for advising the Board of the University and the participation council on the structural embedding of the ombuds position. Part of the advice concerns a desired amendment to the current regulations of the ombudsperson in order to achieve an optimal framework of tasks, powers, and modus operandi. This advice was published in the spring of 2023.

8.5 Wellbeing

Workload and work/life balance

Many staff members see benefits in sticking to a combination of working from home and working in the UG buildings (more than 75%). The work/life balance is monitored in the staff survey that took place at the beginning of 2023.

The regular resources to address workload have been distributed among the faculties and service units (€ 5 million per year) and are being used. Part of the centrally reserved budget for Lessen the Work was distributed among the faculties in 2022. The faculties will use these workload resources in consultation with the faculty councils to further reduce the workload within their faculties. The remaining funds from the reserved budget for Lessen the Work are available for initiatives of the 'Lessen the Work' committee.

Other measures to reduce workload are aimed at operations so that the effects of certain choices on the workload are taken into account more, and additional support staff are deployed to relieve the academic staff.

Absenteeism

After several years of decline, absenteeism at the UG rose sharply to 4.3% in 2022 (for comparison: 4.0% in 2019, 3.3% in 2020 and 3.1% in 2021). This is often long-term absenteeism with a psychological cause. The increase is in line with national trends but is nevertheless a cause for concern. The UG is taking measures by focusing on more coordination and support in absenteeism supervision.

Hybrid working

After the coronavirus pandemic, working from home is here to stay. The rule is on average to work at home for a maximum of 40% of the working time. Partly in accordance with the collective bargaining agreement, the UG provides reimbursements for equipment (laptop, desktop, monitor), for working from home and for commuting. In 2022, the UG switched to 'mobile, unless'. This is in the context of striving for maximum telephone accessibility. Research is being conducted into a fully mobile university workplace. Social cohesion within the departments and teams will continue to be a point of attention in 2023.

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Vitality

Balans is the UG's preventive health programme. It is intended for all staff members and offers incentives for a healthier lifestyle. In 2022, the Balans prevention programme switched back to on-site activities. The groups were a bit smaller than normal in order to give staff members a safe feeling during the activities.

Balans has set up a varied programme. In total, approximately 950 places have been filled within the activities. The UG uses the E-health programme Mirro, an online tool for staff members who experience problems, such as anxiety, stress, or grief. 450 staff members used it in 2022. Popular modules included 'Sleep well!', 'Worrying', 'Anxiety & panic' and 'Work stress'. Health checks were also restarted in 2022. 346 staff members came for a health check and 37 people for a follow-up. The number of conversations with the UG's vitality coach also increased in 2022.

8.6 Staffing

On 31 December 2022, the staffing level at the UG was 4,686.4 FTE (year-end 2022). This figure does not include 1878.7 average FTE of the medical faculty who are appointed at the UMCG. The staffing at the UG (ex. UMCG O&O) has increased by 97.1 FTE since the end of 2021 (4,589.3 FTE). This increase is in line with the trend of recent years, and is slightly more than last year (88 FTE). Of the total number of FTEs, 1,615 FTE are staff members with a temporary contract, which is 34.5% of the workforce. This percentage has decreased compared to 2021 (38.5%) as a result of collective agreements about the duration of temporary employment contracts.

Overview of temporary and permanent employment by personnel category and by M/F in 2022 (excluding UMCG O&O)

		Male # Appointments	Male FTE	Female # Appointments	Female FTE	Other # Appointments	Other FTE
Permanent	Academic staff	853	732,6	599	500,5	1	1,0
	Non academic staff	901	784,1	1386	1051,7	2	1,5
Total permanent		**1754**	**1516,7**	**1985**	**1552,2**	**3**	**2,5**
Temporary	Academic staff	843	740,3	744	622,2		
	Non academic staff	142	104,1	215	147,6	1	0,8
Total temporary		**985**	**844,4**	**959**	**769,8**	**1**	**0,8**
Total		**2739**	**2361,1**	**2944**	**2322,0**	**4**	**3,3**

Overview of temporary and permanent employment by personnel category and by M/F in 2021 (excluding UMCG O&O)

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

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Personnel expenses in 2022 amounted to € 608 million (including UMCGO&O). These expenses include € 36 million performed by non-employed personnel in 2022 (including externally hired staff).

8.7 Legal interests

Dismissal benefits policy

The policy pursued by the UG with regard to redundancy payments is based on the agreements laid down in the Collective Labour Agreement for Dutch universities and the associated regulations, including the Supplementary Benefit Scheme for Dutch Universities (BWNU). The Early Retirement Scheme and the Executives' Pay (Standards) Act (Wet Normering Topinkomens) are also taken into account. The outcome of the agreements is tailor-made.

Open Government Act

On 1 May 2022, the Open Government Act (Woo: Wet open overheid) came into effect. This Act replaces the Government Information (Public Access) Act (Wob: Wet openbaarheid van bestuur). The starting point of the Woo is that access to public information is a right that belongs to everyone equally. The Woo details this right in various ways, including by introducing an extensive active disclosure obligation. This obligation will come into effect in phases in the coming years and will also have consequences for the UG in the area of information management. In addition, under the Woo, just like under the Wob, it remains possible to make a request for disclosure of information (passive disclosure obligation). The UG regularly receives such requests, which are sometimes extensive in nature. The requests that the UG receives often come from journalists and concern all sorts of subjects such as international collaboration, incidents at student associations, and additional positions and funding of professors. Nine requests were processed in 2022.

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, based on 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. Three new complaints relating to the suspected violation of academic integrity were submitted to the CWI in 2022.

university of groningen

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Academy Square

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9.1 Sustainability

The year 2022 was characterized by the war in Ukraine, resulting in an energy crisis and a significant increase in energy prices. This highlighted the need for sustainable policies and energy efficiency even more clearly.

Energy crisis

At the request of the Board of the University, a plan was drawn up in the spring to improve energy efficiency. The aim of the Energy Taskforce is to find fast and immediately implementable University-wide energy-saving measures. The Taskforce is composed of energy experts, technicians, and behavioural scientists from the University. In addition, agreements have been made in the EU and the Netherlands to improve energy efficiency. The Dutch government has called for the temperature in educational buildings to be lowered from 21 to 19 degrees and only to cool the buildings from 26 degrees.

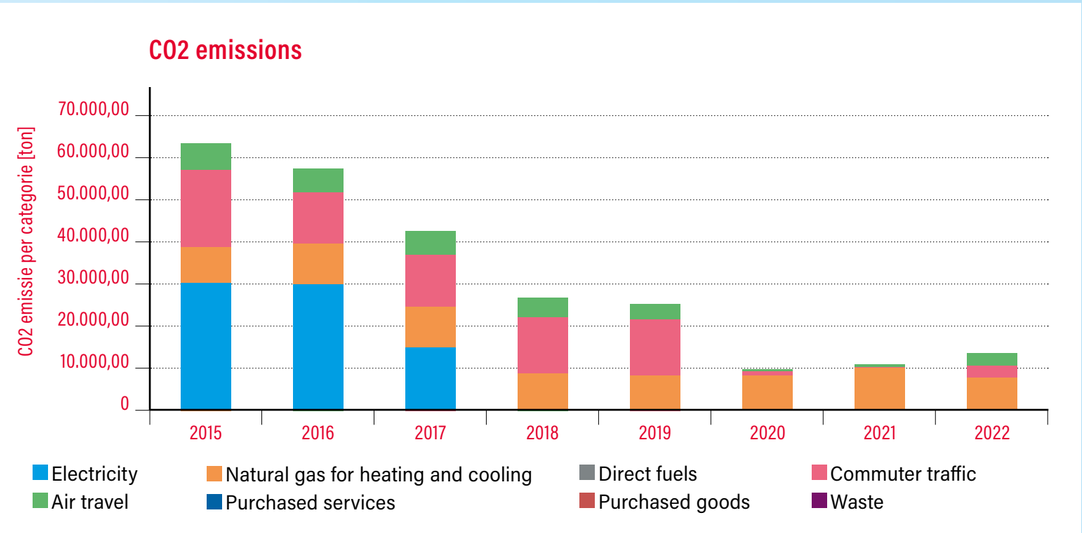
Sustainability Roadmap

In 2022, a great deal of attention was devoted to achieving the objectives and ambitions of the 2021-2026 Sustainability Roadmap, which was endorsed by the Board of the University in 2021. Below is an overview of the projects, efforts, and realization of the ambitions. The results are, as in the Roadmap, classified on the basis of Planet and Performance. The goals formulated in the Roadmap for the People part (sustainable employability, diversity & inclusion) are the responsibility of the HR department (see 8.3).

Planet

Reduction of CO2 emissions

In 2022, total CO2 emissions decreased by 46% compared to 2019. This means the UG thoroughly meets the ambition of a 30% reduction in 2026 compared to 2019. A large part of the reduction after 2019 was caused by the coronavirus measures taken in 2020 and 2021, with only an estimated 20% of students and staff being present in the UG buildings. The result was a significant reduction in CO2 emissions from commuting and a complete reduction in CO2 emissions from business travel.



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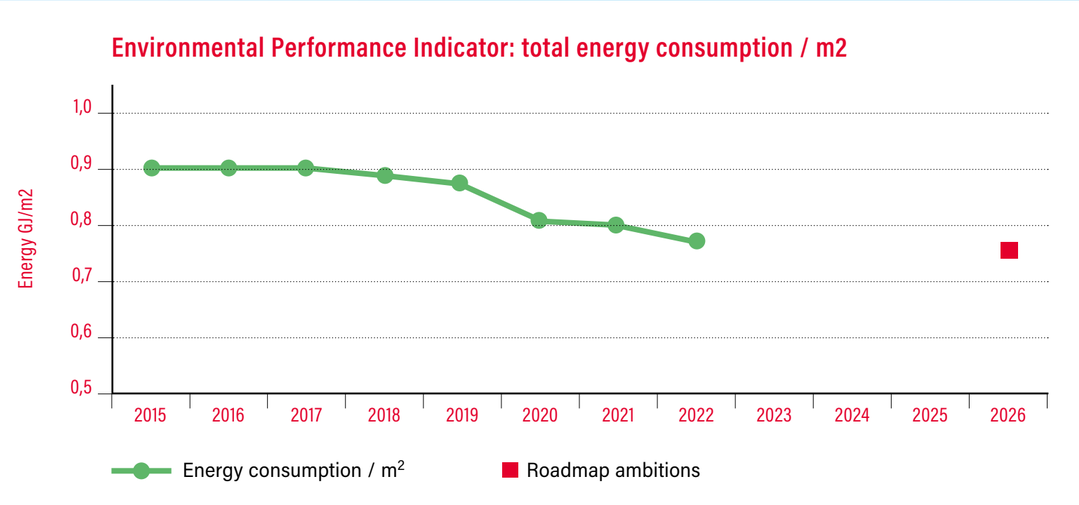
In 2022, CO2 emissions increased due to a return to almost normal occupancy levels at the UG. However, the total CO2 emissions in 2022 were not back to the emission level before the coronavirus pandemic years. The reduction in CO2 emissions from commuter traffic is also striking here. This decrease is due entirely to the switch from public transport to green energy. Trains and buses both run on completely fossil-free green electricity or hydrogen. The reduction is also caused by a decrease in business travel and a decrease in the UG's total energy consumption as a result of the measures taken (28% compared to 2019).

Energy

In 2022, total energy consumption decreased by 28% compared to 2019. This decrease is a result of the measures initiated by the Energy Taskforce. Comfort times have been introduced in consultation with the faculties and University Services. Comfort times are the hours in which the buildings are heated (19 degrees) or cooled (from 26 degrees). The opening hours are maintained. The introduction of comfort times has resulted in significant savings in energy consumption at the UG in a very short period of time.

For technical saving measures in the medium and long term, inventories are carried out by energy teams in the UG buildings. The inventories yield short-term measures, such as installing insulating foil behind radiators, and long-term measures, such as replacing glass with insulating glass or replacing conventional lighting with LED lighting. In addition, a communication strategy has been drawn up in collaboration with two behavioural scientists to actively involve staff members and students in energy savings.



Mobility

In September 2022, the Board of the University approved policy proposals for mobility. It was proposed to make one parking regulation for the entire UG and to set the parking limit for staff members at 15 km for all parking areas. The old parking limit of 8.2 km, which applied to parking on the Zernike site, has now been abolished.

In addition, the Board of the University has approved the proposal for an amended business travel policy. For business trips, the public European Tender for business trips abroad applies:

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CO2 compensation

The CO2 emissions of all foreign business trips by plane are compensated. The Sustainability Roadmap has already agreed to the ambition to compensate 100% of CO2 for all air travel by 2026. The new Policy for Business Travel Abroad 2022 includes the ambition to compensate 100% CO2 for all air travel by 2026. A plan for compensating CO2 is being worked out by the staff members of the Sustainability Programme/ Green Office in collaboration with the Human Resources, Finance, Young Academy Groningen and other academic staff members.

CO2 emissions

Although many more journeys take place by train, flights are still often used for business trips within Europe. Reducing the number of journeys by air travel is necessary to achieve the ambition to reduce the UG's CO2 emissions by 30%. Insight into the distribution of the number of air travel journeys per faculty or department is being provided.

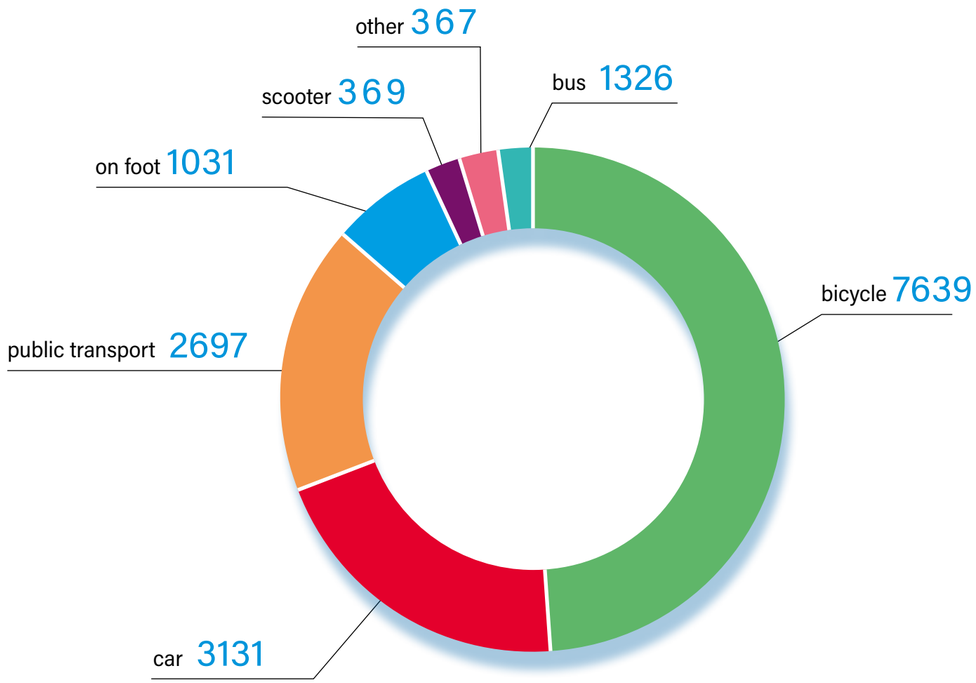
New Foreign Business Travel Policy

The radius in which the staff member travels by train will increase from 1 January 2023 from 500 km and six hours travel time to 800 km and nine hours train travel time. Employees are also asked to consider whether an online meeting or video conference will suffice.

Zernike Campus

On the Zernike Campus, traffic data has been collected via flow cubes which are AI-based sensors. This data gives an overview of the percentage of passengers per means of transport. This information serves as a baseline measurement for the action agenda of the collaborating partners, such as the Hanze University of Applied Sciences, the UG and companies West, which aims for a hospitable, accessible, and lively campus. The action agenda includes ambitious goals such as reducing motor vehicles, promoting shared mobility, and promoting change in the travel behaviour of staff and students. The flow cubes mean the effects of the measures taken can be measured directly.

Transport means in commuting to Zernike Campus (on average per week day)



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Realization of ambitions on 31 December 2022

Theme	Ambition	Realization in 2022
CO2 emission	30% reduction in 2026*	46%
Energy	2% reduction annually*	28%
Energy label C in office buildings	100% in 2023 (conform legislation)	70%
BENG norm in (re)construction	Zernike Campus gas free in 2026 BREEAM excellent	contribution by new Feringa Building and future Sports Centre
Production of renewable energy	25% from own sources in 2026	20%
Water usage	10% reduction in 2026*	21%
Waste separation	95%	64%
Waste reduction	15%*	21%
Commuting	promoting sustainable staff transport	78% CO2 emission* 100% fossil free public transport 15 km park range for all staff (realized 1 April 2023) introduction e-swapbikes from P&R hubs
Logistics	0% CO2 emission in 2025	Planning fossil free logistics in procurement policy as of 2025 for all UG locations
Air travel	30% CO2 emission in 2026*	26% introduction new business travel policy on 1 January 2023
Air travel: CO2 compensation	100% in 2026	0% UG taskforce proposing a policy plan in 2023
Biodiversity	ecologically valuable campus and city-centre locations	Organization Biodiversity Week Keeping pigs against invasive species Keeping sheep for cutting grass
Food	95% meat with animal welfare label ('Beter Leven')	no data available ongoing consultation with catering company
Range of cafeteria products	60-95% plant-based or vegetarian	no data available

*pertaining to 2019

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Waste

Separation at source

Although the goal is to separate 95% of the total waste, 64% of waste was already separated in 2022. In 2019 (before the pandemic), the separation percentage was only 54%. This is largely due to the introduction of the new waste islands, where the residual waste is separated into the monostreams of organic waste, paper, plastic, coffee cups, and residual waste. An analysis of the residual waste made it clear where improvements could still be made. For example, there is still a lot of GFT waste in the residual waste from the company restaurants, and a lot of disposable tableware and plastic packaging were also found. At the offices, there are still a lot of coffee cups and paper packaging in the residual waste and the separation of GFT waste can be improved. It is expected that with the entry into force of a ban on disposable packaging containing plastic (coffee cups, meal packaging, etc.), the UG's residual waste will decrease.

Reducing waste

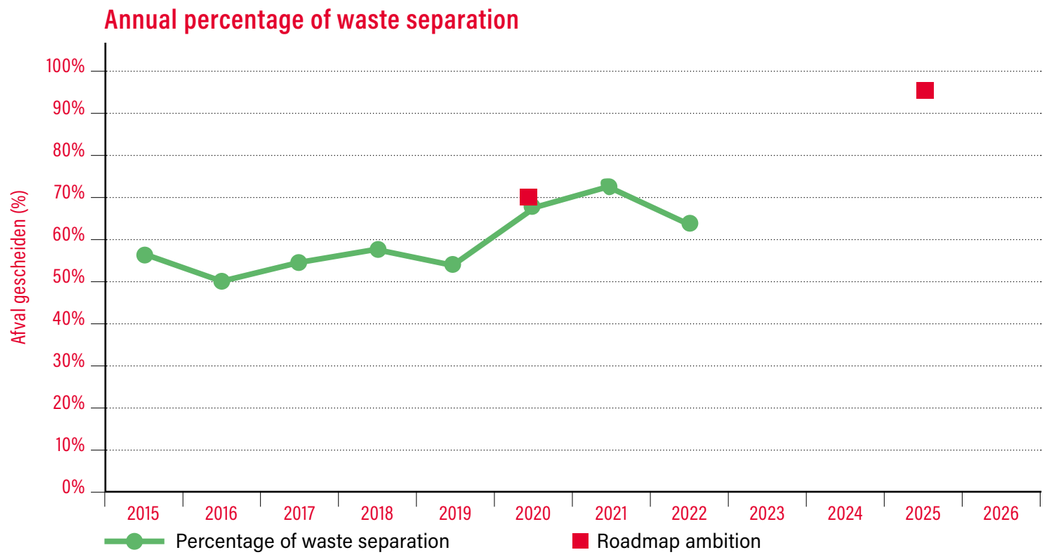
Another ambition is to reduce total waste by 15% compared to 2019. A reduction of 21% has already been achieved. This success is partly due to the fact that many people work from home some of the time. By being critical during the procurement process, the UG can further improve waste reduction.

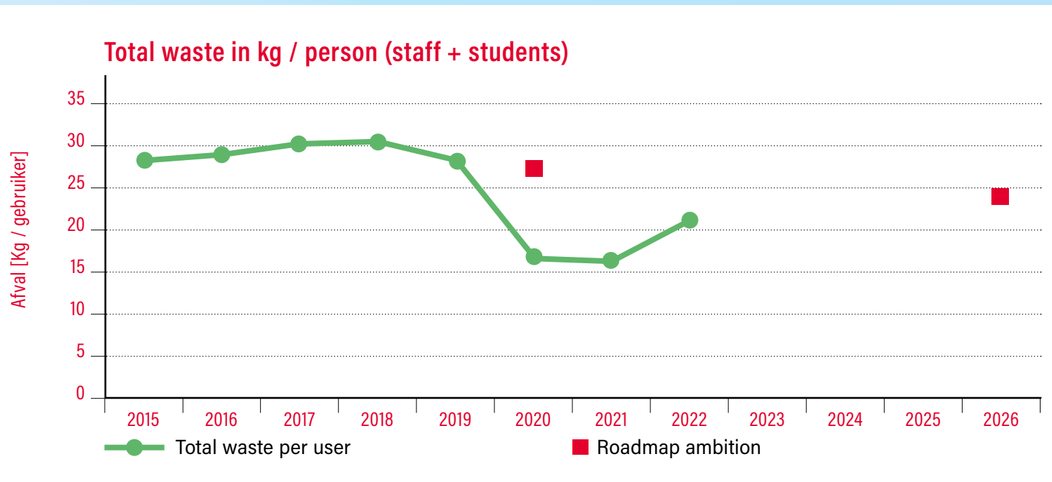
Post-separation

Before the residual waste is incinerated, it passes through the 'post-separator'. Here the organic material and plastic that are still of good quality are separated from the rest. The organic waste is fermented into green gas. This is natural gas quality and replaces fossil gas. The approximately 225,000 kg of residual waste still contains 10% organic material that could be fermented. The plastic material (28,000 kg) is recycled into plastic packaging.

Compliance Environment

The Health, Safety and Environment Department has purchased a compliance programme that helps to gain more insight into the large number of laws, regulations, permits, various rules and diversity of the faculties in the field of the environment. By safeguarding the regulations and regularly monitoring them through internal audits, the UG becomes





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demonstrably compliant. This also guarantees better continuity. Sanctions can result in unexpected high costs and, in rare cases, jeopardize business operations.

Performance

Procurement

The Green Office is involved in the UG's procurement processes to ensure that procurement is as sustainable as possible and takes working conditions into account. In 2022, a start was made on the UG's first circular tender. In addition, the Green Office was involved in car rental, printing, and catering.

Teaching

In May 2022, a large-scale survey was conducted among Bachelor students. They were asked whether they could indicate on the basis of the SDGs (Sustainable Development Goals) in which subjects sustainability is included in their curriculum, which themes they would like to learn more about, and how they would like to do this. The results indicate that most students wish to receive more sustainability in their education, either in the fixed degree programme or through thematic minors. Because the results differ per faculty, a meeting is being held with each faculty to see how support can be offered.

Research

In March 2022, the Sustainability Programme and the Faculty of Science and Engineering PhD council organized the first sustainability course for PhD students. During this one-day course (0.5 ECTS), various topics were discussed, such as greener labs, energy efficiency or research computation, and mental health. Because this pilot project has been evaluated positively, it will be used in other faculties in the coming years.

Engagement and participation

In 2022, several weeks were organized to raise awareness about sustainability topics, including the Digital Clean Up Week (collaboration between the sustainability programme/Green Office and CIT), the Biodiversity Week (in collaboration with other universities in the Netherlands), and the fifth edition of Sustainability Week. At the end of 2022, more than 150 staff members and students were actively involved in making the UG more sustainable in the ambassador programme of the Green Office, the Food Group, and the 'FSE is going green' project. In the academic year 2021-2022, 50 associations participated in the abel programme and 34 associations applied for a sustainability subsidy.

Living Lab Sustainable UG

Students have the opportunity to conduct sustainability projects and research with the Sustainability Programme as a principal or supervisor. In 2022, 18 projects were carried out: five honours projects, three bachelor's theses, one master's thesis, four group assignments, four fellowships, and one staff survey. There was a wide variety of topics, such as green mobility, the use of plastic at the UG, and a sustainability study in archaeology. The results of the various studies serve as a basis for further research into making the University more sustainable.

Communication

In 2022, the Green Office's professional communication network was expanded. In addition, the Green Office invested in new forms of communication with students, for example, via the Sustainable Student Guide, a guide that gives international and other students an overview of interesting aspects of sustainability during their studies. The UG also received new coffee cups in 2022 with a design that encourages reuse of the cup.

Energy

Due to the energy crisis and the measures taken by the UG to save energy on a large scale, in 2022, there was extensive University-wide communication about energy. Staff and students were informed about the measures through a broad communication campaign and encouraged to contribute to energy savings at the UG themselves, for example, by wearing warm clothing, turning off lights and equipment, and shutting down the computer at the end of the working day.

Rankings

In 2022, the UG participated in two sustainability rankings: the UI GreenMetric Ranking and the Sustainabul. The UG took fourth place in the UI GreenMetric ranking (out of more than 1000 universities worldwide).

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According to this ranking, the UG is the second most sustainable university in the Netherlands, after the University of Wageningen. The UG came fifth in the Sustainabul (14th place in 2021).

9.2 Procurement management

Vision
The Board of the University approved the vision of the Procurement department (purchasing policy). This is that the UG excels in business operations by implementing category and supplier relations management in order to be able to generate visible added value for teaching and research. In order to put the vision into practice, further development and further professionalization are required. This has been laid down in a transition plan in which the objectives for 2023 are formulated.

Sustainability
The UG has included sustainability in its Strategic Plan. This also has consequences for procurement, which forms a crucial link between suppliers, sustainability, and innovations. The procurement policy stipulates that the UG purchases in a socially responsible manner, taking account of sustainability criteria, stimulating the regional economy, small and medium-sized enterprises, and the Social Return on investment.

Finance & Procurement
In 2022, the Purchasing Management department of Facilities and Services was organizationally transferred to the, partly newly formed, Finance & Procurement cluster within University Services. The name Procurement Management has also been replaced by Procurement. The disciplines of Procurement Management, Contract Management, Operational Purchasing and Contract Administration have been merged into one department. By merging expertise, we can better respond to the needs of the UG and the associated future developments. The organizational changes make a noticeable contribution to the visibility of the activities and support within the organization.

Procurement Policy
The new procurement policy came into effect on 1 January 2023. This policy serves as a framework for all the UG's purchasing activities to ensure that they are as legitimate, efficient, and socially responsible as possible. The policy applies to all purchases and tenders and will be evaluated in two years' time.

Tenders
In 2022, 35 tendering procedures were completed, seven of which were European, 13 multiple private tendering procedures, nine unique procedures, and six mini-competitions. Various tenders, unique procedures and deviations in progress were also started up in 2022.

9.3 Accommodation

The UG's real estate is important as it provides the places where staff and students work and meet for teaching and research. In order to meet the University's ambitions and objectives, major changes will be made to the property portfolio in the coming decades. In addition to the wishes of the faculties and service units, the main challenges are facilitating additional teaching rooms - where innovative forms of education are supported - and investing in sustainable solutions to significantly reduce electricity and gas consumption. One of the initiatives to achieve this is to use energy-efficient LED fixtures in all lighting. By disposing of buildings or using them in a smarter and more efficient way, operating costs can also be cut back, and the UG's ecological footprint can be reduced. The starting point of the property portfolio is to keep accommodation costs to a minimum while maintaining sufficient accommodation and quality.

The sharp rise in energy prices has placed a major claim on the UG's energy budget. It has also led to difficult market conditions in the construction sector due to uncertainty and constantly rising construction costs. This has consequences for current construction projects, but certainly also for the planning and budgeting of future projects.

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Construction projects

Accommodation and construction activities are primarily concentrated in three areas – campuses – in Groningen. In addition, in 2022, the UG purchased the Lutjewad atmospheric measuring station. Furthermore, the Hortus Botanicus and De Biotoop in Haren were sold to the Municipality of Groningen.

1. City Centre Campus

In 2022, three major projects were underway in the city centre. At the beginning of the year, renovations started for the new accommodation of the Faculty of Law at Oude Boteringestraat 18. This building will be called the Röling building. One of the biggest changes to the former Public Library is the construction of a fourth floor. Furthermore, the large floor sections have been broken up in several places to create new patios that provide more daylight in the previously dark library areas. The faculty building will house a practice court for law students, various teaching rooms, offices, and consultation areas, and plenty of space for encounters. In mid-2023, the faculty will be able to move into the Röling building, and preparations will be made to upgrade the Harmonie complex for the Faculty of Arts. After the relocation of the Faculty of Law, this faculty will have its own building.

The renovation of the Muurstraat, the office environment for University Services, was completed in 2022. The former school building has had a major upgrade and is now the temporary working environment for the Board of the University, among others. This shifting around also made it possible to start the remediation work in the Administrative Building at Oude Boteringestraat 44. In 2023, the working environment of this monumental building and the adjacent buildings at numbers 42 and 46 will be significantly modernized.

Finally, development of 'House of Connections' was started in the Groot Handelshuis building on the Grote Markt, previously home to the V&D department store. On the first and second floors, the UG is setting up space for the four interdisciplinary schools (see 2.1 and 2.2), University of the North, the Young Academy, the Teaching Academy Groningen, ENLIGHT, and the University's impact organization. Equipped with a multifunctional and dynamic layout, a flexible location will open here in early 2023 for public activities and meetings in the area of teaching, research, and entrepreneurship.

2. Healthy Ageing Campus

Construction of the Anda Kerkhoven Centre started on the Healthy Ageing Campus in 2022, an educational building for students and lecturers of Medical Sciences and Pharmacy that will be ready at the beginning of 2024. The building consists of a high teaching tower block and a lower-level foyer with a restaurant, study landscape, and large teaching rooms. The new spaces have been designed in a way that encourages knowledge transfer and collaboration, and inspires a healthy lifestyle with a lot of attention for movement, space, and sustainability.

The construction of the Anda Kerkhoven Centre is the first step in the transformation of the entire area around the Antonius Deusinglaan. This will be a lively and green city square in the coming years with branches of cultural student centre Usva and University College Groningen. For the latter project, design plans have been developed to make the listed building at Bloemsingel 1 suitable as permanent accommodation for University College Groningen. The building will be carefully renovated and made more sustainable, and a new building will be added on the north side, connecting it to the new campus square.

3. Zernike Campus

Upon arrival at the Zernike Campus Groningen, the new Feringa Building catches the eye. The large structure serves as a replacement new building for the current Nijenborgh 4 for the Faculty of Science and Engineering and, in addition to office and lecture rooms, also houses special laboratories, including physical, biochemical, chemical, and vibration-free labs. In 2022, among other things, the characteristic façade panels were attached around the building, an inventive air-cushion roof was installed on the atrium, and work started on furnishing the office and lab environment. After the summer of 2023, the first parts of the Feringa Building will be put into use.

The Equator, a temporary pop-up lounge at Mercator, has also been developed on the Zernike Campus. This provides additional meeting places for students and staff of Spatial Sciences and the Center for Information Technology. In addition, the forecourt of the ACLO Sports Centre has been redesigned, which provides more space for padel tennis and beach volleyball. With these adjustments, the Sports Centre is responding to the shortage of space in anticipation of the new sports complex to be built.

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The requirements and wishes for the new ACLO Sports Centre have been identified together with Hanze University Groningen. This project is closely related to the development of a new strategic vision for this part of the campus. Together with the other campus partners, we are looking at how sport and socializing will be given a prominent place in the design of a lively and hospitable campus environment.

9.4 University Library

In 2022, the University Library contributed to several major UG initiatives, such as the Open Science programme and the Digital Competence Centre. An enormous increase in the number of available short publications in the field of open access (OA) is remarkable. An OA book fund and a diamond OA fund were launched to further stimulate open access publishing. Open Educational Resources, the use of open, educational teaching materials, has become an established pillar within the Open Science programme. Through workshops, library guides, and support for UG staff, the University Library contributes to the transition to open education.

The information skills team again trained a large proportion of the incoming Bachelor's and Master's students - more than 2,000 students in September 2022 alone. The Library Guides, online literature guides, were further professionalized and given a new look. A central copyright information point has been set up to help with questions about copyright. UG staff were also able to participate in a wide range of University Library workshops, for example, on open access, Pure, and open teaching materials.

University of Groningen Press (UGP) worked hard on its portfolio and the findability of its products. All publications have a DOI (Digital Object Identifier), a stable link through which the publication can be found online in a standard manner. In 2022, several books were published with the help of the open access book fund, and eight projects were launched publicising the book fund.

Special Collections continued to work on digitization in 2022 so that all our manuscripts from before 1614, all our incunabula, and all books owned by the University Library in 1619 are now open access. Some of these are also available via our new website Verhalen van Frisia, which opens up a selection of our books from a geographical perspective to a wider audience. Our Humanity Hits, with which we present masterpieces from the Special Collections through short film clips, are received enthusiastically.

The University Library also contributed to the development of the new UG research support portal and the now established Open Research Award (ORA). The ORA was also a great success in 2022, with an online reach of more than 1.3 million potential views. In 2022, the University Library toured various faculties through the new concept of a Pop-up Library. Academic staff could talk to University Library experts on-site and receive immediate support if they had any questions. Furthermore, the University Library further professionalized its social media channels. The interaction with the student community has improved considerably as a result.

The University Library initiated two pilots to save energy in response to the energy crisis. In August, two floors in the University Library were temporarily closed, and per 1 December 2022, the University Library adjusted its opening hours. Significant energy savings are expected with this pilot.

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9.5 Center for Information Technology

Over the past two years, the coronavirus pandemic has accelerated digitization at the UG. The continuity of academic research and teaching during the government measures largely depended on digital university facilities. In 2022, the Center for Information Technology (CIT) once again ensured that the UG could continue its business operations and continue to function. The way of working after the pandemic has changed permanently at the UG: hybrid working and blended learning have become the norm after ending the coronavirus measures. This requires high-quality ICT facilities, and the CIT is moving along with this development. To make this possible, the CIT organization will be further developed in 2023 based on an evaluation of the previously implemented organizational change.

Teaching

In the past year, the CIT was also closely involved in innovations in teaching at the UG. Teaching issues are solved in a systematic and disciplined manner, with innovation always serving the organization's strategy. Based on this idea, there was further follow-up in 2022 to the introduction of blended learning at the UG. With the successful implementation of the new electronic learning environment Brightspace and the new video platform Kaltura in September 2022, the infrastructure for educational innovation has been greatly improved. The number of Active Learning Classrooms (ALCs) has expanded considerably in the past year. This ensures that educational innovation is easier, and that teachers are enabled to provide blended education.

The New Timetabling project was launched in 2022. The development of a new timetabling process makes it possible to use the rooms and facilities flexibly, effectively, and efficiently for students and teachers. The first improvements have been made for the 2023-2024 timetable. Based on the experiences, the New Timetabling will be rolled out further in the coming years.

Research

In the field of research, the CIT supports the increased requirements with regard to security and privacy by realizing a research environment that optimally supports researchers and facilitates Open Science. This is done by providing an interdisciplinary and reliable IT infrastructure, tools and applications, and the possibility to digitally disclose knowledge based on the FAIR principle (Findable, Accessible, Interoperable and Re-usable). To ensure controlled access to IT/data facilities and secure data sharing, the Virtual Research Environment (VRE) was expanded and made available to all researchers in 2022. In this online environment, researchers can safely collaborate on research.

To promote FAIR data, the Digital Competence Centre (DCC) was launched in 2021 together with the University Library. In 2022, all faculties of the UG were also assisted, and researchers received support throughout the entire research process, from grant proposal to archiving data FAIR. In addition, CIT experts in the field of high-performance computing (HPC) data science, XR and geographic data analysis and visualization contributed to various innovative education and research projects at the UG in 2022.

ICT Innovation Fund

With the establishment of the ICT Innovation Fund in 2022, the UG will continue to invest in digital innovations that are crucial to keep the University at the top of the world rankings. The UG wants to give an impulse to innovative ICT ideas that can develop into innovative projects to realize the University's strategic goals. The first applications in the fields of teaching, research and business operations were submitted in 2022. The ICT Innovation Fund provided support for both the exploration of new technological solutions and their implementation.

A new aspect of the ICT Innovation Fund is the Innovation Lab. This is a platform for generating and exchanging new ideas and projects through interaction between people with different backgrounds and roles. In the past year, Innovation Labs have been organized on the future of data autonomy and state-of-the-art technologies at the intersection of Geospatial Analytics and Artificial Intelligence.

Control over data and personal data

Sharing information is central to today's digital society, which means that digital security and the protection of knowledge and personal data are playing an increasingly important role within the UG. Following the advice of the Dutch Data Protection Authority (AP), the UG, together with a number of other educational institutions, has made new agreements with Google to better guarantee protection of the personal data of staff members and students in Google Workspace, the UG's digital work

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environment. In addition, further technical changes were made to Google Workspace in 2022 to better protect privacy.

By extension, the CIT released a report in early 2022 exploring options for reducing dependence on BigTech companies such as Google, Microsoft, and Amazon. Data autonomy plays an important role. Due to the increasing dependence on Big Tech companies in recent years, the University's data autonomy is increasingly being questioned, and public values are being discussed in a broader context. In addition to the short-term changes to Google Workspace, a roadmap towards data autonomy has been launched for the long term. In 2022, a University-wide discussion was started about the possibilities with which the UG can gain more autonomy over its data in the future.

9.6 Privacy & security

Protection of personal data

In the past five years, more attention has been paid to the protection of personal data and, thus, to the rights and freedoms of students, research subjects, and staff members. This is visible in the operational management and academic research, but also in the consultative participation bodies.

In 2021, the UG started various management processes. Some of these were implemented in 2022, and measures were taken within the 'Safe and Trusted' Programme. At the end of 2021, the UG had an average maturity level of 2.1. At the end of 2022, it was 2.4. The final target has been informally set at 3.0, with the aim being to reach 2.5 in the interim (in 2023). However, the maturity level itself is not the goal but is the means to ultimately handle data from students, research participants and staff members more carefully. Specific central units such as Human Resources and the CIT still have to take steps in the field of essential processes involving personal data.

In the domain of academic research, the safeguarding of data protection (privacy) and information security (security) remains a point of attention. The Groningen Digital Competence Center supports research assistants, but they must be identified and given the right resources. Central management to improve and safeguard management processes in academic research is very desirable. As well as protecting personal data, this also helps to improve the integrity and quality of the data. In addition, research funders and collaboration partners are now also asking researchers to do this.

As in the previous year, there is still an important step to take across the board: embedding risk management. This can mean the structural implementation of a DPIA (Data Protection Impact Assessment) but also the application of Privacy by Design when setting up (new) processes. The UG's focus should be on its implementation within the regular business processes.

After the coronavirus pandemic, the theme of data protection (privacy) is being developed at an accelerated pace at the UG, with more careful handling of personal data. The programme is helping with this but is working towards embedding within the actual organization so that after the programme has ended, the faculties and services will process data more carefully.

Integrated security

In recent years, attention for integrated safety in higher education has increased considerably. Although research and teaching is and will remain the primary focus, offering a safe learning and working environment for students and staff is increasingly seen as an essential precondition. The increasing focus on integrated security is mainly related to the mounting number of security incidents and risks of various natures at knowledge institutions, such as cyberhacks, espionage, extremist sentiments, and worrying behaviour.

The Ministry of Education, Culture and Science emphasizes that university administrators are responsible for the overall security of their institution in the broadest sense. Therefore, a conscious balance between the concern for safety on the one hand and the preservation of core university values such as academic freedom, openness, and accessibility on the other is always required. In 2022, the Integral Security department was formed, and the Integral Security Steering Group was further developed. Knowledge security, social safety, cybersecurity, and privacy are currently the prioritized themes.

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Integral security started with nine themes. These themes can be summarized in three domains: social safety, information security, and physical security. Figure 1 shows how different safety domains overlap within integrated safety.

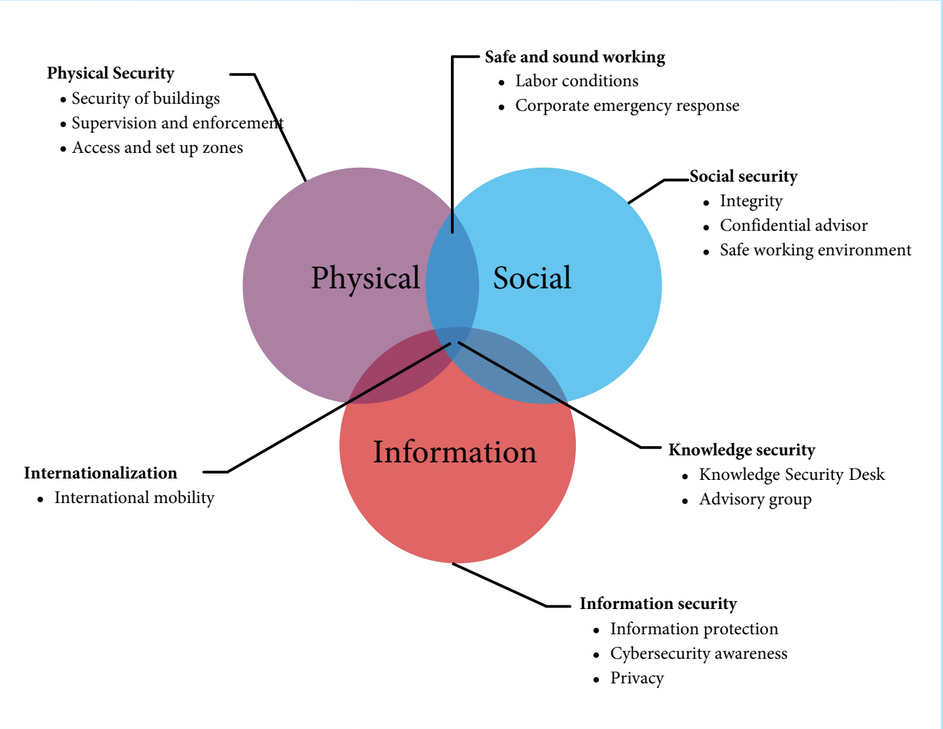
Knowledge security

International collaboration is vital for science and for the UG. Our key values of academic freedom and integrity are guiding. We do not want our research to be used elsewhere for purposes we do not support, such as military use or repression.

The Knowledge Security working group has been transformed into a structural advisory group. The advisory group advises on knowledge security in the broadest sense of the word. The Knowledge Security advisory group consists of members from the departments of International Strategy and Relations, General Legal Affairs, HR Health, Integral Security, Communication, and the Faculty of Science and Engineering. The Knowledge Security desk started on 1 November 2022 and answers questions from within the organization or submits questions for advice to the national Knowledge Security desk that operates from the Ministry of Education, Culture and Science. The desk also carried out an initial internal risk inventory to identify international collaborations and create awareness.

In 2022, a number of follow-up steps were taken in the area of knowledge security. International collaboration is vital for science and for the UG. Our key values of academic freedom and integrity are guiding. What we do not want is that our research is used elsewhere for purposes we do not support, such as military use or repression. In order to achieve a better balance between the risks and benefits, the Knowledge Security Advisory Team was set up in 2022.

Figure 1. Integral security domains



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The UG's commitment to knowledge security focuses on:

- Complying with applicable laws and regulations, such as sanctions legislation and export regulations
- Preventing research from being misused for military purposes or repression
- Preventing research from falling into the wrong hands or being prematurely disclosed due to espionage
- Being aware of the risks and opportunities of international collaboration
- Protecting the safety of our staff and students (in the case of students and researchers from countries where fundamental rights are not respected, safety can be seriously jeopardized by the actions of the country of origin)
- Engaging in international collaborations with greater confidence and awareness
- Ensuring that knowledge security policies do not overreach and lead to arbitrary exclusion, suspicion, or discrimination

Social safety

Policies and measures aimed at integrity have already been implemented as an important first step and are supported University-wide. The strategy is to raise awareness of potential integrity issues and provide staff members with the tools, instruments, and training to develop a standard of acceptable behaviour. Zero tolerance in the area of social safety is implemented by investing in programmes and training for managers, staff members, and students. Staff and students are encouraged to report and discuss unacceptable behavioural incidents. The UG has created the position of ombudsperson to supervise this.

In 2022, an awareness campaign for social safety and information was launched on the website. The UG also committed to drawing up a long-term social safety plan in 2023, in agreement with the University Council. A social safety project leader has been appointed for this purpose.

In addition, the internal desk for Endangered Scientists has been further developed. In 2022, it received 15 notifications. A multidisciplinary team of experts assesses what support is required. For example, the expert team provided legal advice, helped with reporting, and monitored social media accounts. Advance consideration was also given when a scientist went public with a sensitive topic. The notifications are all tracked and reported to the relevant Faculty Board and the Board of the University.

Cybersecurity and privacy

The 'Safe and Trusted' programme was approved by the Board of the University, the Management Council, and the University Council in February 2022. The aim of the programme is to accelerate the growth of maturity in the area of privacy and security. In concrete terms, this means that the UG must grow initially to maturity level 2.5 for privacy (based on the CIP standards framework) and 3.0 for security (based on the Surf/Norea standards framework). The ambition is to grow to a maturity level of 3 for both privacy and security. At the start of the programme, the UG was at a level of 2.1 for privacy and a level of 1.3 for security.1

In 2022, the Safe and Trusted programme audited all faculties and services for both privacy and security based on the above standards. The intention was to help faculty boards and service boards to 'gain control' and to create an overview. The UG now has a detailed overview of the current state of privacy and security in all areas. This makes it possible to make connections and work faster towards a higher level of maturity. In addition, work has been done within the framework of the programme to improve the most limiting privacy and security risks.

For 2023, the activities are defined as in start-up phase or in progress. An important part is the governance of privacy and security so that responsibilities, tasks, and roles are recorded. This also applies to the ownership of systems, processes, and data. It is necessary to make responsibilities explicit in order to reach and remain at level 3.

1 source: (respectively) Annual report on the protection of personal data 2021 and report EY March 2021.

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Goal	**Increase maturity level P&S**											
Themes	**Culture and Structure**			**Awareness and knowledge**			**UG Policy and procedures**			**Implementation measures faculties and services**		
	The governance of P&S is set up clearly and transparently all employees of the P&S organization know their tasks and responsibilities and feel responsible The organization of the University of Groningen understands that cooperation is the key to working safely and securely and incorporates this into the way of working. Education, research and operations consider privacy and security as an important pillar of their daily work and feel supported by the P&S organization			Students and staff are aware of the measures and can apply them to protect themselves and the university Staff, teachers and students have the appropriate knowledge appropriate to their role in the field of privacy and security Relevant documentation regarding privacy and security is centrally stored, accessible and always up to date			Privacy and security policy has been established, is reviewed annually and is translated into relevant and understandable processes and procedures System, process and data owners know their roles and responsibilities in the process chains For employees in not P&S functions (research etc) policies and procedures have been developed to reduce risks (this includes e.g. working groups)			P&S coordinators receive (temporary) support to implement measures in the faculty/service A selection of university-wide measures (not all at once but based on most impact) are implemented by working groups under the supervision of an expert/ specialist from the program Faculties and services have sufficient capacity for regular P&S activities		
Activities	Culture manifest	PP&S documentation is sorted out and findable	Establishing P&S organization	Establish ongoing awareness program	Establish learning and sharing community	CPIs privacy and security are transparent	Determine storage time limits	Draw up guidelines for choice of applications	Establish inflow, throughput and outflow process	Management of continuity faculty/service	Chainmanage-ment RUG-wide and faculty/ department	Personnel management faculty/service
	Customer journeys stakeholders	Defining roll description of P&S officer	Defining partnerships	P&S training new staff and faculty	Training P&S coordinators	P&S portal phase 2 (for students)	Embed software application process	Role descriptions for system, process and data owner	Authorization model for network drives	Increase knowledge of risk management	Optimize chain management RUG-wide and faculty/services	Defining roll description of P&S officer

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Academy Building



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10.1 Regulations

The UG uses a consultation 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 (management, 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 'governing 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 and 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 (previously VSNU) 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 would 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 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-

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wide expenditure plan. 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.

In mid-July 2022, the Minister of Education, Culture and Science (OCW) entered into an administrative agreement with all Dutch universities. Within this agreement, the starters and incentive grants for unconstrained research, in addition to the sector plans, occupy an important place. The sector plans, starter grants and incentive grants - set up to bring calm and space to the system - have important consequences for the University, faculties, and researchers. The resources that the UG received for starters and incentive grants in 2022 were allocated by the Board of the University at the beginning of 2023. This is in view of the fact that the Minister announced that he will draw up further rules and guidelines for the period after 2022 with regard to starters grants and incentive grants. For 2023 and beyond, the UG is developing a coherent starter and incentive grant policy.

The resources for the implementation of the sector plans are allocated to the relevant faculties in accordance with the plans. The government contribution for the grants and the sector plans has been designated as non-normative. This means that funds that have not yet been spent are reserved on the balance sheet (see also Chapter 5: Section 5.5).

Management and control

The UG follows a transparent central planning and control cycle, in which the University budget, the development of the balance sheet, and the cash 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 cash position is continuously monitored by means of detailed cash planning that is updated every week. The implementation of the substantial new building programme as of 2019 means that the UG will have to borrow capital in order to finance the investments. The UG's long-term budget takes into account 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 were temporarily made available for 2021 and 2022 to compensate for the effects of the coronavirus pandemic on teaching and research. The administrative agreement made in 2022 allocates structural resources for academic education in the form of starters and incentive grants and for the implementation of sector plans. This creates calm and space, and the workload is reduced, and the underfunding incurred is partly made up for.

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.

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10.2 Good Governance Code

The rules, guidelines and agreements for a transparent management and reporting philosophy are set out in the University's Management Regulations and elsewhere. As well as the statutory regulations, these detail the official position of the Supervisory Board, the Board of the University, and the Faculty Boards.

The Code of Good Governance of the umbrella organization UNL applies to Dutch universities. 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 reports internally about compliance with the code via the existing financial planning and control cycle since 2022. The UNL will evaluate the Code of Good Governance sometime around 1 January 2023.

Self-assessment

In 2020/2021, the UG determined, based on a self-assessment, that it satisfies seven of the nine principles, but that it had to take additional action regarding two principles (principles two and eight).

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 expense 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 are also checked on the basis of this code. This was further implemented in 2022 and is now part of the regular internal controls.

Principle 8

Principle 8.2 reads as follows: 'The 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 Board ensures that this contribution is periodically reviewed.'

The points for attention from principle 8 have been addressed. The Board of the University has acted and decided on this in consultation with the Supervisory Board. At the UG, the provision also requires a motivation of the existing financial or administrative involvement of legal entities and partnerships in the strategy of the institution. The UG's policy is being further fleshed out in this regard.

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. Faculties are required to internally report any such legal entities affiliated to them centrally once a year.

10.3 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'.[2] 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.[3]

[2] Staatscourant 22 March 2021: https://wetten.overheid.nl/BWBR0045046/2021-04-15

[3] 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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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. This extension was given again in 2022 by letter of 20 October 2022. The UG is using this possibility for 2022, and is therefore giving account in line with previous years.

Below is the accountability in accordance with the order of themes as they were listed in the previous transparency document.

Theme 1 Outsourcing of teaching programmes

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

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 '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 cost. The conclusion on private sector activities identified in this analysis is that these involve cost-covering rates.

In addition, the UG used the year 2022 to further prepare for the stricter accountability requirements for this theme. It is important to note here that this preparation will continue in 2023, 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. The expert group also has an advisory role towards the Board of the University on this theme. Based on these recommendations, the UG has, for example, adjusted the rates for 'join-in education'. Furthermore, in collaboration with the relevant line managers, the expert group for various activities at the interface of public-private, argued what the added value is for the legally funded task. In various places in the organization, the UG is also working on setting up the administration in such a way that private and public flows are more strictly separated. When making decisions about new activities or investments, it is ensured that the conditions stated in the Policy Rule are met. A working group has also been set up on this theme within the UNL context, in which the UG actively participates.

As shown in Model E, 'Overview of affiliated parties', two affiliated parties are included in the UG's consolidated financial statements, namely the RUG Houdstermaatschappij (hereinafter referred to as RHM BV), and the AOG (Academische Opleidingen Groningen) Foundation. All other affiliated 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 (with RUG Ventures as its trade name) was founded in 1996 as a 100% subsidiary 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 activities of 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.

The AOG Foundation was established in 1989 and the UG provides the entire board. There are no operational activities in the foundation itself, it just holds a 50% interest in AOG Holding B.V..

At the end of 2021, the UG had contributed € 5.8 million to its affiliated parties. This concerned RUG Houdstermaatschappij B.V., Applied NanoSystems B.V., and University of Groningen North West Germany GmbH. No additional capital contribution was made in 2022 and no return

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was allocated to this initial contribution in 2022. Applied NanoSystems B.V. was dissolved on 27 October 2022 and processed in the 2022 figures for the UG. The initial contribution amounted to € 172,450. In the financial statements, the growth compared to this initial contribution of equity from these affiliated parties is accounted for in the private designated fund. The results of the Academische Opleidingen Groningen Foundation are also included in this fund.

Due to the lack of a third-party limitation on the assets, the appropriated fund (private) is classified as appropriated reserve (private) in 2022. This change has no impact on the ratio between the reserve stocks in the public sphere and the stocks in the private sphere. The private special purpose reserve (2.1.1.3) at year-end 2022 is intended to cover private activities and also includes the assets of the participations.

Theme 3 Granting 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 which sets the maximum at 50%.

Theme 4 Funding 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 international students. Exchanges are based on an agreement, and the institutions participating in and facilitating student exchanges do not charge each other any costs. Dutch students continue to count towards the funding, but foreign students do not. In 2022, the UG had 1025 exchange agreements with foreign institutions, which included both Erasmus+ contracts and bilateral agreements with exchange partners from outside the EU.

In 2022, the UG awarded funding from the Graduation Fund to 38 non-EEA 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, nine non-EEA students received funding from the Graduation Fund for participation in consultative bodies, and 21 non-EEA students received funding on the grounds of extraordinary circumstances. In total, € 55,297.56 was disbursed to 38 non-EEA 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 disability, family circumstances, informal care, or infeasible degree programmes, this is specifically determined for each grant allocation. Three students applied for financial support based on providing informal care in 2022.

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	479	278	362.580	1.304	Dependent on situation
Management position in study/ student's associations or participation councils	659	472	1.013.537	2.147	12 months
Other: sporting or cultural achievements, financial support to non-EEA students, funding of studying abroad etc.	96	63	107.298	1.703	Dependent on category
Grand total			1.483.415		

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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.

However, the UG does 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). Senior students who have recently had such a diagnosis may also be eligible for participation in the study buddy programme. 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 a personal contribution of a maximum of € 100.

In 2022, the UG paid out a total of € 4,935.52 to 13 students from the Emergency Fund. An amount of € 935 was repaid to the Emergency Fund in 2022. The maximum allowance in the form of a gift or a loan is € 1,250 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), obviously 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 enrolled

The UG's policy 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 enrolled.

Theme 8 Funding of tailor-made programmes

At the request of the Saudi Ministry of Higher Education, since the spring of 2007, the UG and the UMCG have offered students from Saudi Arabia a special training programme for providing medical care in their own country. The programme normally starts with a preparatory year. The preparatory year is not a CROHO-registered course. After the preparatory year, students who successfully complete the preparatory year follow the regular CROHO-registered programme to become a doctor.

As a result of the coronavirus pandemic with multiple lockdowns from 13 March 2020 and its aftermath, there has been no new intake of students in a preparatory year to date. In the second semester of the academic year 2019-2020, 23 new students took part for the last time. In the first semester of 2021-2022, 117 regular students followed the degree programme in Medicine. There were 109 regular students in the second semester of 2021-2022 and 102 regular students in the first semester of the 2022-2023 academic year.

As this concerns non-EEA 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.

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10.4 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 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 by the UG. In 2022, the UG did not make any new investments; however, the UG did enter into a contractual obligation in connection with attracting external financing via the loan facility within treasury banking. The loan will be withdrawn by the UG in two tranches (mid-2023 and mid-2024).

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 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 UG. Such loans are only allowed in the context of the funded duty of knowledge valorization that universities are tasked with.

In autumn 2022, all major banks abolished negative interest rates on customer credit assets. In recent years, the UG has not been confronted with interest charges on credit funds because all available credit funds have been held at 0% interest by means of treasury banking with the Ministry of Finance.

At the end of 2022, the UG had a total of € 130.1 million in cash and cash equivalents, consisting of € 3.3 million in aggregate savings accounts, € 0.1 million in deposits with a term of less than one year, and € 126.7 million in current accounts. In addition, the UG has recognized an additional € 16.5 million in long-term deposits under the Financial fixed assets.

Overview of deposits

Duration	Interest (%)	Start (d/m/y)	End (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

Cash development

The UG's cash position significantly declined in 2022 compared to 2021 as a result of substantial investments in newly built property in 2022 (such as the new Feringa Building). In addition, energy costs have risen sharply since the start of the war in Ukraine.

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However, despite the dissavings made at the Faculties, the higher energy costs, and the high expenditure on real estate projects with which the UG was confronted, the cash position was still amply sufficient at year-end 2022.

Following extensive talks with several major banks and the Ministry of Finance, the Board of the University and the Supervisory Board decided in mid-2021 to raise external financing from the Ministry of Finance (treasury banking). On 15 February 2022, valuations were carried out by the Central Government Real Estate Agency for the collateral required for the loan. The financing proposal offer of € 265 million with the Ministry of Finance was signed by the Board of the University on 19 July 2022. The South Zernike Campus was valued as collateral for the loan for the required guarantee by the Ministry of Education, Culture and Science department. The first tranche of the loan (50%) will be received in mid-2023. The second tranche (50%) will be received in 2024.

The expenditures on new construction will be made payable in instalments in accordance with the development and completion schedule.

10.5 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 € 216,000 applied to senior officials in 2022. The WNT statutory transitional regime no longer applied to senior officials at the UG in 2022. In 2022, the University had no senior officials whose salary exceeded the maximum amount of € 216,000. The remuneration of senior officials in 2022 was in accordance with the WNT standards.

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 2022 of € 216,000 applies for members of the Supervisory Board (15% for the Chair). In 2022, the maximum WNT standard was not exceeded for the UG's senior officials with supervisory duties.

During 2022, the year under review, the UG paid two non-senior officials more than the maximum for the WNT (€ 216,000). One case concerns an overrun for a non-senior official due to paid royalty income. The second case was an overrun for a non-senior official as the result of a higher gross salary based on an agreed individual arrangement.

The WNT table with the 2022 remuneration and the comparative table 2021 of the members of the Board of the University and the Supervisory Board can be found in the 2022 Financial Statements, which have been published as an appendix to the 2022 Annual Report. The two overrunning non-senior officials were published anonymously on a UFO profile in accordance with WNT legislation.

With regard to the 2022 financial year, reports were made based on the Expenses Claim scheme for Board of the University members of Dutch universities.

Financial declarations by Board members 2022*

	De Vries	Wijmenga	Biemans	Former Board member	Total
Representation expenses	3.921	4.219	4.131	-	12.272
Domestic travel expenses	13.352	7.376	2.336	-	23.064
Expenses travel abroad	5.126	2.717	-	-	7.843
Other expenses	2.775	526	694	-	3.995
Total	**25.174**	**14.839**	**7.161**	**-**	**47.173**

* Shared expenses are proportionally allocated to individual Board members.

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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.

11.1 Student numbers and staffing

The number of Dutch students fell slightly in the 2022/2023 academic year compared to 2021/2022. The number of international students, on the other hand, has increased. The drop in Dutch students is probably the result of the reintroduction of the basic grant from academic year 2023/2024 and the abolishment the coronavirus measures, which made it easier for potential students to take a gap year. This has led to a lower percentage of direct transfer from pre-university education because enrolment in a degree programme has been postponed to 2023/2024.

The increase in international students is in line with the national picture. However, growth is expected to level off compared to last year's forecast.

STUDENTS *	Realized		Prognosis				
	2021	2022	2023	2024	2025	2026	2027
International	9.048	9.422	9.608	9.794	9.982	10.188	10.423
Dutch	26.088	25.211	25.800	26.257	26.550	26.802	27.091
Total	**35.136**	**34.633**	**35.407**	**36.050**	**36.531**	**36.990**	**37.514**

* realization: universiteitenvannederland.nl/feiten-en-cijfers-onderwijs.html
from 2023 onwards DUO prognosis percentages based on realization 2022

Due to demographic developments, the number of Dutch students at the UG is expected to increase only slightly or stabilize from 2025 onwards and to decline in the longer term. The UG does not have the ambition to grow much further and, on balance, assumes stable student numbers in a long-term perspective, with between 38,000 and 40,000 expected in 2030.

The UG considers the current mix of international and national students important for both teaching and research in order to solve the issues and challenges of modern times from a wide range of perspectives and approaches. Internationalization in higher education is also reflected in the UG's strategic plan.

In order to guarantee and improve the quality of teaching, the UG is committed to increasing the number of academic staff (WP). 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. From the end of 2022, funds have also become available from the administrative agreement reached in the summer of 2022 for the university and higher education sector. The funds are partly temporary and partly structural, and the Minister of Education, Culture and

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Science has chosen to make the funds available in the form of sector plans and starters and incentive grants (see also chapter 5: section 5.5).

In 2021, the National Education Programme (NPO: Nationaal Programma Onderwijs) temporarily made extra resources available, which the UG is using 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, and, because filling vacancies takes time, are mainly visible in the staffing numbers for 2022 and 2023. As a result, the staffing level increased by more than 3.7% in 2022. The same growth is expected for 2023, after which the staffing level in FTEs will stabilize in line with student numbers. When drawing up the long-term staffing level budget, the faculties took limited account of the additional funds from the administrative agreement, because the information needed was not yet available.

11.2 Operating and balance sheet figures

In mid-July 2022, the Minister of Education, Culture and Science made an administrative agreement with the university sector. With this agreement, the Ministry of Education, Culture and Science partly implements the conclusions of the PwC study. The 2021 PwC report showed that there were delays in maintenance and that the financial framework of the universities is about € 1.1 billion (UG share about 10%) too low, as a result of which investments and support are declining, and the workload is increasing; the problems at the universities are huge. Based on the administrative agreement, the Minister will make additional resources available for academic positions in the form of starter grants and incentive grants and additional resources for the implementation of sector plans. The resources are allocated, and only available to faculties. The resources do not compensate for the deficits at the support organization, and it is precisely in these supporting units that there are significant problems at the moment.

Despite the extra resources for sector plans and grants, the UG is faced with several major financial issues that influence the result and require policy adjustments. It goes without saying that the energy issue is one of the biggest problems at the moment. The costs increased from € 9 million in 2021 to more than € 26 million in 2022. With the inevitable uncertainties, the 2023 budget is also based on the price level of 2022, in the knowledge that consumption-reducing measures have been taken (including lowering the temperature of buildings to 19 degrees, heating for shorter daily periods), and that the Energy Taskforce is developing and implementing further proposals for the short term and long-term. These proposals should lead to considerable savings. In the procurement strategy, the UG spreads the purchasing moments for 2023 and 2024. It is still uncertain to what extent the annual regular price compensation will be sufficient for the increased rates and to what extent the Ministry of Education, Culture and Science will provide additional compensation for the substantially higher energy costs.

STAFF (fte) *	Realized		Prognosis				
	2021	2022	2023	2024	2025	2026	2027
Management	780	527	527	527	527	527	527
Academic	3.993	4.145	4.314	4.283	4.200	4.123	4.123
Supporting	1.977	2.324	2.414	2.424	2.354	2.270	2.270
Total	**6.750**	**6.996**	**7.255**	**7.234**	**7.082**	**6.921**	**6.921**

(* realization: average number of staff members in full-time equivalents (FTE))

In addition to higher costs for energy, the costs for the support organization are also on the rise. The legal requirements in the field of privacy & security are increasing. We are also hiring more expensive staff more often than desired due to scarcity, and we are confronted with major rate increases for essential applications, and hardware price increases. Finally, the UG is implementing an extensive investment programme aimed at making accommodation more sustainable by replacing or renovating older and depreciated buildings. Due to the increased housing costs, the UG will pursue a sophisticated and efficient policy in which workplaces are used optimally, taking into account the desire to work partly from home. In addition, it is being investigated whether more coordinated and more central timetabling leads to a higher occupancy of our teaching rooms. We are not losing sight of the need for community building in all these developments.

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On balance, the developments mentioned here lead to a structural cost-cutting task of € 20 million. In order to achieve a responsible, broadly supported, and cautious interpretation of this task, we are launching the 'Back in balance '26' programme. In this programme, we work together on the four main themes of energy, housing, support, and teaching & research. More than before, we approach these issues integrally, from a chain perspective, and apply the principles of operational excellence in business operations where possible. Our approach aims to anticipate on current developments that affect the magnitude of the task. This task amounts to € 10 million for 2024, € 16 million for 2025, and € 20 million structurally from 2026. The task has been incorporated in the long-term perspective.

The government grant is distributed among the universities on the basis of the size of three funding variables. These variables are the number of registrations, the number of degrees and, for research, the number of PhDs. The UG expects a stable development of these funding variables. A change in the funding variables does not always lead to a change in the government grant. In fact, there is a national allocation model, not a funding model. Only a change in the market share will lead to a change in the institution's government grant. Next to the funding variables, each university has a fixed formula for funding and receives a number of specific contributions.

In recent years, the UG has experienced a number of generic increases in government funding, such as wage and price adjustments and student volume resources. In 2022, student volume resources were negative for the first time in years (with effect from 2023 -€ 3 million increasing to -€ 5 million in 2026). The Ministry of Education, Culture and Science's estimate for the development of the number of university students for 2022, which was made in 2021, turned out to be lower than was taken into account last year. On balance, despite this reduction, there is an increase in the government grant. This increase has been included in the long-term perspective. This means that the increase in the government grant will become available for faculties to invest in additional academic staff. An important development in the government grant is the extra resources for the implementation of the Quality Agreements and the resources for sector plans and starters and incentive grants from the administrative agreement. These funds have also already been included in the long-term perspective.

Statement of income and expenses (all amounts in k€)

	Realization 2022	Prognosis 2023	2024	2025	2026	2027
INCOME						
Government funding	530.803	547.974	567.901	580.929	595.028	595.028
Other government funding and grants	-	-	-	-	-	-
Tuition fees	67.751	91.700	93.300	94.500	95.600	96.900
Income from work commissioned by third parties	169.645	157.565	161.122	164.158	167.860	167.860
Other	65.885	65.282	60.214	59.435	57.404	57.404
Total	**834.083**	**862.522**	**882.537**	**899.022**	**915.892**	**917.192**
EXPENSES						
Staff	607.651	637.055	635.953	627.827	629.914	629.914
Deprecation	42.659	48.298	61.375	63.858	68.609	68.609
Housing	60.298	69.261	67.712	66.510	66.093	66.093
Other	148.141	159.900	154.266	147.197	145.678	145.678
Total	**858.749**	**914.514**	**919.306**	**905.392**	**910.295**	**910.295**
Balance of income and expenses	-24.666	-51.992	-36.769	-6.370	5.597	6.897
Balance of income and expenses of financial operation	3.442	-1.226	-3.733	-4.903	-4.758	-4.591
Result of participations	2.528	750	750	750	750	750
RESULT	**-18.696**	**-52.467**	**-39.752**	**-10.523**	**1.589**	**3.056**

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In addition to a higher government grant, the UG's total income will increase because of extra tuition fees due to indexation of the rates, as well as limited growth in numbers, and extra externally acquired income (see section 11.1 Student numbers and staffing).

There was less tuition fee income in 2021 and 2022 due to the 'halving tuition fees' temporary scheme. As compensation for damage caused by the coronavirus pandemic, students temporarily paid half the rate for the statutory tuition fees (and first year students only paid half of that). Institutions were compensated by the government grant. For the year 2022, this scheme applied for the months January to August (approximately € 23 million). Due to the temporary nature and comparability, in the long-term perspective, neither the government grant nor the tuition fees have been corrected for the temporary halving scheme. Despite the expected growth of externally acquired income in absolute terms, the relative share of contract income remains stable, but we will discuss this further in the explanation of the key figures.

Staff costs are rising because the UG is intensifying its policy in the field of research and teaching. In 2023, the number of staff members will grow by almost 4%, partly due to the aforementioned temporary extra resources. After 2024, the number of staff members will fall by more than 2%, after which the number of FTEs will stabilize in the planning period. In research, the sector plan resources will be used to strengthen the profile of the interdisciplinary research programmes and the entrepreneurship of the institutes. With the resources from the starter grants, the faculties aim to give young starting university lecturers a smooth start in their academic career. The incentive grants will be used specifically to reduce the workload within the academic community. In teaching, the UG invests in a strong connection between lecturers and students and an active role for students in their learning process. Extra academic staff will be recruited to achieve these goals.

As noted earlier, when drawing up the long-term staffing budget, the faculties took only limited account of the additional resources from the administrative agreement. Depreciation charges will increase considerably as a result of investments in IT infrastructure and the completion of new construction. The UG's current IT facilities are of high quality, which is essential for the ambition to excel in research, teaching, and valorization. In the coming years, continuous investments will be made to implement new IT developments and to guarantee the high quality of IT services, obviously with the support of staff members and students to acquire the skills to work with these new developments.

In addition, the UG will invest in sustainable and future-proof accommodation in the coming years to create an optimal environment for working, attending lectures, and studying. The financial consequences of the strategic accommodation plan, as known at the time of drawing up the 2023 budget, are included in the long-term perspective. The main project is the realization of the Feringa Building. The Feringa Building will replace the more than 50-year-old Nijenborgh 4 building, which no longer meets modern standards. With the new Feringa Building, the Faculty of Science and Engineering can offer its students and staff members sustainable and technically high-quality facilities.

The accommodation costs, such as the costs of energy, cleaning, and taxes, will increase as a result of investments in personnel and new buildings. In the realization of the new construction plans, the UG is committed to sustainability and the use of green energy sources as much as possible. The accommodation expenses (depreciation costs and other accommodation expenses as a percentage of the total expenses) are moving towards the signalling value of 15% but will remain under this threshold during the planning period.

Balance sheet

The long-term perspective for fixed assets is based on the aforementioned strategic real estate plan. The UG's policy is that, in principle, investment in tangible fixed assets is financed from internal resources, and short-term capital borrowing is acceptable for this purpose.

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At year-end 2022, the UG owned € 130 million in cash and cash equivalents. In a long-term perspective (up to and including 2027), the investments in tangible assets of over € 500 million will lead to a reduction in cash and cash equivalents to such an extent that € 265 million in loans will have to be taken out. Solvency II will decrease from the current 64% to 46% in this period. After 2026, based on positive results, the completion of the investment programme and the repayment of the loans, we expect that solvency will increase again.

Equity consists of statutory reserves, general reserves, and earmarked reserves. In addition, the UG has public earmarked funds. In the long-term projection, operating results are added to or withdrawn from the general reserve. The public earmarked reserve has been created because the University is participating in the PhD Scholarship 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. Based on a new interpretation of legislation and regulations and better comparability with other universities, the private earmarked reserve and fund were merged into one private earmarked reserve in 2022. The private earmarked reserve is intended to cover private activities and includes, among other things, the assets of the participations.

The provisions mainly consist of € 21 million for staff provisions for jubilees, unemployment, and long-term absenteeism, € 13 million for the environmental provision, and € 9 million for a provision for decommissioning cyclotron.

From 2023, the amount of cash and cash equivalents will no longer be sufficient to finance the investments in the strategic real estate plan (SVP), and the UG will start using external financing from the Ministry of Finance (treasury banking). This is reflected in the above balance sheet in the long-term debts.

The total investment for the SVP up to and including 2027 is approximately € 410 million and is based on the long-term strategic real estate plan. Development of this plan will continue in 2023, 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 these investments will be made during the financial

Balance sheet (all amounts in k€)

		Realization 2022	Prognosis 2023	2024	2025	2026	2027
ASSETS							
Fixed assets	intangible	3.424	1.800	176	0	0	0
	tangible	709.605	861.537	916.726	947.618	949.744	920.419
	financial	29.478	29.478	20.978	17.978	12.978	12.978
Current assets							
	inventory	610	610	610	610	610	610
	receivables	134.726	135.309	135.309	135.309	135.309	135.309
	liquid assets	130.110	65.263	124.703	84.381	80.011	103.558
		1.007.952	**1.093.997**	**1.198.502**	**1.185.896**	**1.178.652**	**1.172.874**
LIABILITIES							
Equity	general reserve	549.638	503.045	469.167	463.069	468.908	471.964
	allocated reserve (public)	34.281	29.281	24.281	19.281	14.281	14.281
	allocated reserve (private)	8.918	9.668	10.418	11.168	11.918	11.918
	allocated funds (public)	686	686	686	686	686	686
	allocated funds (private)	0	0	0	0	0	0
	other statutory reserves	3.424	1.800	176	0	0	0
Equity	*total*	*596.947*	*544.480*	*504.728*	*494.204*	*495.793*	*498.849*
Provisions	provisions	45.590	50.831	50.831	50.831	50.831	50.831
Debts	long term	0	132.500	265.000	256.167	247.334	238.500
	current	365.415	366.186	377.943	384.694	384.694	384.694
		1.007.952	**1.093.997**	**1.198.502**	**1.185.896**	**1.178.652**	**1.172.874**

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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 (in accordance with the accrual system).

Cash flow (in k€)

	2022	2023	2024	2025	2026	2027
Opening balance sheet	**201.924**	**130.110**	**65.263**	**124.703**	**84.381**	**80.012**
Balance sheet of income and expenses	-24.666	-51.992	-36.769	-6.370	5.597	6.897
Interest charges and income	3.442	-1.226	-3.733	-4.903	-4.758	-4.591
Result of participations	2.528	750	750	750	750	750
Changes in working capital and provisions	46.207	5.429	11.757	6.750	0	-1
Deprecation of property	42.659	48.298	61.375	63.858	68.609	68.609
Cash flow from operating activities	**70.170**	**1.260**	**33.379**	**60.085**	**70.198**	**71.664**
Investments in real estate	-116.816	-161.642	-98.578	-81.143	-49.987	-18.536
Investments in ICT, equipment, inventory	-25.169	-36.965	-16.362	-13.430	-20.748	-20.748
Cash flow from investments	**-141.985**	**-198.607**	**-114.940**	**-94.574**	**-70.735**	**-39.284**
Loan capital withdrawal and repayment	0	132.500	132.500	-8.833	-8.833	-8.834
Withdrawal of deposits			8.500	3.000	5.000	
Cash flow from financing activities	**0**	**132.500**	**141.000**	**-5.833**	**-3.833**	**-8.834**
Cash flow balance as at 31 December	**130.110**	**65.263**	**124.703**	**84.381**	**80.012**	**103.558**

Six 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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	Alert value-IvhO	Universities 2021	UG realisation 2021	UG realisation 2022	UG prognosis 2023	UG prognosis 2024	UG prognosis 2025	UG prognosis 2026	UG prognosis 2027	Target value
FINANCIAL *	n/a	0,48	0,64	0,59	0,50	0,42	0,42	0,42	0,43	> 0,50
solvability	< 0,3	0,54	0,69	0,64	0,54	0,46	0,46	0,46	0,47	> 0,3
solvability 2	< 0,75*	0,95	1,08	0,73	0,55	0,69	0,57	0,56	0,62	> 0,50*
current ratio	< € 2,0 mln	n/a	202	130	65	125	84	80	104	> € 2,0 mln
cash and cash equivalents	n/a	2,5%	2,1%	-2,2%	-6,1%	-4,5%	-1,2%	0,2%	0,3%	0% < > 3%
profitability	n/a	46,8%	78,2%	71,6%	63,1%	57,2%	55,0%	54,1%	54,4%	> 50%
resilience	n/a	24,5%	20,3%	20,3%	18,3%	18,3%	18,3%	18,3%	18,3%	> 30%
contract revenues	n/a	11,9%	10,3%	12,0%	12,9%	14,0%	14,4%	14,8%	14,8%	< 15%
housing expenses	n.v.t.	11,9%	10,3%	12,0%	12,9%	14,0%	14,4%	14,8%	14,8%	< 15%

source: https://duo.nl/open_onderwijsdata/images/wo-gegevensboek-2017-2021.pdf
In 2021, the signaling value was increased (one time) by IvhO from 0.50 to 0.75. The Education Inspectorate has not explained the reason for the increase in the current 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.

In 2021, the signaling value was increased (one time) by IvhO from 0.50 to 0.75. The Education Inspectorate has not explained the reason for the increase in the current 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 current ratio would be reduced to 0.5. The Inspectorate is considering this suggestion.

1. Solvability

The UG's solvability (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 solvability from 0.59 in 2022 to 0.43 in 2027, after which this will increase again due to a positive operating balance. The Inspectorate uses the concept of 'Solvability II', which also includes provisions in the numerator. The UG's solvability is considerably higher than the Inspectorate's signalling value.

2. Current ratio

The UG's current 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 cash and cash equivalent 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 current ratio will fall to the lower limit of 0.5 in the period until 2026 and is then expected to increase again. This will not be a problem, given the funding options available to the UG.

3. Profitability

Profitability is defined here as the result from ordinary business operations/total income from ordinary business operations * 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. Profitability will first decrease in the coming years because of the budgeted negative operating results.

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Partly due to the 'Back in balance '26' programme, the UG will realize a considerable financial turnaround in the coming years, resulting in a structurally positive result from 2026 onwards.

4. Resilience
The UG's resilience ratio (equity/total revenues * 100%) is currently relatively high at 72%. 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. Share of contract income
External income stabilized in 2022. The revenue (total income arising from work for third parties/total income * 100%) in 2022 was 20.4% and is 18.3% in the long-term perspective. This is below the target of 30% that the UG has set for itself. An investigation into why the revenue fell behind the target established that academic performance was on par with that of other universities. For example, the number of PhD candidates, including scholarship students, is still increasing. 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 + total 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 UG's accommodation costs are currently relatively low. In 2022, this ratio was 12%. 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.

Signalling value for possible excessive equity
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 2022 maximum norm for the UG was € 955 million. The actual public equity, excluding reserves required by law, was € 585 million, which was well below the norm. The UG also expects to remain well below the norm in the planning period because 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, but also in privacy, security, cybersecurity, knowledge security and social safety. This is unavoidable in a competitive environment, but it also entails risks. Even before the coronavirus pandemic in 2020, a start-up process for risk management was completed at the institutional level. In this start-up process, the most important risks within the institution were inventoried, as well as priorities in risk management. As a consequence of the worldwide coronavirus pandemic and the lockdowns in 2020, 2021, and also early 2022, this process was not continued. Instead, 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. Nine risk-related themes in Higher Education have been further elaborated in this context.

The University-wide start-up process for risk management was initiated by the financial column before the coronavirus pandemic. Back then, UG Finance & Control started an inventory process within the institution. This included holding exploratory talks with the Faculty of Economics and Business Administration about faculty risk management (best practice) and coordination on risks (risk attitude/appetite) with several key stakeholders within the UG. The risk management start-up process ultimately led to a UG-specific model for risk inventory and risk classification and a risk profile for the institution, including management choices with regard to risk attitude. In a next step, the Board of the

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University wants to ensure that risk management, risk policy and risk awareness become a more structural part of the integrated decision-making process, so that continuity is also guaranteed in the event of a future crisis. This has resulted in a roll-out to the decentralized units. Formulating KPIs in the PDCA cycle is part of this. Risk management is an integral part of the quarterly reports of faculties and service units and the six-monthly administrative consultations between the Board of the University and the boards of the faculties and the boards of the departments.

In addition to structurally placing the risk element on the agenda at the semi-annual board meeting and embedding KPIs on this in the PDCA cycle, the UG is also taking steps in the area of integrated security. The Integrated Safety Platform (IV-HO) has been set up nationally for this purpose, with nine different risk themes that higher education institutions should include in their periodic reports on risk management. The platform describes an integrated approach to knowledge security and risk themes. The advantage of a process-based approach with themes is that inventories can be kept practical and manageable (PDCA-proof).

In 2022, integrated security was developed as a project within the UG. Cooperation is being sought with the national networks UNL and the platform for integrated security in higher education (IV-HO). Integral security works from three domains: social safety, information security, and physical security. Within these domains, it was decided nationally to give priority in 2022 to knowledge security (protection of intellectual property and scientific knowledge), social safety, cybersecurity, and privacy. As of 2022, two policy officers for integrated security within the UG have been charged with the task of making an inventory of the integrated security domains within the UG.

In 2022, the UG took further steps in the professionalization of the organization and the quality of internal control. The main points of attention and priorities are procurement and project management.

In 2022, the 'procurement development transition plan' further implemented the recommendations from the external research report into the design of the procurement department and the purchasing and contract management process. The recommendations concern the standardization of tender procedures, the use of the spend analysis, an independent positioning of roles in the procurement process and embedding in the PDCA cycle with the aim of creating transparency and accountability. As of 1 October 2022, the cluster Finance & Procurement was formed within University Services, creating an independent position for procurement. As of 2022, the spend analysis is also an integral part of the quarterly reports for the Board of the University, and the updated purchasing policy and purchasing and contract management was approved by the Board of the University at the end of 2022. Finally, a tender board was set up, and UG Internal Audit will conduct themed audits on various parts of the procurement and contract management process. The first audit is already underway. Further development of purchasing and contract management in the new Finance & Procurement cluster and the role and task definition, as well as the further elaboration of the tender board regulations, will also require attention and effort in 2023.

With the 'Professionalizing Project Control' improvement process, the UG is fulfilling its ambition to raise project control at the UG to a higher level. In addition to a number of technical improvements in the UG's administrative system and the increase in capacity (in FTEs), an important element is the redefinition of the roles and tasks of the project controllers. Assessment and a teaching and training programme are also an essential part of the improvement process.

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.

The UG links its strategy and activities in research, teaching and valorization to the deployment of resources by means of a planning and

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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.

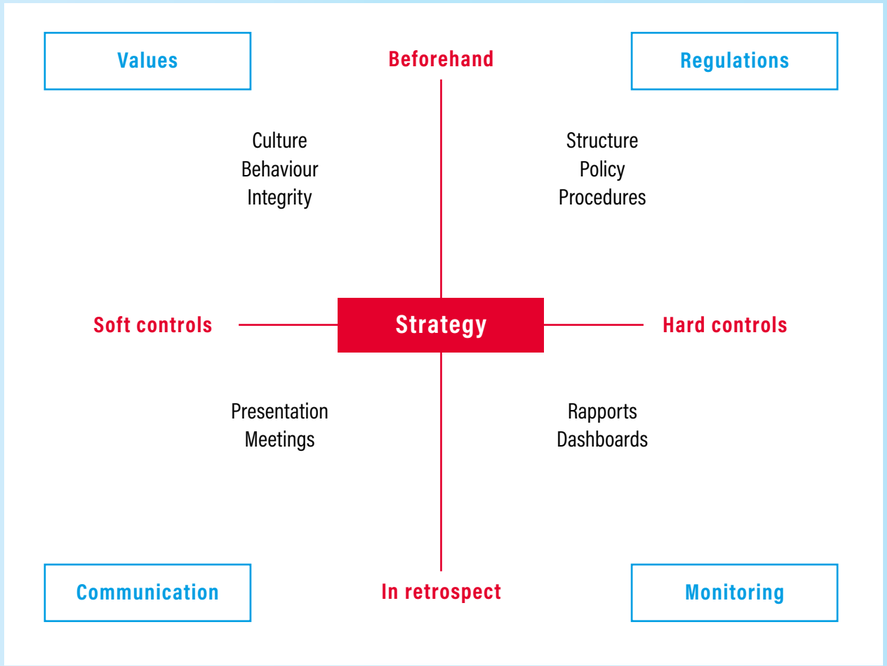
The cycle also specifies how and in what format the faculties and service units will provide quarterly information to the Board of the University on results and changes to the outlook. This information includes notable developments that may have occurred, the risks they foresee, and any related measures 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.

Organizational structure

In managing the risks, the UG 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 control 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 UG 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 in the quarterly reports for the purpose of assessing the legitimacy of procurement, is an example of such a procedure. The UG 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 staff 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).



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.

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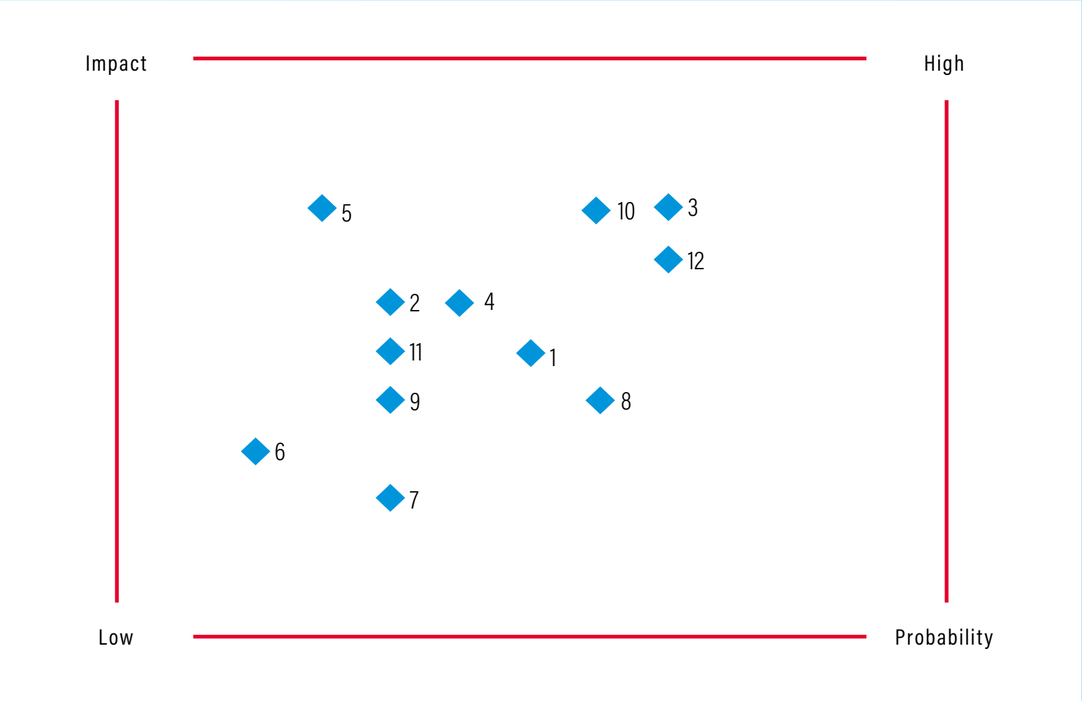
11.4 Risks and uncertainties

The following is an overview of the most important current and structural themes that the Board of the University 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 it will have when it materializes. The outcome of this risk assessment is represented visually in the diagram below.



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Subjects	Label	Risks and uncertainties	Measures
1. Labour market	Current	Retaining and recruiting high-quality staff is essential for the continued success of the UG and for the achievement of its strategic objectives. This applies to both academic staff (WP) and support staff. The allocation of the resources from the administrative agreement and the increase in the number of students make this theme extra important. There is a lot of competition on the labour market, and other universities are seeing the same additional demand for talented staff. There is also a tight labour market for support staff and it is becoming increasingly difficult to attract staff. 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 workload, 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 for WP in particular, the UG will continue to invest in extra WP in the coming years, from its own reserves and through allocation of extra educational funds (including the student loan system) to this theme. In addition to these internal activities, the UG drew up an action plan in the autumn of 2022 to set up a recruitment organization. This organization aims to approach talent more actively on the labour market and to offer vacancy holders more support during the recruitment and selection processes. This also contributes to reducing the workload of the current staff. After all, attracting talent is a labour-intensive process. This organization will be set up in 2023.
2. Integrity and social safety	Current	The UG wants to be a study and work environment where everyone feels respected and safe. A socially safe climate leads to a healthy working atmosphere and a good study environment. This means students and staff can flourish and perform optimally, which improves the quality of teaching and research at the UG.	Policies and measures aimed at nurturing and maintaining integrity have already been implemented as an important first step and are supported university-wide. The UG's strategy is to raise awareness of potential integrity issues and to provide staff with the tools, instruments, and training needed to develop a standard for acceptable behaviour. Zero tolerance in the area of social safety is implemented by investing in programmes and training for both managers and staff members. The UG encourages reporting and discussing unacceptable behavioural incidents, and has appointed an Ombudsperson to oversee this. We are working on an awareness campaign and information on the website. The cluster HR & Health within University Services is responsible for a long-term social safety plan, to be delivered in the first quarter of 2023. In 2022, a contact point was opened for endangered scientists. This contact point received thirteen reports in 2022. Partly for this reason, a social media guideline was developed in 2022 to provide scientists with preventive tips. In mid-December 2022, a social safety project leader was appointed by the HR cluster & Health.
3. Knowledge security	Current	International collaboration is vital for science and for the UG. Our key values of academic freedom and integrity are guiding. It is not the intention that our research is used elsewhere for purposes we do not support, such as military use or repression.	Developments in the field of knowledge security mean that the UG draws up policy and develops processes to give substance to the frameworks and requirements set by the national government. In 2022, the Knowledge Security working group was transformed into a structural Knowledge Security advisory group. The advisory group promotes the theme of Knowledge Security in the broadest sense and acts as a sounding board for the Knowledge Security Desk. This desk was developed by members of the advisory group and started on 1 November 2022. The desk answers questions from within the organization or submits questions for advice to the national Knowledge Security desk, which operates from the Ministry of Education, Culture and Science. The knowledge security advisory group is a broadly composed advisory group with experts/ members from the UG. The Knowledge Security Advisory Group is working on awareness and training in this area, for example by organizing debates.

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4. Cybersecurity and privacy	Current	According to SURF's 2021/2022 cyber threat assessment, cyber threats, including ransomware attacks, are expected to increase further in higher education in the coming years.	The Safe and Trusted programme was approved by the Board of the University, the Operations Council, and the University Council in February 2022. The aim of the programme is to accelerate the growth of maturity in the field of cybersecurity and privacy. In concrete terms, this means that the UG must grow to (initially) maturity level 2.5 for privacy (based on CIP standards framework) and 3.0 for security (based on SURF/Norea standards framework). The ambition is to grow to a maturity level of 3 for both privacy and security. At the start of the programme, the UG was at a level of 2.1 for privacy (source: Annual report on the protection of personal data 2021) and for security at level 1.3 (source: EY report March 2021). In 2022, all faculties and services were audited by the Safe and Trusted programme for both privacy and security based on the above standards. This is to help faculty boards and department boards to 'gain control' and to create an overview. The UG now has a detailed overview of the current state of affairs with regard to privacy and security at all divisions of the UG. This makes it possible to make connections and work faster towards a higher level of maturity. In addition, under the leadership of the programme, work has been done to improve the most limiting privacy and security (P&S) risks together with P&S coordinators of faculties and services. As a result, various improvements have been made. The activities for 2023 have been defined and are in start-up phase or implementation. An important part is the governance of P&S. Responsibilities, duties and roles should be recorded. This also applies to ownership of systems, processes, and data. In order to get to and stay at level 3, it is necessary to make responsibilities explicit. Safe and Trusted will issue advice on this in the first quarter of 2023.
5. Building security	Current	Meeting various physical safety requirements contributes to maintaining the open character of the University. Nevertheless, there is continuous tension between the open accessibility of buildings on the one hand and on the other hand the possibility for unauthorized persons with less good intentions to enter buildings that are primarily intended for students and staff. This tension requires a conscious consideration of risk acceptance and maximizing physical and social safety. Earthquakes caused by gas extraction pose a risk to the safety of staff and students who use the buildings. The extra reinforcement required for new construction affects the financial management of the UG, partly due to stricter building standards. The reduction in gas extraction in Groningen may limit the risk of earthquakes. A prolonged war in Ukraine is a point for attention with a possible impact on the security of natural gas supply. The Cabinet will include security of supply in its considerations if there is a threat of a shortage of natural gas. In such an emergency scenario, more extraction from or suspension of the planned closure of the natural gas field in Groningen could come into play once all other options have been exhausted.	In 2022, a physical security report was analysed. Technology, organization, and human actions are three components that were examined. The most important conclusion from the report is that the management of physical security can be reinforced and that there is too much diversity in services in this area. The further elaboration of all recommendations by a newly appointed security manager is a significant step in the right direction. Decision making is still pending. The Cabinet has decided to reduce natural gas extraction in Groningen and to stop it completely in due course. This improves building safety. The UG itself is also making extra efforts by reinforcing construction of new real estate. NAM is making a financial contribution to the new Feringa Building.

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6. Reputational and image 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, politicians, 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 conduct, 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 through the website, through social media and through spokespersons. Maintaining the university's reputation and good image is an important starting point in this respect. Emphasis is placed on aspects such as diversity, social safety, and compliance with the UNL code of good governance, as well as on evaluating staff adherence to the regulations concerning additional activities.
7. Student numbers	Current	In previous years, the UG has grown rapidly, particularly in terms of international intake. In 2022-2023, the intake has remained virtually stable compared to the previous academic year. However, the UG expects that the number of Dutch Bachelor's students will decrease in the coming years due to demographic developments. The master's intake has been unusually high since 2020, but now seems to be stabilizing again. It is important to the UG that the number of registered students remains at the right level. The national debate on internationalization in higher education provides additional uncertainty.	The UG remains true to its roots in the North through regional collaboration within the northern Netherlands (University of the North) and northwest German collaboration is also being pursued by the Board of the University. The UG provides information at secondary schools throughout the Netherlands. At the same time, the UG wants to be an international, global university that also accommodates foreign students and foreign staff members. The UG is taking several measures (within the framework of the Ministry of Education, Culture and Science, and in line with the administrative agreement) for the intake of the Bachelor's and Master's programmes: online presence of all programmes to be followed, information and recruitment activities at secondary schools throughout the country, organization of the master's week, and creating tailor-made marketing activities for certain programmes.
8. Research funding	Current	In view of the fact that the national government supported the business community during the coronavirus pandemic with subsidies and fiscal flanking measures, it could decide to make ad hoc cutbacks in the future. This could also affect the size of the UG's external benefits (teaching and research commissioned by third parties). A shift in the allocation of research funding towards top sectors can also influence the growth of new externally funded research projects. This also applies to the development of EU research funding and the number of organizations that can request it. All these factors have an impact on higher education and academic research. It remains uncertain how external benefits will develop in the future in the European and national field of influence, in which educational institutions are also competing for external funding. 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 is not 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 UG, nationally as well as internationally. The Board and Supervisory Board are therefore paying continual attention to the development of external revenues in relation to the UG's total revenues. The underlying causes and possible control measures are regularly discussed. Incidentally, there was an increase in external income in 2022 compared to the previous year.
9. Crisis management	Structural	In recent years (during the pandemic), it has become apparent that an organized and trained crisis organization is hugely important to the organization. To maintain and further develop this focus, the UG has made crisis management a priority within integrated security.	The crisis plan was updated at the end of 2022, partly in response to the experiences gained during the pandemic. In 2022, preparations were made for an external audit of the crisis organization, including practising by and training of members of the UG crisis team and faculty boards.

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10. Government policy and financing	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 or administrative agreement. This may affect the UG'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 such as the war in Ukraine, and the energy crisis. For example, it is not clear whether and, if so, to what extent the substantial increase in energy prices since 2022 will be compensated by the Ministry. 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 UG is regularly exchanged with the government. If developments are identified promptly, timely measures can be taken. The partial compensation (or not at all) of wage and price developments 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. The UG's resilience has decreased due to the negative operating result for 2022. The sharp rise in energy prices in particular affect the operating result for 2022. At year-end 2022, the UG was sufficiently resilient to temporarily accommodate any financial setbacks.
11. 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.
12. Strategic Real Estate Plan	Structural	The University has drawn up a Strategic Real Estate Plan with a total estimated investment for the period to 2027 of € 410 million. This entails risks for the size of the investments (price developments in the construction sector), the University's cash position, and future operating costs.	The investment plan is a guiding framework that is updated annually, whereby the link with the cash position and future operating costs (including 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 first tranche of external financing will become available in mid-2023, and the second tranche in mid-2024. This means financing of € 265 million in total has been raised to finance the real estate investments.

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11.5 Current major developments

Inflation rose sharply during 2022, in particular energy prices. These are still uncertain times where it concerns the development of energy prices and inflation. The higher costs seriously affect the UG's financial result, in particular because there is currently no clarity about the wage and price compensation to be received from the ministry for 2023, and whether this compensation is sufficient for the sharply increased costs. In any case, in 2022 the compensation was insufficient to absorb the sharply rising costs. The deficit projected for 2023 is € 52 million. The rising energy price is the main cause of the deficit.

Due to the UG's solid reserve position, drastic cuts do not have to be made immediately. However, it is necessary to make structural cuts. The UG has therefore started the 'Back in balance '26' programme. All faculties and departments are thinking along about how an amount of € 20 million can be saved in phases over time in the areas of energy, IT, accommodation, and teaching and research. There are no taboos, but one condition is that the UG's primary process is not affected. The UG will also not seek more external financing than the loan already taken out in connection with its construction activities.

For each theme mentioned, four tables have been set up, where possible measures are being considered. A number of measures have already been taken to save energy. For example, the thermostat has been lowered to 19 degrees in all University buildings, and comfort times have been introduced. This means that at 5 p.m. the thermostat goes down in most buildings and remains low during the weekend. We are also looking at major maintenance of buildings. Where energy savings are possible, maintenance is carried out earlier. The results of Back in Balance '26 are expected in the spring of 2023. Given the still solid financial position and the proactive attitude towards putting the financial situation in order, the energy crisis will have no effect on the University's continuity.

The administrative agreement was reached with the Ministry of Education, Culture and Science in mid-2022 (see also Chapter 5: section 5.5). In the administrative agreement, the minister chose to make additional resources available for academic positions in the form of starter grants and incentive grants. The resources do not compensate for the deficits in the support organization, and it is precisely in these supporting components that there are significant problems at the moment. The UG has to deal with increasing legal requirements in the field of privacy & security for example. It is also necessary to hire more expensive staff more often than desired due to scarcity on the labour market.

The rates for essential applications and the prices of hardware are also rising sharply. An additional challenge is that the number of starter grants the UG receives is insufficient to structurally award a grant to every qualified university lecturer. Policies will be developed for this, taking into account the further rules and guidelines still to be received from the Ministry of Education, Culture and Science. In addition, facilities are required for the newly appointed staff members. This means that IT and HR need to be scaled up. The overhead associated with the grants is expected to be insufficient to cover the costs. In addition to grants, resources have been made available to implement the sector plans. These resources are also earmarked, not freely disposable, and must largely be used for new activities, and academic staff.

Student growth levelled off slightly in the current academic year. This was in line with the national trend, meaning the UG's market share remained stable. Possible causes are that more prospective students are taking a gap year because they were unable to go abroad during the pandemic. The reintroduction of the basic grant as of academic year 2023/2024 probably also played a role, meaning prospective students may have postponed their studies so that they would receive a basic grant right from the start. The number of international students did increase slightly, partly because the United Kingdom became less attractive due to Brexit and prospective students opted for the Netherlands. Although housing did not pose any major problems, the pressure on the universities remains high. The government grant per student has been falling for years and the workload of staff members is increasing.

The UNL has asked politicians to provide additional options to manage international student numbers. Without additional measures, student numbers at universities will continue to rise in the coming years. It now seems that legislation, administrative agreements and central management from the Ministry of Education, Culture and Science will be introduced to ensure that the number of international students does not increase any

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further. To this end, a recruitment freeze on international students was imposed in December 2022. However, universities have a huge need for tailor-made solutions, given the problems of shrinking regions, shortages on the labour market, and the necessity of continuing to serve economic sectors where there is a threat of shortages.

The real estate investment projects have a potentially major financial impact on the institution, especially in the current times of rising energy prices and inflation. The UG has an extensive investment programme in which accommodation is made more sustainable by replacing or renovating older and depreciated buildings. One of the most important and largest investment projects is the construction of the Feringa Building. The total cost of ownership is being used in an increasing number of construction and renovation projects to keep a grip on the overall accommodation costs. In order to limit the rising accommodation costs, a smart and efficient policy will have to be pursued even more than before in which workplaces are used optimally, taking into account the desire to work partly from home and that blended learning is becoming increasingly important. In addition, it is being assessed whether more coordinated and more central timetabling leads to a higher occupancy of the teaching rooms.

The search started in 2021 for external financing in connection with the future financing requirement as a result of the property investments has been completed. The necessary external financing has been raised through treasury banking. Given the UG's cash position, part of the external loan will be withdrawn in 2023.

11.6 Reporting by the Supervisory Board (B3)

In accordance with statutory requirements, the Supervisory Board serves as the supervisory body of the UG. The Board of the University requires approval from the Supervisory Board for several documents, such as its Strategic Plan, the Annual Report, and the 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 six times in 2022. Many current topics were discussed with the Board of the University. The effects of the war in Ukraine, the price development of energy in particular and the UG's response to this were regularly recurring agenda items.

The implementation of the UG Support Plan and the use of NPO resources were also discussed several times and, by extension thereof, the aftermath of the coronavirus pandemic. The Supervisory Board also closely monitors whether the funds from the quality agreements are spent in a timely and efficient manner. The results of the midterm review Quality Agreements carried out in 2022, based on the 2021 annual report, were positive. The Supervisory Board's attention also focused several times on the consequences of the administrative agreement. This specifically concerned the starters and incentive grants, the problems the UG is encountering in this context, and the sector plans.

Furthermore, the most important topics that were discussed were: the implementation of the 2021-2026 UG Strategic Plan and in particular the concrete elaboration of the Schools and University of the North, the Strategic Real Estate Plan and the development of the strategic real estate policy, investment risk analysis, sale of Hortus and Biologisch Centrum Haren to the municipality of Groningen, integral security, the Privacy & Security programme plan, knowledge security, social safety, raising loan capital in light of large-scale construction activities, the developments in the construction of the Feringa building, UG Governance, institutional accreditation and the involvement of the Supervisory Board, ancillary activities, developments in the national and international intake of students and housing, the European procurement of audit services, the legality

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of tenders and procurement, the introduction of the new digital learning environment Brightspace, developments at University Services, the Executive Pay classification standard 2023, the internal self-evaluation of the Supervisory Board and its preparation, the recruitment procedure for a member of the Supervisory Board and the appointment and reappointment procedure for two members of the Board of the University, mental wellbeing of and substance use among students, and talent policy. A large part of the preparation and expansion of the above matters was carried out by the audit committees for finance and quality assurance. The audit committees met five times in 2022.

The Supervisory Board approved the 2021 UG Financial Statements and the 2021 UG Report from the Board on 20 June 2022. During 2022, the Supervisory Board periodically and in accordance with the UG's PDCA cycle examined the analysis of the quarterly financial results, including the forecasts for the rest of the financial year and the quarterly property reports. Thanks to these reports, the Supervisory Board has formed a positive opinion about the efficient use of resources and has been able to monitor developments in the area of staffing and vacancies, use of Quality Agreements, UG Support Plan and NPO resources, workload, PhD Scholarship Experiment, and investments in real estate. In 2022, attention was also focused on the sharply rising energy costs, inflation, and the impact this would have on the UG's financial results. The Supervisory Board is closely involved in the plan of approach Back in balance '26, an austerity plan to get out of the red by 2026. On 19 December 2022, the Supervisory Board approved the Institutional Budget for 2023, following a positive advice from the University Council.

For the other subjects discussed by the Supervisory Board in 2022, please see the Report of the Supervisory Board, which is included at the beginning of the 2022 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 2022, the Supervisory Board has fulfilled its duty to monitor the efficient use of finances.

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View on the Duisenberg Building

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In 2022 we were finally able to put the coronavirus pandemic behind us. The year did start with a lockdown, which meant that the UG had to scale down its activities again, but the strict government measures lapsed in March. At that time, a new crisis was already brewing: the Russian invasion of Ukraine. The sanctions against Russia, the war, and the increased geopolitical tensions have many consequences worldwide and therefore also for the UG. Inflation rose sharply in 2022 and energy prices in particular rose drastically in 2022. The increased energy costs obviously have a considerable impact on the UG's result. Measures have been introduced to save energy, such as lowering the temperature in the buildings to 19 degrees and shortening the time during which buildings are heated. These are now having an effect, but the costs remain high. A further increase in energy costs is expected for 2023. It is currently assumed that, based on the UG's current price and purchasing strategy, the costs for energy after 2023 (given the same volume) will be lower. At the same time, the fact that energy costs will remain structurally higher than before the war in Ukraine, has been taken into account.

The UG is faced with several major financial issues that influence the result and require policy adjustments. It goes without saying that the energy issue is one of the biggest problems at the moment. In addition to these higher costs for energy, the costs of the support organization are also on the rise. The legal requirements in the field of privacy & security are increasing. The UG is also hiring more expensive staff more often than desired due to scarcity, and we are confronted with major rate increases for essential applications, and hardware price increases. Finally, the UG has an extensive investment programme in which accommodation is made more sustainable by replacing or renovating older and depreciated buildings.

The UG is therefore taking measures to achieve a sustainable balanced budget in 2026. In the Back in balance '26 programme that has already started, measures are proposed via the energy, housing, ICT, teaching and research tables, as well as other measures that should lead to this sustainably balanced budget. The main question is 'are we doing the right things and are we doing things right?' The preconditions are that regular teaching and research and the academic community should initially not be affected by the proposed measures. The UG will also not seek any additional funding in addition to the loan taken out in 2022, the UG must remain within the signalling values of the Education Inspectorate, and accommodation costs may not exceed 15% of the operating costs. The objective is to achieve a structural change of more than € 20 million in phases as from 2026.

The National Education Programme (NPO) was launched in 2021 to tackle the consequences of the coronavirus pandemic on students, teaching and research. At the UG, this coincided with the UG Support Plan programme, which also aims to alleviate workload and realize educational innovation. The UG Support Plan programme is financed by the NPO funds for education. NPO continued in 2022. In 2022, the UG received € 4.1 million for NPO education.

Resources have also been allocated for research in the context of NPO. These are intended to extend the appointments of temporary staff members who experienced research delays as a result of the coronavirus pandemic. The UG received € 8.1 million for this in 2022. The part of the NPO funds that was not spent is not included in the result, because it has been 'carried forward' via the balance sheet to 2023.

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At the end of 2022, the first funds were received from the administrative agreement entered into in July 2022. This concerned funds for the starters and incentive grants and the sector plans. Starters grants and incentive grants are a new instrument that should ensure greater stability and predictability of the research funding of universities and UMCs. These are non-competitive resources. The resources must stimulate unconstrained research and reduce workload, competition, and application pressure.
In 2022, the UG received € 5.1 million in incentive grant funds and € 4.8 million in starter grant funds. In 2022, no grants could be awarded so that at the end of 2022 the entire allocation was parked on the balance sheet. The UG received € 6.1 million in 2022 for sector plans for the sciences/ technology/SSH/medical domains. The faculties involved used some of the funds in 2022 (see section 5.5).

The consolidated result for 2022 amounted to -€ 18.7 million. The result related to turnover, the profitability, is -2%. This falls outside the norms that have been formulated as a control figure for the result at the institutional level (between 0 and 3 per cent of turnover). A result of € 17.8 million negative was budgeted for 2022. This means a negative difference of € 0.9 million. As already said, the UG has already taken measures to achieve a responsible development of results and reserves in the long term, despite the substantial increase in energy costs.

In 2022, the UG received several non-recurring income sources. If these extraordinary effects are taken into account, the 'normalized' result for 2022 amounts to -€ 27.6 million (other things being equal):

Results as per financial statements 2022 (amounts in m€)	**-18,7**
Special circumstances in 2022 effecting the result	
Revenue from sale Hortus Haren	2,5
Gift by AOG	1,0
Higher results participation because of sale UOCG Market BV	2,0
Incidental income because of accruals provisions and interest	3,4
Higher energy expenses (partly incidental?)	pm
Result cleared of special circumstances 2022	**-27,6**

In 2022, the UG received a considerably higher government grant than was included in the 2022 budget. Insofar as this concerns NPO and the funds received from the administrative agreement at the end of 2022 (starters and incentive grants and the sector plan funds), the funds not spent in 2022 have been placed on the balance sheet without affecting the operating result.
At the end of 2022, no grants had yet been awarded and expenditure was only incurred on the sector plans (€ 2.1 million). In light of the administrative agreement, at the end of 2022, a total of € 13.9 million was added to the balance sheet and is still available for earmarked expenditure. The resources received in 2022 for the starters and incentive grants were distributed among the faculties at the beginning of 2023 so that some of the assistant professors with a permanent contract who started in 2022 can be awarded a grant.

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The faculties of FSE and UMCG O&O are more than proportionally affected by the strongly increased energy costs. The UMCG O&O is nevertheless more positive than budgeted, mainly thanks to a higher project result and lower than budgeted expenditure for the research strategy and ICT facilities. The result of the faculties in the SSH domain is less sensitive to the increased energy prices. The Faculties of Behavioural and Social Sciences and Law also have difficulty filling vacancies on time. The management organization Facility Services Zernike West charged the increased energy costs in 2022 to its own reserves. As a result, Economics and Business Administration and Spatial Sciences were not yet affected by the substantially higher prices in 2022.

The realization for 2022 was disappointing at University Services (US), Facilities Services and the Center for Information Technology (CIT). At US, the Board of the University has already taken measures to ensure that US stays within its budget in 2023. At the CIT, the main cause of the higher deficit was the huge increase in the costs of hiring staff members, licences, and energy. Finding qualified staff remains difficult in the current labour market.
The higher result from the real estate activities was mainly due to the proceeds from the sale of the Hortus and the Biologisch Centrum to the municipality of Groningen, which were not included in the budget, and a release of the environmental provision due to the fact that a number of remediated asbestos sources could be remediated more cheaply than anticipated.

The following can be cited as the main reasons for the higher result for each income and expense category.

Income

- Government funding was € 27.4 million higher than budgeted and amounted to € 530.8 million (excluding the contribution for the UMCG as a place of work). The increase relates to:
- The 2022 salary and price adjustment (€ 15.9 million)
- The sector plan resources (insofar as not included on the balance sheet: € 2.1 million)
- The NPO resources used (€ 7.4 million),
- The remainder of SEO resources (€ 1.3 million),
- The compensation for the decrease in tuition fees (€ 0.3 million),
- The resources to strengthen employee participation (€ 0.1 million),
- Comenius grants (€ 0.4 million),
- Support for Ukraine (€ 0.1 million),
- Other government funding received (particularly as a result of adjustments in registrations, etc. € 0.9 million)
- Target grants (€ 0.2 million)
- The crediting of unspent resources for SCOOP to the balance sheet (-€ 1.3 million).

The resources received in 2022 for the starters and incentive grants have not been spent and have been fully included on the balance sheet.

The University received € 16.2 million less in non-statutory tuition fees than budgeted. It was estimated that € 84 million would be received in tuition fees, whereas the actual figure was € 67.8 million. The lower amount is explained by the fact that the number of registered students fell by 1.4% in 2022, which meant tuition fees also decreased. In addition, the effect of halving tuition fees for the 2021/22 academic year (and half of half for first-year students) due to a decision by the Ministry of Education, Culture and Science, was also noticeable. This also led to less tuition income. The reduction in tuition fees was, incidentally, compensated by the Ministry of Education, Culture and Science through the government grant. In addition, no students started the preparatory year of the Medicine degree programme, and substantially more tuition fees were reimbursed to students in 2022. The latter is not taken into account in the budget.

In view of the expected interest rate developments in 2022, no revenues were budgeted. The result in 2022 still amounted to € 0.8 million. The UG currently has no loans. The effect on the 2022 financial statements of the mandatory - in accordance with reporting rules - accruing interest on the provisions amounts to € 2.7 million. The accrual of provisions is not taken into account in the budget. The balance of financial income and expenses amounted to € 3.4 million.

The income arising from work commissioned by third parties was less than budgeted (-€ 1.8 million). Compared to the realization for 2021, this income is € 9.1 million higher. This increase is mainly attributable to the faculties of Science and Engineering, UMCG O&O, and Arts. The income from work commissioned by third parties amounts to approximately 20.3% of the UG's total income.

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Compared to the realization for 2021, turnover increased in all funding groups, with the exception of NWO and the KNAW. The faculty turnover on contract education was at the same level compared to the 2021 figure. This is explained by the fact that, just like in 2021, there was no new intake in the preparatory year of Medicine in 2022. The other income from work commissioned by third parties, which mainly concerns transactions of the UMCG O&O with the technological top institutes and some of the work in progress projects, also came out higher in 2022 compared to the realization in 2021.

Other income was € 23.1 million higher than budgeted at € 65.9 million. The decrease envisaged in the budget did not take place. Income from conferences, courses and symposia was higher, as were business services and royalties. Within business services, the positive deviation was partly due to the proceeds from the sale of the Hortus and the Biologisch Centrum Haren to the municipality of Groningen. The other non-recurring income, which mainly consists of proceeds from summer and winter schools, funds received from the Ubbo Emmius Fund, a subsidy from the province of Friesland, on the other hand, was lower. A comparison with the realization for 2021 gives the same picture, except that the royalties in 2022 were lower and the other non-recurring income, mainly due to a donation from AOG, was higher than last year. Rental income was higher than budgeted and was also higher than in 2021.

Expenses

In 2022, the average staffing level was 6,996 FTE. This is 38 FTE (-0.5%) less than foreseen in the 2022 budget. Compared to 2021, the workforce increased further by 247 FTE. This increase mainly related to academic staff (147 FTE). Extra effort was and is necessary in connection with the implementation of NPO/UG Support Plan and the Sector Plans, the high demand for education, implementation of Quality Agreements, and the implementation of measures to reduce the workload. In addition, a number of temporary research appointments were extended due to delays caused by the coronavirus pandemic.

Compared to the realization for 2021, the average staffing level increased by 247 FTE to 6,996 FTE (+3.7%). Wages, salaries, social security costs and pension costs also rose in line with this by € 34 million to € 552 million. The increase is also the result of the salary increase in 2022 and the one-off payment per staff member in accordance with the Collective Labour Agreement for Dutch Universities and the occasional wage component. The increased expenses in 2022 were partly offset by the wage adjustment received.

Compared to the 2022 budget, wages and salaries, pension premiums and social security costs were lower (-€ 10 million). This is a consequence of how the non-normative government grant for NPO education and research has been incorporated in the 2022 budget. The possibility of transferring unspent NPO funds to the balance sheet has not been sufficiently taken into account.

The other staffing costs were much higher compared to the 2022 budget (€ 34.8 million). The increase was mainly caused by increased hiring of staff not employed by the UG. Due to the labour market conditions, some units have difficulty filling vacancies on time and as a result hire expensive external staff. Furthermore, the change in staff provisions by the faculties and units was not sufficiently provided for in the budget and other staff costs were higher. The latter increase is largely the result of the increased holiday pay as a result of the transition to the WNRA (Wet normalisering rechtspositie ambtenaren) as of 1 January 2020, as a result of which supplementary holiday hours remain for five years, and the increased salaries. Compared to the realization for 2021, there was also an increase in other staff costs (€ 13.4 million).

In comparison with the 2022 budget, the PhD candidates with an appointment were 84.2 FTE lower at 1,209.5 FTE. Compared to the realization for 2021, the number of PhD candidates with an appointment increased by 22.1 FTE, despite the continuation of the PhD experiment in early 2020. This increase is partly due to the extension of the appointment of a number of PhD students because they experienced delays due to the coronavirus measures imposed. The number of PhD students increased to 1,149 in 2022 (2021: 1,024). The academic staff increased again in 2022 compared to 2021 by 146.8 FTE. Excluding the PhD candidates with an appointment, the increase in academic staff is 124.7 FTE compared to 2021. This is mainly due to the use of extra academic staff as a result of the high demand for teaching, the implementation of NPO/UG Support Plan and the Sector Plans, and measures to reduce the workload. The OBP staffing level also increased in 2022 compared to 2021 (+100.1 FTE).

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The depreciation charges on tangible and intangible fixed assets were lower than budgeted (-€ 4.8 million), mainly because several construction projects were completed later than expected due to delays in execution, in particular the Feringa Building. In addition, several units incurred delays in investment projects. This was the case, for example, for a number of investment projects of the Center for Information Technology for digital testing in the Aletta Jacobs Hall and data handling.

Accommodation costs were € 7.2 million higher than budgeted. This was mainly due to the substantially higher energy costs in 2022. This cost increase could not yet be foreseen at the time of the 2021 budget. In comparison with the realization for 2021, accommodation costs in 2022 were also substantially higher. The biggest outlier in this case was also the higher energy costs.

Furthermore, with the exception of the costs for taxes/levies and other accommodation costs (this includes, for example, the security and surveillance costs of the buildings and the service costs), the other cost categories within the accommodation costs also increased. The cleaning costs, but also the maintenance costs, increased further after the pandemic in 2022.

On balance, the total amount of other expenses came to € 13 million more than budgeted. Notably, travel and accommodation costs, which lagged behind for a longer period of time as a result of the coronavirus measures, increased sharply. This movement was not fully anticipated in the 2022 budget. Furthermore, the purchase costs of inventory and equipment were higher, as were the costs for publicity, representation and subsidies, and the consultancy costs and fees for services. The specific costs for teaching and research, which also include the costs for PhD students and costs for the UMCG O&O affiliations, were also higher than budgeted. There was a slight decrease in the costs of telecommunications and ICT, as in other material expenses. Compared to the realization for 2021, other expenses also increased (€ 18.7 million), mainly due to the considerably higher travel and accommodation costs and purchase costs of inventory and equipment.

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Consolidated annual account 2022

Amounts x € 1,000

Consolidated balance sheet as at 31 december 2022

(after profit appropriation)

ASSETS

		31/12/2022	31/12/2021
FIXED ASSETS			
1.1.1.0	Intangible fixed assets	3.423,6	5.079,7
	Tangible fixed assets		
1.1.2.1	Buildings	346.234,7	362.133,7
1.1.2.2	Premises	5.904,8	6.598,1
1.1.2.3	Fixtures and fittings and equipment	73.542,0	60.923,4
1.1.2.5	In progress and advance payments	283.923,2	178.720,0
		713.028,4	613.454,9
	Financial fixed assets		
1.1.3.1	Participations in group companies	8.054,7	9.341,2
1.1.3.2	Other participations	6,0	49,1
1.1.3.3	Receivable from group company	300,0	0,0
1.1.3.7	Securities	16.500,0	16.500,0
1.1.3.8	Other receivables	4.617,2	3.557,6
		29.477,9	29.447,9
	Total fixed assets	742.506,3	642.902,8
CURRENT ASSETS			
1.2.1	Inventory	609,8	558,1
1.2.2	Receivables	134.726,2	121.327,3
1.2.4	Cash and cash equivalents	130.110,0	201.924,2
	Total current assets	265.446,0	323.809,6
		1.007.952,2	966.712,4

LIABILITIES

		31/12/2022	31/12/2021
EQUITY			
2.1.1.1	General reserve	549.637,7	571.949,1
2.1.1.2	Allocated reserves (public)	34.280,7	32.190,7
2.1.1.3	Allocated reserves (private)	8.918,4	-1.049,7
2.1.1.4	Allocated funds (public)	686,3	686,3
2.1.1.5	Allocated funds (private)	0,0	7.755,2
2.1.1.7	Other statutory reserves	3.423,6	5.079,7
	Total equity	596.946,8	616.611,3
LIABILITIES			
2.2	Provisions	45.589,7	50.830,7
2.4	Current liabilities	365.415,6	299.270,5
	Total liabilities	411.005,4	350.101,2
		1.007.952,2	966.712,4

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Consolidated statement of income and expenditure 2022

		Account 2022		Budget 2022		Account 2021	
3	**Income**						
3.1	Government grants	530.802,7		503.390,9		497.804,8	
3.3	Tuition, course, teaching and examination fees	67.751,1		84.000,0		73.589,0	
3.4	Income from work commissioned by third parties	169.644,8		171.357,6		160.518,6	
3.5	Other income	65.884,5		42.818,8		57.201,3	
		834.083,1		801.567,3		789.113,6	
4	**Expenditure**						
4.1	Staffing expenses	607.650,9		584.443,0		560.748,5	
4.2	Depreciation	42.659,5		47.430,5		39.533,6	
4.3	Accommodation expenses	60.297,9		53.109,2		43.382,3	
4.4	Other costs	148.140,5		135.180,3		129.477,9	
		858.748,8		820.163,0		773.142,3	
	Balance of income and expenditure		-24.665,7		-18.595,7		15.971,3
6	**Financial income and expenditure**						
6.1	Interest income	3.441,7		0,0		812,0	
6.2	Interest expenditure	0,0		0,0		-66,3	
	Net financial income and expenditure		3.441,7		0,0		745,6
8	**Result from participations**		2.527,9		750,0		640,7
	Result		**-18.696,1**		**-17.845,7**		**17.357,6**

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Consolidated cash flow overview 2022

		2022			2021		
	Cash flow from operating activities						
	Balance of income and expenditure		-24.665,7			15.971,3	
	Adjustments for:						
1.1.2	- Depreciation	42.659,5			39.533,6		
2.2	- Movement provisions	-5.240,9			1.081,5		
8.0	- Result from participations	2.527,9			640,7		
			39.946,5			41.255,8	
	Changes in working capital:						
1.2.1	- Inventory	-51,7			98,8		
1.2.2	- Receivables	-13.398,9			-11.330,8		
2.4	- Short-term debts	64.898,9			13.296,9		
			51.448,3			2.064,9	
	Cash flow from business operations		66.729,0			59.292,0	
6.1	Interest received	3.441,7			812,0		
6.2	Interest paid	0,0			-66,3		
			3.441,7			745,6	
	Total cash flow from operating activities			70.170,7			60.037,7
	Cash flow from investment activities						
1.1.1	Investments in intangible fixed assets		-58,6			-338,9	
1.1.1	Divestment in intangible fixed assets		11,6			0,0	
1.1.2	Investments in tangible fixed assets		-143.192,3			-105.734,9	
1.1.2	Devestment in tangible fixed assets		2.252,6			0,0	
1.1.3.1	Investments/disinvestments in participations and group companies		318,3			-439,3	
1.1.3.2	Other participations		43,1			0,0	
1.1.3.3	Receivables from group companies		-300,0			0,0	
1.1.3.8	Movements in loans as part of the financial fixed assets		-1.059,7			-485,3	
	Total cash flow from investment activities			-141.984,9			-106.998,4

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		2022	2021
	Cash flow from financing activities		
	Total cash flow from financing activities	0,0	0,0
	Change in cash and cash equivalents	-71.814,2	-46.960,7
	The changes in cash funds are as follows:		
1.2.4	Balance as at 1 January	201.924,2	248.884,9
	Change in cash and cash equivalents	-71.814,2	-46.960,7
1.2.4	**Balance as at 31 December**	**130.110,0**	**201.924,2**

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Explanatory 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 23 May 2023. 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 23 May 2023.

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.

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 Executive Board of the University, the dean of the faculty and the chair of the Board of Directors. 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

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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 current liabilities.

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:
> 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.

Applied NanoSystems B.V. in Groningen (100%) has been liquidated on 27 October 2022.

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.

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.

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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 cash and cash equivalents, 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.

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.

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Comparison with the previous year

The accounting policies have not changed compared with the previous year.

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.

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.

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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.

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 liabilities of the participation or has the firm intention to enable the participation to pay its liabilities, 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).

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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.

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.

Cash and cash equivalents

The cash and cash equivalents consist of cash, bank balances and call deposits (< 3 months). Cash and cash equivalents 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.

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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.

Due to the lack of a third-party limitation on the equity, the allocated funds (private) has been classified as allocated reserves (private) in 2022. This change has no impact on the ratio between public reserves and private reserves. The private allocated reserves (2.1.1.3) at the end of 2022 is intended to cover private activities and includes, among other things, the equity of the participations.

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 2.64% (2021: -0.59%).

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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%).

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 2.13% (2021: 0.01%).

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 2.59% (2021: -0.35%).

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 1.31% (2021: -0.33%).

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 2.61% (2021: -0.65%).

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 2.67% and 2.74% (2021: -0.27% - 0.24%).

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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).

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 2.67% (2021: -0.35%).

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 2.64% (2021: -0.42%).

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 percentage used for adjustment for inflation is 2.41% (2021: 1.65%) and the discount rate used is 3.14% (2021: 1.21%). The discount rate can fluctuate over the years. In current situation, the effect of a 1% higher discount rate would be a reduction of the provision by € 425k at balance sheet date. The effect of a 1% lower discount rate in the current situation would be an increase of the provision by € 456k.

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.

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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.

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). An inflation adjustment has not been taken into account. The discount rate used is 3.14% (2021: 1.21%). The effect of the discount of 3.14% is EUR 1.8 million. The discount rate can fluctuate over the years. In current situation, the effect of a 1% higher discount rate would be a reduction of the provision by € 783k at balance sheet date. The effect of a 1% lover discount rate in the current situation would be an increase of the provision by € 871k.

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% (2021: 0.10%).

Liabilities

Liabilities are stated at fair value when they are first recognized. Transaction costs that are directly attributable to the acquisition of liabilities are included in the valuation at first recognition. Liabilities 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.

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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.

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.

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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.

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 2022 is 110.9%. The financial position of ABP as of 31/12/2022 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 2023, the coverage ratio of the ABP was 111.1%.

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.

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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.

4. Financial instruments and risk management

Financial instruments include primary financial instruments such as receivables, securities and liabilities, 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 cash and cash equivalents 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
Balance as at 1 January 2022	
Acquisition price	6.771,4
Cum. depreciation and downward value adjustments	-1.691,7
Book values	5.079,7
Mutations	
Investments	58,6
Disinvestments	-11,6
Depreciation	-1.703,1
	-1.656,1
Balance as at 31 December 2022	
Acquisition price	6.818,4
Cum. depreciation and downward value adjustments	-3.394,8
Book values	3.423,6

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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 2022					
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
Mutations					
Investments	0,0	44,4	27.578,1	116.816,1	144.438,6
Disinvestments	-43.427,4	-737,6	-3.759,0	-1.334,6	-49.258,7
Depreciation	-26.177,2	0,0	-14.779,2	0,0	-40.956,4
Reclassification work in progress	10.278,2	0,0	0,0	-10.278,2	0,0
Depreciation of disinvestments	43.427,4	0,0	3.578,7	0,0	47.006,1
	346.234,7	5.904,8	73.542,0	283.923,2	709.604,8
Balance as at 31 December 2022					
Acquisition price	866.716,3	5.904,8	160.342,5	283.923,2	1.316.886,8
Cum. depreciation and downward value adjustments	-520.481,6	0,0	-86.800,4	0,0	-607.282,1
Book values	346.234,7	5.904,8	73.542,0	283.923,2	709.604,8

Explanation:

- There are no restrictions on the ownership of the above tangible fixed assets.
- The recognized disinvestments relate entirely to decommissioning.
- The disinvestments of buildings and premises in 2022 relate entirely to the location Hortus/Biologisch Centrum Haren which was sold to the Municipality of Groningen in 2022.

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

	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	122.311,4	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

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1.1.3 Financial fixed assets

		Participation %	Book value per 01/01/2022	Investments 2022	Disinvest-ments 2022	Result 2022	Mutation provision 2022	Other mutations 2022	Book value per 31/12/2022
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	-43,1	0,0
	- Stichting Universitair Sportcentrum RUG	nvt	0,0	0,0	0,0	0,0	0,0	0,0	0,0
	- 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%	4.270,5	0,0	0,0	190,0	0,0	-1.000,0	3.460,5
	- Participation RUG Houdstermaatsch. in UOCG Market B.V.	100%	1.153,0	0,0	-3.197,2	2.044,1	0,0	0,0	0,0
	- Participation RUG Houdstermaatsch. in NTV Beheer B.V.	100%	0,0	0,0	0,0	0,0	-200,7	200,7	0,0
	- Participation RUG Houdstermaatsch in Kennis Conversie Fonds B.V.	100%	1.708,3	0,0	0,0	285,9	0,0	0,0	1.994,2
	- Participation RUG Houdstermaatsch in Van Swinderen Huys B.V.	100%	102,2	0,0	0,0	2,1	0,0	0,0	104,2
	- Other Participations/units of RUG Houdstermaatsch.	0 - 100%	2.106,9	350,8	-3,9	5,8	0,0	36,1	2.495,7
			9.390,0	350,8	-3.201,0	2.527,9	-200,7	-806,3	8.060,7

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.

			Investments per 01/01/2022	Investments 2022	Withdrawal 2022	Investments per 31/12/2022
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 cash and cash equivalanets with a term > 1 year.
The amortized cost is the same as the nominal value.

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		Outstanding loans (funds lent) 01/01/2022	Loans given 2022	Repayments/ settlement 2022	Outstanding loans (funds lent) 31/12/2022	Interest percentage	Residual maturity in years
1.1.3.8	Other receivables						
	- GSZ Mayday	138,1	0,0	0,0	138,1	0,0%	onbepaald
	- GSZ Mayday	26,3	0,0	-1,9	24,3	4,0%	10
	- Stichting Behoud Groene Hortus	1.573,3	0,0	-1.573,3	0,0	0,0%	
	- Stichting Behoud Groene Hortus (achtergesteld)	62,3	0,0	-62,3	0,0	0,0%	
	- UNICA installatie groep B.V.	1.681,1	0,0	0,0	1.681,1	0,0%	5
	- Various receivables of RUG Houdstermaatschappij B.V	1.879,5	1.314,7	-258,0	2.936,1	div.	
		5.360,5	1.314,7	-1.895,5	4.779,7		

	Balance per 01/01/2022	Allocation 2022	Release 2022	Withdrawal 2022	Balance per 31/12/2022
Less: Provision FFA					
Loans to legal entities	1.803,0	0,0	-1.640,5	0,0	162,5
	1.803,0	0,0	-1.640,5	0,0	162,5

	Balance per 01/01/2022	Balance per 31/12/2022
Outstanding loans (funds lent)	5.360,5	4.779,7
Less: Provision FFA	1.803,0	162,5
	3.557,6	4.617,2

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 22.7K based on an interest rate of 1.25%.

The release of the provision corresponds to the repayments and/or the settlements on/of the loans. The RUG decided to relinquish the provided loan of EUR 1.6 million to Stichting Behoud Groene Hortus in December 2022. Taking the affected provision into consideration, relinquishing this loan does not impact the statement of income and expenditure of the RUG in 2022.

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CURRENT ASSETS

1.2.1 Inventory

		31/12/2022	31/12/2021
1.2.1.2	Purchase price consumables		
	Warehouse inventory	609,8	558,1
		609,8	558,1

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

1.2.2 Receivables

			31/12/2022		31/12/2021
1.2.2.1	Accounts receivable	8.430,1		8.008,2	
	Income yet to be invoiced	0,0		0,0	
	Less: Provisions due to non-collectability	-181,1		-317,0	
			8.249,0		7.691,2
1.2.2.6	Receivables from personnel		88,6		45,8
1.2.2.7	Receivables from students / participants / course participants		66,8		14,2
1.2.2.10	Other receivables				
	Accrued income	66.450,9		46.459,0	
	Other receivables	43.746,8		54.338,9	
			110.197,7		100.797,8
1.2.2.12	Costs paid up front		16.062,6		12.716,5
1.2.2.15	Other accrued liabilities		61,5		61,8
			134.726,2		121.327,3

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

	2022	2021
Balance as at 1 January 2021	317,0	352,5
Withdrawal	-135,9	-35,2
Allocation	0,0	-0,3
Balance as at 31 December 2021	181,1	317,0

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 47,258K (previous year: EUR 54,337K). 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, cash and cash equivalents 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.

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1.2.4 Cash and cash equivalents

			31/12/2022		31/12/2021
1.2.4.1	Cash holdings		31,8		18,4
1.2.4.2	Bank account credits				
	Bank account credits (general)	3.290,0		1.756,2	
	Deposits (<= 1 year)	100,0		100,0	
	Current account	126.688,2		200.049,6	
			130.078,2		201.905,8
			130.110,0		201.924,2

- Cash and cash equivalents 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 126.7 million in cash and cash equivalents 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 4.8 million of this item consists of payments en route.
- The debit limit at the Ministry of Finance is EUR 48.9 million.
- The intraday limit at ABN-AMRO Bank is EUR 101.5 million.

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LIABILITIES

2.1 Equity

		Balance per 31/12/2021	Result 2022	Other mutations 2022	Reclassification 2022	Balance per 31/12/2022
2.1.1.1	General reserve	571.949,1	-23.999,3	1.687,9	0,0	549.637,7
2.1.1.2	Allocated reserves (public)	32.190,7	2.090,0	0,0	0,0	34.280,7
2.1.1.3	Allocated reserves (private)	-1.049,7	1.000,0	0,0	8.968,2	8.918,4
2.1.1.4	Allocated funds (public)	686,3	0,0	0,0	0,0	686,3
2.1.1.5	Allocated funds (private)	7.755,2	2.213,0	-1.000,0	-8.968,2	0,0
2.1.1.7	Other statutory reserves	5.079,7	0,0	-1.656,1	0,0	3.423,6
	Totals	616.611,3	-18.696,2	-968,2	0,0	596.946,8

Due to the lack of a third-party limitation on the equity, the allocated funds (private) has been classified as allocated reserves (private) in 2022. This change has no impact on the ratio between public reserves and private reserves. The private allocated reserves (2.1.1.3) at the end of 2022 is intended to cover private activities and includes, among other things, the equity of the participations.

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

		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
	Totalen	599.253,5	17.357,6	0,1	616.611,3

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 31/12/2021	Interest 2022	Allocations 2022	With drawals 2022	Release 2022	Balance per 31/12/2022	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	620,4	0,0	1.065,2	-179,6	-10,7	1.495,4	132,0	1.363,4	0,0
2.2.1.1	Transition provision	3.841,4	-193,4	2.634,6	-1.581,2	-1.437,2	3.264,3	2.017,9	1.243,8	2,5
2.2.1.1	TFR/KNIR	351,9	0,0	4,3	0,0	0,0	356,2	157,4	64,5	134,3
2.2.1.2	Leave saving	2.413,8	-220,5	735,3	-340,0	-369,9	2.218,7	585,0	1.381,9	251,8
2.2.1.3	Own risk WGA	4.842,8	-562,1	3.046,0	-1.400,9	-458,9	5.466,9	1.140,2	3.017,8	1.309,0
2.2.1.4	Anniversary provision	4.473,8	-1.124,8	1.769,5	-688,2	-371,0	4.059,2	219,2	1.008,9	2.831,1
2.2.1.5	Unemployment contributions	3.544,6	-193,7	4.526,1	-3.568,7	-1.168,8	3.139,5	1.622,2	1.459,9	57,4
2.2.1.6	Long-term illness	725,2	-57,4	1.042,9	-36,6	-590,1	1.084,0	945,9	138,1	0,0
		20.813,9	-2.352,0	14.823,9	-7.795,1	-4.406,6	21.084,1	6.819,7	9.678,2	4.586,1
2.2.4	Other provisions									
	Environmental risk	14.711,5	-880,6	643,1	-535,7	-447,7	13.490,6	1.822,7	6.974,7	4.693,2
	Dismantling Cyclotron	10.285,5	-1.770,4	0,0	0,0	0,0	8.515,0	0,0	0,0	8.515,0
	Other provisions	5.019,8	-19,8	0,0	-2.500,0	0,0	2.500,0	2.500,0	0,0	0,0
		30.016,7	-2.670,8	643,1	-3.035,7	-447,7	24.505,6	4.322,7	6.974,7	13.208,3
	Totals	50.830,7	-5.022,8	15.467,0	-10.830,9	-4.854,3	45.589,7	11.142,4	16.652,9	17.794,4

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2.4 Current liabilities

		31/12/2022	31/12/2021
2.4.4	OCW/EZ	28.086,4	11.642,6
2.4.7	Project instalments invoiced and received in advance	6.889,8	4.845,6

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

		31/12/2022			31/12/2021		
		Work in progress	Invoiced instalments	Balance	Work in progress	Invoiced instalments	Balance
	Work in progress < instalments	-23.861,1	16.907,1	-6.954,0	-25.081,2	18.331,1	-6.750,1
	Work in progress > instalments	-22.469,2	36.313,0	13.843,8	-21.762,2	33.357,9	11.595,7
	Total	-46.330,3	53.220,1	6.889,8	-46.843,4	51.689,0	4.845,6

2.4.8	Accounts payable	20.175,5	23.471,1
2.4.9	Taxation and social security contributions		
	- Wage tax	18.897,8	17.548,7
	- Turnover tax	1.963,6	721,9
		20.861,4	18.270,6
2.4.10	Debts in respect of pensions	5.923,4	5.628,4
2.4.11	Debt in respect of work for third parties	1.486,2	2.816,4
2.4.12	Other short-term debts	35.459,0	21.759,6
2.4.13	Tuition, course and exam fees received in advance	41.544,1	26.391,5
2.4.14	Grants received in advance from the Ministry of Education, Culture and Science/Economic Affairs	3.017,9	2.704,0
2.4.16	Amounts received in advance	152.521,8	137.637,2
2.4.17	Holiday pay and holidays		
	- Holiday allowance	12.847,5	12.039,6
	- Holiday pay provision	35.164,8	30.617,0
		48.012,4	42.656,6
2.4.19	Other accrued liabilities		
	- Profiling fund	290,8	300,0
	- Other	1.147,0	1.147,0
		1.437,8	1.447,0
		365.415,6	299.270,5

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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 paid half of the statutory tuition fees (and first-year students only pay half of that half). This regulation was no longer in effect in 2022.

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 2022, EUR 13.5 million of the total amount of EUR 25.6 million received had not yet been spent. 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	Received in 2022 *1000	Used in 2022 *1000	Balance sheet position 2022 *1000
NPO Education	€ 5.137	€ 642	€ 4,495	€ 4,130	€ 3,336	€ 5,289
NPO Research	€ 8.224	€ 1.845	€ 6.379	€ 8,142	€ 6,331	€ 8,190
Total	**€ 13.361**	**€ 2.487**	**€ 10.874**	**€ 12,272**	**€ 9,667**	**€ 13,479**

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

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Stimulus- and starter grants & sector plan resources

Stimulus- and starter grants & sector plan resources are labelled as non-normative government contribution in 2022. These resources were received in December 2022. The unspent resources are, compliant to RJ 660.202a, included in the current liabilities.

Starter- and stimulus grants are a new tool to ensure a better stability and predictability of the research funding for universities and umc's. It concerns non-competitive resources. The targets are: stimulating unbound research and lowering the work-, competition- and application pressure. The RUG received EUR 5,121K in stimulus grants and EUR 4,809K in starter grants in 2022. No scholarships have been granted in 2022, which means that the complete grant is included in the balance sheet at the end of 2022.

Regarding the sector plan resources, the RUG received EUR 6,088K for the sector plans of domains beta/technology/SSH/medical. The involved faculties have spent EUR 2,111K on the sector plans in 2022, meaning that there was EUR 3,977K left at the end of 2022. The expenditure of the sector plan resources is accounted for in the Board's report.

Description	Received in 2022 *1000	Used in 2021 *1000	Balance sheet position 2022 *1000
Stimulus grants	€ 5,121	€ 0	€ 5,121
Starter grants	€ 4,809	€ 0	€ 4,809
Sector plan resources	€ 6,088	€ 2,111	€ 3,977
Total	**€ 16,018**	**€ 2,111**	**€ 13,907**

Other general grants have been received in advance with a value of EUR 0.7 million (2021: EUR 0.7 million).

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

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	W210197	31/5/2021	Yes
Epiffani	0021-07	28/4/2021	No
Virtual International Collaboration Projects	VIS21032	16/11/2021	No
Virtual International Collaboration Projects	VIS21033	16/11/2021	Yes
Virtual International Collaboration Projects	VIS21038	16/11/2021	Yes
Virtual International Collaboration Projects	VIS22042	3/5/2022	Yes
Virtual International Collaboration Projects	VIS22043	3/5/2022	Yes
Virtual International Collaboration Projects	VIS22061	3/5/2022	No
Virtual International Collaboration Projects	VIS229035	8/11/2022	No
Virtual International Collaboration Projects	VIS229038	8/11/2022	No
Virtual International Collaboration Projects	VIS229036	8/11/2022	No
Virtual International Collaboration Projects	VIS229051	8/11/2022	No
Orde in de Virtual Reality kleuterklas	OL22-02	28/4/2022	No
Leren met VR: The next level?	0022-04	28/4/2022	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 2021	Total subsidisable costs up to and including 2021	Balance as at 1 January 2022	Received in 2022	Subsidisable costs in 2022	To be settled as of 31/12/2022
	Reference	Date							
Covid jobs in higher education	COH0210035	13/4/2021	762,7	762,7	-63,2	699,6	0,0	0,0	699,6
			762,7	762,7	-63,2	699,6	0,0	0,0	699,6

G2-B Continuing until the next reporting year

Description	Allocation		Allocation amount	Received up to and including 2021	Total subsidisable costs up to and including 2021	Balance as at 1 January 2022	Received in 2022	Subsidisable costs in 2022	To be settled as of 31/12/2022
	Reference	Date							
			0,0	0,0	0,0	0,0	0,0	0,0	0,0
			0,0	0,0	0,0	0,0	0,0	0,0	0,0

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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

Real-estate investment commitments have been entered into for an amount of EUR 112,949K (including VAT).
The following long-term liabilities have been entered into (amounts in €K including VAT):

	< 1 year	1-5 years	> 5 years
Telecommunications and information technology	18.751	12.528	
Energy and water	6.451	5.591	
Cleaning costs	4.286	226	
Staffing expenses	3.651		
Rent	2.845	5.102	1.477
Travel and accommodation expenses	1.311		
Lease obligations	414		
Other accommodation expenses	7.646	7.610	
Other costs	1.860	988	
	47.215	32.045	1.477

Other non-recognized liabilities

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.

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.

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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 and 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.

Revision pro rata calculation
The RUG has been in talks with the Dutch Tax Authority for an extensive period of time about a revision of the pro rata calculation during the VAT return. The RUG follows an agreement, initiated by the Dutch Tax Authority, on a national standardisation of the pro rata calculations for all universities. The old pro rata agreement is based on taxable income division factor in relation to the total taxable income. The new pro rata agreement requires an annual pre-pro rata calculation, after which the pro rata can be calculated.

The new agreements about the (pre) pro rata calculations will be in effect from the financial year 2016 and through a settlement agreement be fixed for the future. The talks regarding the calculations of the financial year 2016 et seq. and the exact starting point are still ongoing during the process of drafting the annual account 2022. The RUG expects to have a substantial, one-time revenue following this.

Lifelines (Litelines Databeheer B.V. & Medische Biobank Noord-Nederland B.V.)
The RUG issued a guarantee of maximum EUR 10 million (5 x EUR 2 million per year) during the period 2024-2028, in case of insufficient external acquisition funding for the conservation of basic facility Lifelines. This guarantee has the conditions that UMCG Zorg also issues a guarantee of EUR 5 million (5 x EUR 1 million per year) and VWS continues the subsidy for the fourth round of research of Lifelines.

External funding at the Ministry of Finance (treasury banking)
The quotation financing proposition of EUR 265 million with the Ministry of Finance has been signed by the RUG on 19 July 2022. The first installment of the loan (50%) will be received mid-2023. The second installment (50%) will be received in 2024.

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Notes on the consolidated statement of income and expenditure

Amounts x € 1,000

3. INCOME

		Account 2022		Budget 2022		Account 2021	
3.1	**Government grants**						
3.1.1	Government grant OCW/EZ						
3.1.1.1	- Government grant OCW (WO sector)		639.939,2		609.395,1		600.667,5
3.1.2	Other OCW/EZ grants						
3.1.2.1	Other OCW grants		164,7		-856,7		1.341,4
3.1.3	Income transfer from government funding						
3.1.3.2	- Academic Hospitals		-109.301,2		-105.147,5		-104.204,1
	Total government funding from Ministry of Education, Culture and Science/Economic Affairs		530.802,7		503.390,9		497.804,8
3.3	**Statutory tuition / course / exam fees**						
3.3.4	WO sector tuition fees (tuition fees charged in the current financial year)		82.903,7		84.000,0		63.169,7
	Education liabilities (pre-billed tuition fees)		-41.544,1		0,0		-26.391,5
	Release education obligations (pre-billed tuition fees last academic year)		26.391,5		0,0		36.810,8
	Total tuition fees		67.751,1		84.000,0		73.589,0
3.4	**Income from work commissioned by third parties**						
3.4.1	Contract teaching						
3.4.1.1	- Faculties		3.974,2		6.625,0		3.923,2
3.4.2	Contract research						
3.4.2.1	- International organizations						
	- European Union	37.110,1		16.685,3		36.516,8	
3.4.2.2	- National governments	35.206,1		21.215,4		28.403,2	
3.4.2.3	- NWO	33.896,2		31.636,0		34.321,1	
3.4.2.4	- KNAW	332,2		362,5		400,3	
3.4.2.5	- Other non-profit organizations	23.732,6		28.335,9		23.027,8	
3.4.2.6	- Companies	23.769,6		17.021,3		23.585,5	
			154.046,9		115.256,3		146.254,7
3.4.5	Other income from work commissioned by third parties		11.623,7		49.476,2		10.340,7
	Total income from work commissioned by third parties		169.644,8		171.357,6		160.518,6

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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'.

There was less tuition fee income in 2021 due to the temporary 'halving tuition fees' regulation. As compensation for damage caused by COVID-19, students temporarily paid half of the statutory tuition fees (and first-year students only pay half of that half). This regulation was no longer in effect in 2022.

		Account 2022		Budget 2022		Account 2021	
3.5	**Other income**						
3.5.1	Rental proceeds		2.387,1		1.492,9		1.968,8
3.5.10	Other income						
	- Courses, conferences and symposia	7.606,2		3.652,4		6.229,7	
	- Business services	31.888,5		9.736,2		25.474,4	
	- Royalties	1.936,2		0,0		3.126,5	
	- Other incidental income	22.066,6		27.937,3		20.401,8	
			63.497,4		41.325,9		55.232,5
	Total other income		65.884,5		42.818,8		57.201,3
	Total income		834.083,1		801.567,3		789.113,6

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4. EXPENDITURE

		Account 2022		Budget 2022		Account 2021	
4.1	**Staffing expenses**						
4.1.1	Wages, salaries, social security charges and pension costs *)						
4.1.1.1	- Wages and salaries	431.337,4		437.639,3		403.343,0	
4.1.1.2	- Social security contributions	51.974,0		53.882,2		49.659,6	
4.1.1.5	- Pension contributions	68.711,9		70.530,6		65.003,4	
			552.023,3		562.052,1		518.006,0
4.1.2	**Other staffing expenses**						
4.1.2.1	- Mutation in personnel provisions	7.876,7		3.110,6		9.084,0	
4.1.2.2	- Expenses for staff not in paid employment	36.402,6		10.549,7		28.950,9	
4.1.2.3	- Other staffing expenses	13.801,2		9.621,0		6.622,4	
			58.080,5		23.281,4		44.657,3
4.1.3	**Payments received**		-2.452,9		-890,5		-1.914,8
	Total staffing expenses		607.650,9		584.443,0		560.748,5

*) The staffing expenses for the UMCG R&D will be on-charged by UMCG's salary accounts department.

The average number of employees is 6,996 FTE in 2022 (2022: 6,749 FTE).

Average number of employees by category in FTE

	2022	2021
WP	4.139,4	3.992,6
OBP	2.857,0	2.756,9
Group companies	-	-
	6.996,4	6.749,5

The number of University of Groningen employees who work outside the Netherlands is 2.05 FTE (2021: 1.25 FTE).

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		Account 2022		Budget 2022		Account 2021	
4.2	**Depreciation**						
4.2.1	Intangible fixed assets	1.703,1		0,0		1.689,9	
4.2.2	Tangible fixed assets	40.956,4		47.430,5		37.843,7	
	Total depreciation and amortization		42.659,5		47.430,5		39.533,6
4.3	**Accommodation expenses**						
4.3.1	Rent	3.465,9		3.315,9		2.817,8	
4.3.2	Insurance	906,3		828,5		726,8	
4.3.3	Maintenance	15.629,4		11.701,4		14.339,1	
4.3.4	Energy and water	26.962,2		11.849,3		9.055,4	
4.3.5	Cleaning costs	7.831,8		6.931,9		7.616,5	
4.3.6	Taxes and levies	3.474,3		3.631,9		5.658,9	
4.3.8	Other accommodation expenses	2.028,0		14.850,3		3.167,9	
	Total accommodation expenses		60.297,9		53.109,2		43.382,3
4.4	**Other expenses**						
4.4.1	Administration and management costs		5.658,7		5.360,5		4.553,4
4.4.2	Fixtures and fittings and equipment						
	-Fixtures and fittings and equipment	11.798,1		9.200,5		7.216,6	
	- Other provisions	9.900,4		8.771,4		9.039,0	
			21.698,6		17.972,0		16.255,5
4.4.4	Mutation other provisions		158,6		275,0		2.273,6
4.4.5	Other						
	- Telecommunications and information technology	14.668,2		15.715,5		13.434,7	
	- Travel and accommodation expenses	11.239,3		6.136,6		3.222,2	
	- Publicity, representation and grants	16.465,6		12.897,4		13.986,2	
	- Specific costs education & research	50.913,3		36.407,0		46.980,6	
	- Consultancy costs and compensation for services	8.149,8		5.149,1		7.631,8	
	- Other	19.188,4		35.267,2		21.139,9	
			120.624,6		111.572,9		106.395,4
	Total other expenditure		148.140,5		135.180,3		129.477,9
	Expenditure – total		858.748,8		820.163,0		773.142,3

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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Breakdown of auditing costs	Account 2022 EY	Account 2022 KPMG	Account 2022 Total	Account 2021 EY	Account 2021 KPMG	Account 2021 Total
Remuneration audit annual accounts	359,0	153,6	512,6	459,1	96,2	555,3
Remuneration other auditing assignments	221,8	147,7	369,5	248,9	44,1	292,9
Remuneration tax advice	49,9	0,0	49,9	59,5	0,0	59,5
Fees other non-auditing services	73,2	-	73,2	14,6	2,5	17,0
Auditing costs	704,0	301,3	1.005,2	782,0	142,7	924,7

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. The auditing costs KPMG oversee UMCG O&O (medical faculty).

6. Financial income and expenditure

		Account 2022	Budget 2022	Account 2021
6.1.1	Interest income	3.441,7	0,0	812,0
6.2.1	Interest expenditure	0,0	0,0	-66,3
	Net financial income and expenditure	3.441,7	0,0	745,6

Calculating the net present value of other provisions within the RUG has a positive interest effect EUR 2.7 million. EUR 599K of the increase in interest income is explained by the interest on the balance of the current account at the Ministry of Finance, which has been positive since the third quarter of 2022.

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8. Result from participations

	Account 2022	Budget 2022	Account 2021
Result UGNWG GmbH	0,0	0,0	0,0
Result of participation in AOG Holding B.V.	190,0	0,0	411,5
Result of participations RUG Houdstermaatschappij B.V.	2.337,9	750,0	229,2
Net result participations	2.527,9	750,0	640,7

RECAPITULATION Statement of income and expenditure

Operating income and expenditure			
Income	834.083,1	801.567,3	789.113,6
Expenditure	858.748,8	820.163,0	773.142,3
Balance of income and expenditure	-24.665,7	-18.595,7	15.971,3
Financial income and expenditure			
Net financial income and expenditure	3.441,7	0,0	745,6
Result from participations			
Net result participations	2.527,9	750,0	640,7
Operating result	-18.696,1	-17.845,7	17.357,6

Proposal for use of balance statement of income and expenditure
Amounts x €1,000

It is proposed that the consolidated result of k€ -18.696,1 be distributed as follows:	
Addition general reserve	-23.999,3
Addition to allocated reserve (public)	2.090,0
Addition to allocated reserve (private)	1.000,0
Addition to allocated fund (public)	0,0
Addition to allocated fund (private)	2.213,0
Consolidated result	-18.696,1

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

The UMCG O&O (the Faculty of Medical Sciences) knows two types of PhD students, which can be broadly divided into PhD students and employee PhDs. 44 PhD students (including a group of MD/PhDs) have started a legal procedure against the UMCG in order to retroactively have their study contracts designated as employment contracts by the judge. The MD/PhD students are a specific group, as they are accepted onto the programme while not yet having obtained their Master's degree. On 4 January 2022, the district judge rejected the PhD students' claim. The PhD students have appealed against this ruling. On 2 May 2023, the district court of Arnhem-Leeuwarden decided in an interlocutory judgment that the relation between the PhD students and the UMCG must be designated as an employment for the years 2016–2018.

This annuls the previous verdict by the district judge, in which the claim was rejected. Moreover, the district court has concluded that the filed claim cannot be ruled yet, as the parties involved have not yet been able to sufficiently comment on the matter. Due to uncertainty regarding the size of the claim as a result of this very recent verdict, no provisions have been made for this in the annual financial statement. Currently, the options for appeal in cassation are being explored.

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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 31/12/2021	Revenue 2021	Result 2021	Participation percentage
Applied NanoSystems B.V. (Chamber of Commerce no. 02067460)		Ltd.	Groningen	4	-3,9	0,0	0,4	100%
Declaration Section 2:403 BW:	no							
Consolidated	yes							
RUG Houdstermaatschappij B.V. (Chamber of Commerce no. 02058154)		Ltd.	Groningen	4	8.357,2	0,0	-133,3	100%
Declaration Section 2:403 BW:	no							
Consolidated	yes							
University of Groningen North West Germany GmbH		Ltd.	Papenburg (DI)	4	19,8	0,0	1,0	100%
Declaration Section 2:403 BW:	no							
Consolidated	no							

Applied NanoSystems B.V. in Groningen (100%) has been liquidated on 27 October 2022.

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Explanation: At the end of 2022, the RUG Houdstermaatschappij B.V. had interests in the following companies:

Companies	Stake	Core activities
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.	17%	Developing antibiotics
Biorion Technologies B.V.	3%	Drug delivery system
Lifelines Databeheer B.V.	50%	Medical data collection
Ocean Grazer Holding B.V.	25%	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	10%	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
Pharma Connect Capital B.V.	5%	Research- and development on health and nutrition
Preesman Naturals B.V.	-%	Manufacturing of vegetable and animal oils and fats
Barder Technologies B.V.	40%	Research- and development on health and nutrition

All companies have their registered office in Groningen.

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Other participations/capital interests

	Legal form	Registered office	Code activities	Equity 31/12/2021	Revenue 2021	Result 2021	Participation percentage
Lofar C.V. (Chamber of Commerce no. 04082149)	Ltd.	Dwingeloo	2	0,0	0,0	0,0	11%
Declaration Section 2:403 BW:	no						
Consolidated	no						
Stichting GN-IX (Chamber of Commerce no. 02074287)	Foundation	Groningen	4	0,0	0,0	0,0	nvt
Declaration Section 2:403 BW:	no						
Consolidated	no						

Decisive control

	Legal form	Registered office	Code activities	Equity 31/12/2021	Revenue 2021	Result 2021	Participation percentage
Stichting AOG (Chamber of Commerce no. 41011529	Foundation	Groningen	1	4.301,7	0,0	409,6	nvt
Declaration Section 2:403 BW:	no						
Consolidated	yes						
Stichting Universitair Sportcentrum Rijksuniversiteit Groningen (Chamber of Commerce no. 86081802)	Foundation	Groningen	4	0,0	0,0	0,0	nvt
Declaration Section 2:403 BW:	no						
Consolidated	no						

Other related parties

Name	Legal form	Registered office	Activities code
Stichting ACLO	Foundation	Groningen	4
Stichting Behoud Groene Hortus	Foundation	Groningen	4
Stichting tot Bevordering der Hematologie Groningen	Foundation	Groningen	4
Stichting Bestuursrecht en Bestuurskunde	Foundation	Groningen	4
Stichting Groninger Universiteitsfonds	Foundation	Groningen	4
Stichting Groninger Center for Drug Research	Foundation	Groningen	4
Stichting Groninger Universiteitsblad	Foundation	Groningen	4
Stichting KEI	Foundation	Groningen	4
Stichting Klinische Farmacologie Groningen	Foundation	Groningen	4
Stichting Nederlands Agronomisch Historisch Instituut	Foundation	Groningen	4

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Naam	Juridische vorm	Statutaire zetel	Code activiteiten
Stichting Nicolaas Muleriusfonds	Foundation	Groningen	4
Stichting voor Pedagogisch Onderwijs	Foundation	Groningen	4
Stichting Technology Consultancy Center	Foundation	Groningen	4
Stichting ter Bevordering van Onderzoek en Onderwijs in de strafrechtswetenschappen	Foundation	Groningen	4
Stichting ter Bevordering van Ruimtelijke Wetenschappen	Foundation	Groningen	4
Stichting Ubbo Emmius Fonds	Foundation	Groningen	4
Farmaceutisch Technologie Groningen	Foundation	Groningen	4
Stichting Aquilo	Foundation	Groningen	4
Stichting Pastoor Schmeits voor Sterrekunde	Foundation	Groningen	4
Stichting Sterrenkundig Studiefonds J.C.Kapteyn	Foundation	Groningen	4
CS ASPA	Association	Groningen	4
Stichting Pastoor Schmeits voor Sterrekunde	Foundation	Groningen	4
Stichting Sterrenkundig Studiefonds J.C.Kapteyn	Foundation	Groningen	4
Stichting Bèta Bedrijvendagen	Foundation	Groningen	4
Stichting Grote Buitenl.Excursie(s) Fysisch Mathem.Facult.ver.	Foundation	Groningen	4
Stichting Hilmar Joh.Backer Fonds	Foundation	Groningen	4
Stichting Surfeng	Foundation	Groningen	4
Technisch Fysische Vereniging Prof.Francken	Association	Groningen	4
Vereniging voor Polymeerchemici Netwerk	Association	Groningen	4
Stichting ESEB 2017 (Entosiast)	Foundation	Groningen	4
Stichting Microbes Unlimited	Foundation	Groningen	4
Johann Bernoulli Stichting voor de Wiskunde	Foundation	Groningen	4
Stichting Cover Travel Foundation	Foundation	Groningen	4
Stichting Leonardo da Vinci	Foundation	Groningen	4
Stichting Natuurkunde Olympiade Nederland	Foundation	Groningen	4
Stichting Systems & Control Groningen	Foundation	Groningen	4
Stichting Business Generator Groningen (Northern Knowledge)	Foundation	Groningen	4
Stichting Geertruida Gerharda Bolhuis	Foundation	Groningen	4

Activities code:
1 = contract education
2 = contract research
3 = immovable property
4 = other

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NON-CONSOLIDATED ANNUAL ACCOUNTS 2022

Non-consolidated balance sheet as at 31 december 2022

(after profit appropriation)

ASSETS

		31/12/2022	31/12/2021
FIXED ASSETS			
1.1.1.0	Intangible fixed assets	3.423,6	5.069,8
	Tangible fixed assets		
1.1.2.1	Buildings	346.234,7	362.133,7
1.1.2.2	Premises	5.904,8	6.598,1
1.1.2.3	Fixtures and fittings and equipment	73.536,7	60.916,0
1.1.2.5	In progress and advance payments	283.923,2	178.720,0
		713.023,0	613.437,6
	Financial fixed assets		
1.1.3.1	Participations in group companies	10.364,0	8.315,5
1.1.3.2	Other participations	25,8	49,1
1.1.3.3	Receivable from group company	300,0	0,0
1.1.3.7	Securities	16.500,0	16.500,0
1.1.3.8	Other receivables	1.681,1	1.678,1
		28.871,0	26.542,7
	Totaal vaste activa	741.894,0	639.980,3
CURRENT ASSETS			
1.2.1	Inventory	609,8	558,1
1.2.2	Receivables	134.531,2	121.286,8
1.2.4	Cash and cash equivalents	127.241,2	200.558,9
	Total current assets	262.382,2	322.403,8
		1.004.276,2	962.384,1

LIABILITIES

		31/12/2022	31/12/2021
EQUITY			
2.1.1.1	General reserve	550.922,4	573.243,6
2.1.1.2	Allocated reserves (public)	34.280,7	32.190,7
2.1.1.3	Allocated reserves (private)	4.144,3	-1.049,7
2.1.1.4	Allocated funds (public)	686,3	686,3
2.1.1.5	Allocated funds (private)	0,0	2.160,8
2.1.1.7	Other statutory reserves	3.423,6	5.069,8
	Total equity	593.457,4	612.301,5
LIABILITIES			
2.2	Provisions	45.589,7	50.830,7
2.4	Current liabilities	365.229,0	299.251,9
	Total liabilities	410.818,8	350.082,6
		1.004.276,2	962.384,1

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Non-consolidated statement of income and expenditure 2022

	Account 2022	Budget 2022	Account 2021
Consolidated result	-18.696,1	-17.845,7	17.357,6
Less: Provision for participation in ANS B.V.	0,0	0,0	0,1
Less: Result foundations	-187,9	0,0	-409,6
Non-consolidated result	-18.884,0	-17.845,7	16.948,1

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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
Balance as at 1 January 2022	
Acquisition price	6.759,7
Cum. depreciation and downward value adjustments	-1.689,9
Book values	5.069,8
Mutations	
Investments	58,6
Disinvestments	0,0
Depreciation	-1.704,8
	-1.646,2
Balance as at 31 December 2022	
Acquisition price	6.818,4
Cum. depreciation and downward value adjustments	-3.394,8
Book values	3.423,6

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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 2022					
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
Mutations					
Investments	0,0	44,4	27.578,1	116.816,1	144.438,6
Disinvestments	-43.427,4	-737,6	-3.759,0	-1.334,6	-49.258,7
Depreciation	-26.177,2	0,0	-14.777,1	0,0	-40.954,3
Reclassification work in progress	10.278,2	0,0	0,0	-10.278,2	0,0
Depreciation of disinvestments	43.427,4	0,0	3.578,7	0,0	47.006,1
	346.234,7	5.904,8	73.536,7	283.923,2	709.599,4
Balance as at 31 December 2022					
Acquisition price	866.716,3	5.904,8	160.325,0	283.923,2	1.316.869,3
Cum. depreciation and downward value adjustments	-520.481,6	0,0	-86.788,3	0,0	-607.269,9
Book values	346.234,7	5.904,8	73.536,7	283.923,2	709.599,4

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1.1.3 Financial fixed assets

		Participation percentage	Book value per 01/01/2022	Investments 2022	Disinvest-ments 2022	Result 2022	Mutation provision 2022	Other mutations 2022	Book value per 31/12/2022
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%	8.315,5	0,0	0,0	2.048,5	0,0	0,0	10.364,0
			8.315,5	0,0	0,0	2.048,5	0,0	0,0	10.364,0

Explanation: The participation in Applied NanoSystems B.V. has been fully written down as a result of negative equity in previous financial years. Applied NanoSystems B.V. (100 %) has been liquidated on 27 October 2022.

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
	- Univ. Groningen NW Germany Gmbh - Papenburg (Dld)	100%	43,1	0,0	0,0	-23,3	0,0	0,0	19,8
	- LOFAR CV - Dwingeloo	11%	0,0	0,0	0,0	0,0	0,0	0,0	0,0
			49,1	0,0	0,0	-23,3	0,0	0,0	25,8

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) 01/01/2022	Loans given 2022	Repayments/ settlement 2022	Outstanding loans (funds lent) 31/12/2022	Interest percentage	Residual maturity in years
1.1.3.3	Receivables from group companies						
	Applied NanoSystems B.V.	11,7	0,0	-11,7	0,0		
	Stichting Universitair Sportcentrum Rijksuniversiteit Groningen	0,0	300,0	0,0	300,0	1,9%	30
		11,7	300,0	-11,7	300,0		

		Balance per 01/01/2022	Allocations 2022	Release 2022	Balance per 31/12/2022
	Provision for receivables from group companies				
	Applied NanoSystems BV, Groningen	11,7	0,0	-11,7	0,0
		11,7	0,0	-11,7	0,0

		Investments per 01/01/2022	Purchases given 2022	Mutation 2022	Investments per 31/12/2022
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) 01/01/2022	Loans given 2022	Repayments/ settlement 2022	Outstanding loans (funds lent) 31/12/2022	Interest percentage	Residual maturity in years
1.1.3.8	Other receivables						
	- GSZ Mayday	138,1	0,0	0,0	138,1	0,0%	onbepaald
	- GSZ Mayday	26,3	0,0	-1,9	24,3	4,0%	11
	- Stichting Behoud Groene Hortus	1.573,3	0,0	-1.573,3	0,0	0,0%	> 1
	- Stichting Behoud Groene Hortus (subordinated)	62,3	0,0	-62,3	0,0	0,0%	> 1
	- UNICA installatie groep B.V.	1.681,1	0,0	0,0	1.681,1	0,0%	5
		3.481,1	0,0	-1.637,5	1.843,6		

	Balance per 01/01/2022	Allocation 2022	Release 2022	Withdrawal 2022	Balance per 31/12/2022
Provision for other receivables	1.803,0	0,0	-1.640,5	0,0	162,5

	Balance per 01/01/2022	Balance per 31/12/2022
Outstanding loans (funds lent)	3.481,1	1.843,6
Less: Provision FFA	1.803,0	162,5
	1.678,1	1.681,1

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1.2 Current assets

		Account 31/12/2022	Account 31/12/2021
1.2.1	**INVENTORY**		
1.2.1.2	Purchase price consumables		
	Warehouse inventory	609,8	558,1
		609,8	558,1

			Account 31/12/2022		Account 31/12/2021
1.2.2	**RECEIVABLES**				
1.2.2.1	Accounts receivable	8.388,6		7.967,6	
	Less: Provisions for bad debts	-181,1		-317,0	
			8.207,5		7,650,7
1.2.2.6	Receivables from personnel		88,6		45,8
1.2.2.7	Receivables from students / participants / course participants		66,8		14,2
1.2.2.10	Other receivables				
	Accrued income	66.297,4		46.459,0	
	Other receivables	43.746,8		54.338,9	
			110.044,2		100.797,8
1.2.2.12	Costs paid up front		16.062,6		12.716,5
1.2.2.15	Accrued assets		61,5		61,8
			134.531,2		121.286,8

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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		Account 31/12/2022	Account 31/12/2021
1.2.4	**CASH AND CASH EQUIVALENTS**		
1.2.4.1	Cash holdings	31,8	18,4
1.2.4.2	Bank account credits		
	Bank account credits (general)	421,2	390,9
	Deposits (=< 3 months)	100,0	100,0
	Current accounts	126.688,2	200.049,6
		127.241,2	200.558,9

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 31/12/2022	Balance per 31/12/2021
Non-consolidated equity	593.457,4	612.301,5
Equity group companies	3.489,3	4.301,7
Loan provision (funds lent) Applied NanoSystems B.V.	0,0	12,0
Equity Applied NanoSystems B.V.	0,0	-3,9
Consolidated equity	596.946,8	616.611,3

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. Applied NanoSystems B.V. in Groningen has been liquidated on 27 October 2022. The equity of Applied NanoSystems B.V. was negative, and therefore no provision was made for this in the non-consolidated annual accounts. Negative equity was 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 Current liabilities

			31/12/2022		31/12/2021
2.4.4	OCW/EZ		28.086,4		11.642,6
2.4.7	Project instalments invoiced in advance and received in advance				
	work in progress	-46.330,3		-46.843,4	
	Invoiced instalments	53.220,1		51.689,0	
			6.889,8		4.845,6
2.4.8	Accounts payable		20.010,2		23.452,5
2.4.9	Taxation and social security contributions				
	- Wage tax	18.897,8		17.548,7	
	- Turnover tax	1.963,6		721,9	
			20.861,4		18.270,6
2.4.10	Debts in respect of pensions		5.923,4		5.628,4
2.4.11	Debt in respect of work by third parties		1.486,2		2.816,4
2.4.12	Other short-term debts		35.437,6		21.759,6
2.4.13	Tuition, course, teaching and exam fees received in advance		41.544,1		26.391,5
2.4.14	Grants received in advance from the Ministry of Education,				
	Culture and Science/Economic Affairs		3.017,9		2.704,0
2.4.16	Amounts received in advance		152.521,8		137.637,2
2.4.17	Holiday pay and holidays				
	- Holiday allowance	12.847,5		12.039,6	
	- Holiday pay provision	35.164,8		30.617,0	
			48.012,4		42.656,6
2.4.19	Other accrued liabilities				
	- Profiling fund	290,8		300,0	
	- Other	1.147,0		1.147,0	
			1.437,8		1.477,0
			365.229,0		299.251,9

The current liabilities 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 2022	Foundations with control	Participations		Consolidated results 2022
			Stichting AOG	Univ. Groningen NW Germany Gmbh - Papenburg (Dld)	RUG Houdstermaatschappij B.V.	
3	**Income**					
3.1	Government grants	530.802,7	0,0	0,0	0,0	530.802,7
3.2	Other government contributions and grants	0,0	0,0	0,0	0,0	0,0
3.3	Statutory tuition / course / exam fees	67.751,1	0,0	0,0	0,0	67.751,1
3.4	Income from work commissioned by third parties	169.644,8	0,0	0,0	0,0	169.644,8
3.5	Other income	65.834,1	-2.1	52,6	0,0	65.884,5
		834.032,7	-2.1	52,6	0,0	834.083,1
4	**Expenditure**					
4.1	Staffing expenses	607.641,0	0,0	10,0	0,0	607.650,9
4.2	Amortization immaterial fixed assets	1.703,1	0,0	0,0	0,0	1.703,1
	Depreciation tangible fixed assets	40.956,1	0,0	0,0	0,3	40.956,4
4.3	Accommodation expenses	60.297,9	0,0	0,0	0,0	60.297,9
4.4	Other costs	147.657,1	0,0	65,9	417,6	148.140,5
		858.255,1	0,0	75,9	417,9	858.748,8
	Balance of income and expenditure	-24.222,4	-2,1	-23,3	-417,9	-24.665,7

The average number of employees in 2022 is 6,996 FTE (2021: 6,749 FTE).
The number of University of Groningen employees who work outside the Netherlands is 2.05 FTE (2021: 1.25 FTE).

6	**Financial income and expenditure**					
6.1	Financial income	3.313,1	0,0	0,0	128,6	3.441,7
6.2	Financial expenditure	0,0	0,0	0,0	0,0	0,0
	Net financial income and expenditure	3.313,1	0,0	0,0	128,6	3.441,7
8	**Result from participations**	2.025,3	190,0	23,3	289,4	2.527,9
	Result	-18.884,0	187,9	0,0	0,1	-18.696,1

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 Top Income Standardization Act

Since 1 January 2013, the WNT has applied to publicly funded institutions such as the University of Groningen. A disclosure obligation applies for the WNT.

The general 2022 salary maximum for the University of Groningen has been set at EUR 216,000 (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 year T-2, the University of Groningen is awarded ten complexity points; for the average number of government-funded students in year T-2, five 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 2022 on 28 March 2022.

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).

List of salaries of senior officials

1a. Senior executives with employment and senior executives without employment from the 13th month of job performance.

Senior executive officers with service and senior executive officers without service from the 13th month of job performance including those who are considered senior officers for another 4 years by virtue of their former positions

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Disclosure of all supervisory senior executives

Data 2022	J. de Vries	J.A.W.M. Biemans	T.N. Wijmenga
Job Data	Chair	Vice-chair	Rector Magnificus
Commencement and end date in 2022	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	191.442	181.276	191.390
Long-term benefits	24.097	23.419	24.094
Subtotal	215.539	204.695	215.484
Individually applicable maximum salary	216.000	216.000	216.000
-/- Amount unduly paid	n/a	n/a	n/a
Total salary	**215.539**	**204.695**	**215.484**
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 2021	J. de Vries	J.A.W.M. Biemans	T.N. Wijmenga
Job Data	Chair	Vice-chair	Rector Magnificus
Commencement and end date in 2021	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
Total salary	**208.318**	**187.378**	**208.283**

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Disclosure of all non-supervisory senior executives

Data 2022	J.W. Remkes	R.J. Weil	H.S. de Jong
Job Data			
Commencement and end date in 2022	Chair 01/01- 31/12	Member 01/01- 31/12	Member 01/01 - 31/12
Salary			
Salary	20.000	15.000	15.000
Individually applicable maximum salary	32.400	21.600	21.600
-/- Amount unduly paid and not yet received back	n/a	n/a	n/a
Salary	**20.000**	**15.000**	**15.000**
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 2021	J.W. Remkes	R.J. Weil	H.S. de Jong
Job Data			
Commencement and end date in 2021	Chair 01/01- 31/12	Member 01/06- 31/12	n/a n/a
Salary			
Salary	**20.000**	**8.750**	**n/a**
Individually applicable maximum salary	31.350	12.254	n/a

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Data 2022	W. van Saarloos	A.S. Roeters
Job Data		
Commencement and end date in 2022	Member 01/01 - 31/12	Member 01/01 - 31/12
Salary		
Salary	15.000	15.000
Individually applicable maximum salary	21.600	21.600
-/- Amount unduly paid and not yet received back	n/a	n/a
Salary	**15.000**	**15.000**
Surplus amount and reason for (not) admitting	n/a	n/a
Explanation of claims for undue payment	n/a	n/a

Data 2021	W. van Saarloos	A.S. Roeters
Job Data		
Commencement and end date in 2021	Member 01/01 - 31/12	Member 01/01 - 31/12
Salary		
Salary	**15.000**	**15.000**
Individually applicable maximum salary	20.900	20.900

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3. Salaries of non-senior officals

Data 2022	Professor	Professor
Job data		
Scope of employment contract (as a part-time factor in FTE)	1	1
Salary		
Salary plus taxable disbursements	255.632	192.465
Long-term benefits	22.736	23.896
Total salary	**278.369**	**216.361**
Individual applicable threshold amount of remuneration	216.000	216.000
Mandatory justification for exceeding the individually applicable remuneration threshold	Royalties	Supplement

Data 2021		
Job data	Professor	Professor
Scope of employment contract (as a part-time factor in FTE)	1	1
Salary		
Remuneration plus taxable disbursements.	252.028	187.841
Remuneration payable in due time	22.303	23.509
Total salary	**274.332**	**211.350**

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, 12 June 2023

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
H.S. de Jong
W. van Saarloos
A.S. Roeters

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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 12 June 2023.

Independent auditor's report

To: the supervisory board of Rijksuniversiteit Groningen

Report on the financial statements 2022 included in the annual report

Our opinion

We have audited the financial statements 2022 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 2022, and of its result for the year 2022 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 2022, 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 2022 ('Onderwijsaccountantsprotocol OCW 2022").

The financial statements comprise:

- The consolidated and company balance sheet as at 31 December 2022
- The consolidated and company statement of income and expense for the year 2022
- 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 2022. 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 2022" (WNT Auditing Protocol 2022), 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" (director's report) of the ''Onderwijsaccountantsprotocol OCW 2022''

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 2022'' 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 2022''.

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 2022''.

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 2022'', 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, 12 June 2023

Ernst & Young Accountants LLP

signed by J.J. Kooistra

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Appendix A
Key figures and indicators

Teaching

Collegejaar	2022-2023	2021-2022	2020-2021	2019-2020	2018-2019	2017-2018	2016-2017	2015-2016
Students*								
Total	34.633	35.136	34.121	31.828	31.125	29.296	28.452	27.867
UG's market share in NL	10,2%	10,3%	10,4%	10,5%	10,7%	10,6%	10,7%	10,8%
Foreign nationals	9.422	9.048	8.226	7.477	6.889	5.551	4.764	3.997
Share of foreign nationals at UG	27,2%	25,8%	24,1%	23,5%	22,1%	18,9%	16,7%	14,3%
Registration categories*								
Full-time	34.283	34.699	33.675	31.420	30.694	28.823	27.962	27.334
Part-time	306	392	402	354	377	427	448	488
Dual	44	45	44	54	54	46	42	45
Registration per academic phase								
Propedeutic	11.485	11.491	10.632	9.510	9.574	8.452	7.530	7.279
Bachelor	10.895	10.723	10.849	12.242	11.551	11.154	11.358	11.089
Master	11.077	11.563	11.164	10.076	10.000	9.690	9.564	9.499
Pre-master (as of 2020-2021 separated from Bachelor's program)	1.176	1.359	1.476					
Intake of first-year students**								
Bachelor	6.888	7.478	7.498	6.641	7.047	6.246	5.690	5.286
Master	1.115	1.352	1.133	922	1.026	837	818	695
Total	8.003	8.830	8.631	7.563	8.073	7.083	6.508	5.981
Market share	9,4%	9,7%	9,4%	9,2%	10,0%	9,5%	9,5%	9,4%

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Collegejaar	2022-2023	2021-2022	2020-2021	2019-2020	2018-2019	2017-2018	2016-2017	2015-2016
Degrees								
Bachelor	***	***	***	***	***	***	4.013	4.341
UG's market share in NL	not available	4.611	5.149	4.389	4.195	4.036	4.260	4.060
Master	not available	10,7%	11,6%	11,1%	11,1%	11,1%	11,8%	11,5%
UG's market share in NL	not available	5.064	4.919	4.413	4.409	4.223	4.206	4.015
Master Marktaandeel RUG in NL	not available	9,5%	9,2%	9,3%	9,4%	9,4%	9,7%	9,6%
Funding								
Funded registration	21.237	22.106	21.815	19.854	19.576	18.189	17.628	17.589
Funded degrees	not available	8.545	9.006	7.785	7.703	7.459	7.581	7.435

Definitions

Bron: 1 Cijfer Hoger Onderwijs (1cHO) bestand van 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)
*** No longer registered as 1cHO exam

Explanatory note

The intake of bachelors in 2022-2023 was lower than during the 'coronavirus years'. This is partly due to the introduction of numerus fixus for two programmes (B Biology and B Biomedical Engineering) and generally lower intake (particularly for B Law). The lower intake is probably due to the fact that more pre-university education students have opted not to study immediately after obtaining their pre-university education diploma. The growth in the number and share of internationals has continued. The number of diplomas is lower than last year when there was a peak of graduating students from large cohorts in 2018-2019 in three major degree programmes: B Psychology, B International Business, and B Law.

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Research

Calendar year	2022	2021	2020	2019	2018	2017
Research [1]						
Academic staff (FTE)	2.520	2.215	2.042	1.795	1.799	1.795
PhD theses	610	640	591	546	507	502
Market share of UG	n.b.	13,4%	16,5%	11,0%	10,5%	10,6%
Academic publications (excl. Dissertations)	9.639	10.333	13.966	10.178	9.002	8.550
Market share of UG	n.b.	11,8%	16,2%	12,6%	11,5%	11,4%
Veni, Vidi and Vici grants by NWO [2]	18	9	22	14	20	20
Market share of UG	n.b.	6,4%	10,2%	6,4%	9,4%	9,7%
Veni, Vidi and Vici grant applications [2]	n.b.	78	158	135	152	153
Market share of UG	n.b.	9,7%	11,0%	9,2%	9,9%	9,8%
Staff (FTE, excl. UMCG)[3]						
Academic staff (FTE)	2.643	2.551	2.463	2.405	2.339	2.296
Market share of UG [4]	n.b.	8,4%	8,5%	8,9%	9,0%	9,0%
Non-Dutch nationals	1291	1235	1119	1078	1014	940
Administrative and supporting staff	2.167	2.003	1.916	1.971	1.909	1.833
Market share of UG	n.b.	9,3%	9,3%	10,0%	10,1%	10,0%
Non-Dutch nationals	173	158	120	119	107	91
Full professors	310	315	317	301	301	294
Market share of UG	n.b.	10,3%	10,5%	10,3%	10,7%	10,9%
Associate professors	289	265	252	265	251	244
Market share of UG	n.b.	9,6%	9,9%	10,8%	10,5%	10,6%
Assistant professors	597	547	511	516	483	438
Market share of UG	n.b.	8,9%	8,9%	9,6%	9,3%	8,7%
Employed PhD students	745	741	730	702	688	737
Market share of UG	n.b.	7,3%	7,7%	8,0%	8,1%	8,8%
Non-Dutch nationals	425	429	386	377	359	359
Other academic staff	702	683	653	621	616	583
Market share of UG	n.b.	8,1%	8,0%	8,2%	8,6%	8,3%

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Calendar year	2022	2021	2020	2019	2018	2017
UMCG staff (FTE)[5]						
Academic staff (FTE)	1190	1152	1136	1050	1026	1005
Non-Dutch nationals	297	287	283	262	252	254
Administrative and supporting staff	689	657	620	637	620	614
Non-Dutch nationals	25	24	23	23	23	15
Professors	91	98	95	93	74	65
Employed PhD students[7]	475	442	442	421	384	418
Non-Dutch nationals	183	171	170	162	148	153
Current PhD trajects UG+UMCG [8]						
1a. Employed PhD students	1954	1942	1922	1920	1863	1916
1b. Employees engaged in PhD project	235	214	224	218	230	228
2a. PhD students from UG / UMCG	618	647	651	604	613	443
2b. PhD students alternatively funded	720	657	574	623	575	515
3. PhD students externally funded	487	477	455	429	402	371
4. Self-supporting PhD students (private means)	516	503	519	523	513	486
No information	65	59	59	59	66	65
Total	**4595**	**4499**	**4404**	**4376**	**4262**	**4024**
Non-Dutch nationals	2441	2354	2232	2177	2095	1906
Proportion of non-Dutch nationals	53,1%	52,3%	50,7%	49,7%	49,2%	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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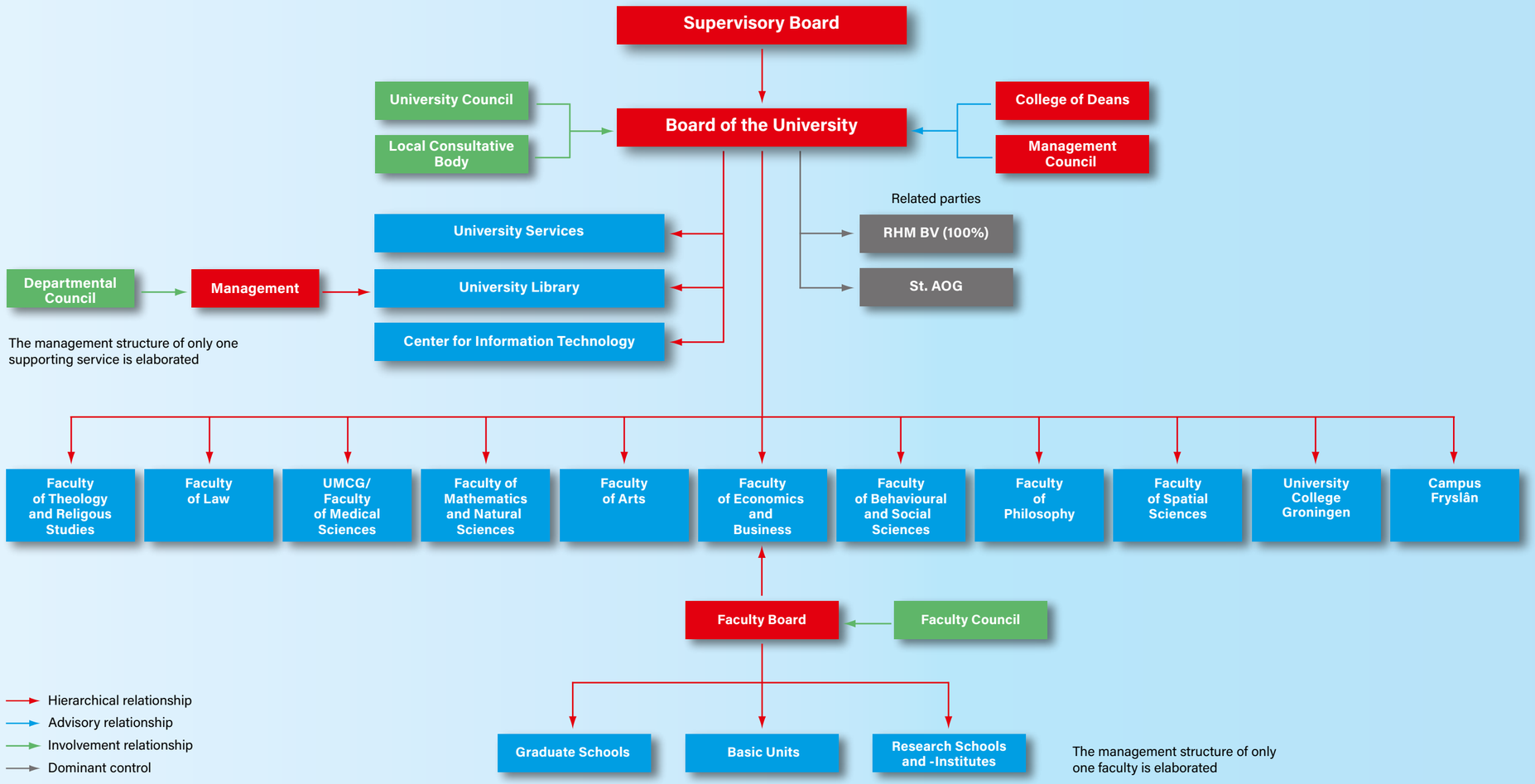
Appendix B Organogram



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Appendix 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.

Drs. H.S. de Jong

Henk Siebren de Jong (1964) studied Business Administration at the University of Groningen from 1983-1988 and also completed the Finance for Senior Executives programme at Harvard Business School in 2010. He also studied at the INSEAD Business School in Fontainebleau (2008) and the Brazilian Institute of Corporate Governance (2015). In 1990 he joined Philips, where he held various management positions in Europe, Asia, and Latin America (mainly since 2012). In 2017 he was appointed Chief of International Markets and in 2020, he became CEO Philips Domestic Appliances. He also teaches digital transformation management at ISE & IESE Business Schools in Sao Paulo and Barcelona. In 2019, De Jong became a member of the Advisory Board at Global Factories, a company that focuses on the safe processing and distribution of medicines. He is also a board member of the International Documentary Film Festival Amsterdam. In January 2022, he was appointed member of the Supervisory Board of the University of Groningen.

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.

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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 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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Appendix D
Additional positions (as per 31-12-2021)

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	RUG Houdstermaatschappij 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	RUG Houdstermaatschappij BV	no
Board treasurer	Business Generator Groningen Foundation	no
Treasurer of the 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
Member of the Supervisory Board	Foundation University Sports Centre	no
Member of the Board	AI Hub North Netherlands	no
Treasurer	Beheervereniging Het Eiland Helpermaar	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	RUG Houdstermaatschappij 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

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)
H.S. de Jong	
Member of the Advisory Board	Global Factories
Lecturer	ISE Business School São Paulo
Lecturer	IESE Business School Barcelona
Member of the Supervisory Board	International Documentary Film Festival Amsterdam (IDFA)
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
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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Appendix 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 2026
J.A.W.M. Biemans	Vice-President	1 September 2019	1 September 2027
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.S. de Jong	Member	1 January 2022	1 January 2026
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

university of groningen

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