university of groningen

2019 Annual Report

University of Groningen



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Spinoza Prize awarded to Amina Helmi

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Supervisory Board report

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The coronavirus (COVID-19), which has spread throughout Europe and the rest of the world, is affecting economies everywhere. The evolution of the virus and the measures taken by governments to combat it are also having a profound impact on the activities of the University of Groningen, including education and research. In mid-June, the University resumed in-person teaching on a limited scale, with priority being given to practical training and the supervision of students. Some lab research at a number of faculties has also resumed under strict conditions. The Board would like to express its deep appreciation and gratitude for the efforts made by everyone in these circumstances, both staff and students. These efforts have contributed towards a healthy academic community in which students, scientists, lecturers and all other staff members feel safe and can work, study, do research and move around as freely as possible. A little more is possible now, but we still have a long way to go.

The Supervisory Board of the University of Groningen met on six occasions in 2019. Many current topics were discussed with the Board of the University, as well as with the University Council and the Committee of Deans, the most important of which were: the aftermath of the discontinuation of the Preparation programme for the branch campus in Yantai; the selection and appointment of the new Rector Magnificus and the new member of the Board of the University; real estate investments; the institutional assessment for teaching quality assurance, including quality requirements for teaching; preparations for the new Strategic Plan for 2020-2025, and the consequences of the report published by the Van Rijn committee.

The visitation for the institutional assessment for teaching quality assurance took place at the beginning of 2019. The Supervisory Board is pleased that the University of Groningen was rewarded with a positive assessment. The Assessment Committee also issued a positive recommendation regarding the use of funds from the student loan system for the (further) improvement of the quality of teaching. The Board welcomes the positive cooperation with the University Council and the involvement and enthusiasm of the academic community in the process of implementing these quality agreements.

In terms of business operations and facilities, in 2019 the Supervisory Board devoted a great deal of attention to the University's long-term accommodation plan. In particular, the construction of the Feringa Building to replace the current building at Nijenborgh 4 has, due to its scale, major implications for the future financial position of the institution. The governance of and risk management for this project require a great deal of attention. Construction started in the summer of 2019. The Board is also closely involved in the development of the Healthy Ageing Campus, in close cooperation with the UMCG. In addition, the process of introducing a new business management system for the HR and Finance departments (as of 1 January 2020) was high on the agenda in 2019.

The Board has concerns about the recommendations issued by the Van Rijn Committee in 2019 regarding the funding of higher education. The shift of resources from humanities, social sciences and medical degree programmes in favour of STEM degree programmes could have significant undesirable consequences for our broad-based classical university and threaten the high-quality teaching and research in these faculties. Moreover, the Committee's recommendations do nothing to solve the problems with which the sector has been struggling for some years now, such as the high workload experienced by academic staff and underfunding per student.

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At the beginning of 2019, concerns also arose about the financing of the NOHA programme offered by the Faculty of Arts. The Board of the University commissioned an external party to carry out an investigation and the findings were announced at the beginning of 2020. It was found that a number of Faculty staff members had created a vehicle to keep funds for this programme outside the University of Groningen and thus outside the scope of the University's internal rules and control mechanisms. The University has taken appropriate action against those involved. The University of Groningen has clear rules regarding (academic) integrity and it is very important that staff members behave according to these rules.

Although a decision was taken at the beginning of 2018 to cease preparations for the application to the Ministry of Education, Culture and Science to provide transnational education in Yantai, the completion of this dossier still requires a lot of time and effort. The Board has adopted and followed up on the recommendations set out in the Ecorys report published at the beginning of 2019. This concerned the investigation into the financing of the start-up costs of the project. At the end of 2019, an evaluation was launched under external chairmanship, focusing on the decision-making process surrounding this project. The results are expected in the course of 2020.

In June 2019, the University of Groningen celebrated its 405th anniversary. The theme of the 81st lustrum was "All Inclusive". With this theme, not only was everyone invited to celebrate the anniversary, but the University also set itself a task for the future. Outstanding teaching and research benefits from an open academic community that is made up of many different talents. Diversity is an integral part of this and makes it even stronger. The strength of diversity can only come into its own if everyone – students and staff members – can really participate and feel at home. During the lustrum celebrations on 14 June 2019, the University of Groningen said farewell to Elmer Sterken, who held the position of Rector Magnificus with great enthusiasm and commitment for over eight years. We would like to express our gratitude and appreciation for his vision and commitment, which were instrumental in the further development of the University and contributed towards the University's excellent national and international standing.

On 15 November 2019, after a period of almost eight years, the University also said goodbye to Jan de Jeu. With the appointment of De Jeu as member and Vice President of the Board of the University, the University of Groningen broke with the tradition of recruiting administrators from its own ranks. He was best known as the finances man. With his analytical ability, decisiveness and power of persuasion, he led a number of significant developments and was indispensable in one of the most resolute Boards of recent decades. The Board would like to express its profound gratitude and appreciation for all his work.

On 1 September 2019, the Supervisory Board appointed the University of Groningen's first female Rector Magnificus, Cisca Wijmenga, and Hans Biemans was appointed member of the Board of the University. Both have our full support and we wish them every success.

The University of Groningen is ambitious and has a proven track record. It has committed and enthusiastic academic staff and a lively student community, as well as consultative participation bodies that have a critical eye and play a vital role. It is pursuing an extensive investment programme in the field of real estate and is renewing its business operations systems. Following the positive results of the institutional assessment for teaching quality assurance, in mid-2019 the first steps were taken in the process of drawing up a new Strategic Plan for the period 2020-2025. It is heartening to see that the entire academic community is involved in the development of this plan. This gives us hope for the future.

The Supervisory Board believes that the University of Groningen is in an excellent position to look to the future with confidence. This is due to the joint efforts of its administrators and staff, and also to the efforts of the students. Everyone has their own role to play in this process. We are confident that the University will continue to develop and improve in the years to come.

T.H.J. Joustra
Chairman of the Supervisory Board



Foreword by the Board of the University

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At the time of writing, the world is in the grip of the COVID-19 pandemic. Students and staff at our University are justifiably very concerned about their health and the wellbeing of their family, friends and loved ones – many of whom live on the other side of the world. We have been forced to suspend in-person teaching and research at our institution for the time being. In 2019, nobody could have predicted the disruptive impact of COVID-19, but its effects will be felt throughout 2020 and possibly for many years to come. We would, therefore, like to express our sympathy to all those who have been severely affected by the crisis, be it in a personal or professional capacity. The University of Groningen will do everything in its power to minimize the impact on students, staff, partners and other associates. The University's approach is in line with the guidelines issued by the Ministry of Education, Culture and Science (OCW), in accordance with the assessment framework laid down by the Ministry in the service document 'Higher Education – Approach to the coronavirus COVID-19'. The purpose of this service document is to provide institutions with guidance on how to implement in practice the measures announced for higher education to combat the spread of COVID-19.

Even if a debate arises regarding the content of the decision with respect to the Higher Education and Scientific Research Act (WHW) and/or internal regulations such as the Teaching and Examination Regulations (OER), the Board of the University will adhere to the following assessment framework:

- Public health
- Compliance with RIVM guidelines as much as possible
- Interests (including safety and health) of the students and staff
- A commitment to ensuring the continuity of (online) teaching and organizational processes (i.e. not an obligation to achieve results) focused on the degree certificate process and progression
- Cautious motivation
- Feasibility/Administrative controllability
- Focus on core tasks
- Clarity and calm

It is too early to take stock at this point, but the post-crisis world will look quite different from the pre-crisis world. In this new situation – and perhaps even because of this new situation – a broad university such as ours will have an important role to play, for example in the development of medicines, vaccines and therapies. The University is also committed to helping solve other problems that the 1.5-metre society will have to face, whether social, economic or otherwise. We will also see new possibilities arise, and new doors will open. Students and staff are currently working on all kinds of great initiatives and (predominantly digital) partnerships are being explored. We are learning about the possibilities of online teaching, online exams, online PhD ceremonies, online taster sessions and online open days. That fills us with courage and pride. We would also like to express our gratitude and appreciation to all members of staff who are pulling out all the stops to keep the University

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running as smoothly as possible, whether from their home office or elsewhere.

We still do not know how long the pandemic will last and what the repercussions will be, which makes it difficult to make specific assertions about its impact, consequences and implications. New frameworks – financial and otherwise – will emerge within which the University must operate and prepare itself for the future. The University of Groningen also has to bear in mind the policies pursued by the Dutch government. The recommendations of the Van Rijn Committee regarding the financing of higher education pose a challenge, especially in the current situation in which our broad university, with its many interdisciplinary collaborations between all kinds of scientific fields, can provide clear added value.

We now turn from the present and the future to the past year. Regardless of other events, 2019 deserves a place in the annals because our University celebrated a lustrum year. We celebrated our 405th anniversary with a series of festivities dedicated to the theme All Inclusive. The anniversary week was a particular highlight, as was the day on which astronomer Amina Helmi was awarded the prestigious Spinoza Prize. She is one of our top researchers and sets an example for young colleagues as well as for women in science in general. She was also awarded the international Suffrage Science Award. I am delighted that women's contribution to academia is on the rise, albeit far from fast enough.

In 2019, the University of Groningen was unfortunately confronted with a suspected case of subsidy fraud at the Faculty of Arts. It transpired that €1.2 million in subsidies and tuition fees did not reach the University, but rather the Stichting NOHA Groningen. This foundation was set up in 2014 without the knowledge of the University. The Board would like to emphasize that the initiative was conceived with the best intentions, started small and was primarily seen by those involved as an effective way of implementing the NOHA programme. Of course, initiating solutions to solve problems is in the nature of our University, but diverting funds outside of the University is not and is in violation of the established rules that apply to everyone. These rules are explicitly meant to guarantee transparency and, by extension, to provide full accountability to society. For this reason, the Board of the University felt compelled to take measures against the staff involved, however much it acknowledged and regretted the personal consequences for them.

On a positive note, the Minister of Education, Culture and Science approved the additional application for the PhD Scholarship Programme Experiment. This means that the University may recruit a maximum of 650 PhD scholarship students over a three-year period, in addition to the 850 from the first round. PhD students in this programme have student status, the opportunity to shape their own research and receive targeted training for a career after finishing their PhD. Our experience so far has been that PhD scholarship students are an asset to the doctoral system.

Furthermore, in the summer the Accreditation Organisation of the Netherlands and Flanders (NVAO) issued a positive assessment following the institutional assessment for teaching quality assurance. This is a magnificent endorsement of teaching at the University and recognition for the cooperation between faculties, participation bodies and the management. The positive assessment confirms that teaching at the University is of a high standard and that our quality assurance processes are in good order. The helpful recommendations of the Assessment Committee and the NVAO will enable us to improve even further. Earlier in the year, the University of Groningen also maintained its position as the best general Master's university in the Netherlands, sharing first place with Maastricht University.

In 2019, we started developing the Strategic Plan for the period 2020-2025, in close consultation with the University's community and other stakeholders. We hope to finalize that process in the course of 2020, however, it is not inconceivable that the COVID-19 crisis will have an impact on our perspectives and ambitions. The essence of the Strategic Plan will in any case remain the same; to strengthen and expand connections and cooperation – within and outside the University. The focus will be on social themes that require an interdisciplinary approach and that are of particular relevance to the region and beyond. These are global challenges, and the University of Groningen has the knowledge and research required to tackle those challenges head on.

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Society is increasingly demanding meaningful contributions from universities. As such, the University of Groningen is evolving to become an open academic community with strong regional ties. This is generating much enthusiasm and successful initiatives. For example, we are working with the Province of Drenthe and TVM to create an IT hub in Hoogeveen, ideas are being developed for partnerships between educational institutions and companies in Emmen, and the new Bachelor's degree programme in Global Responsibility and Leadership at Campus Fryslân has already been recognized as a "Top Degree Programme".
In this respect, the University of Groningen has also taken great strides regarding the University of the North (UvhN), a partnership with Hanze University, Van Hall Larenstein and NHL Stenden University of Applied Sciences. With financial support from the Dutch government, the UvhN wants to focus on three areas: the energy transition (with a particular emphasis on hydrogen and green chemistry), public health and digitization. Together with the business community and civil society, we can harness the potential and increase the economic strength of the Northern Netherlands.



The University of Groningen is embarking on a new decade, the start of which has been marked by adverse conditions as a result of COVID-19. Nevertheless, we have hope for the future. Our institution and its organization is vital and resilient. In its long history, the University of Groningen has survived many trials and tribulations – thanks in part to its solid foundations – and, by adapting itself in good time, it has emerged ever stronger. Our students, staff and partners are enthusiastic, passionate and committed. Together, we will build on the success of our University in the 2020s.

The Board of the University of Groningen,

Prof. Jouke de Vries
President

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1 Profile and position



Lustrum Celebration: The opening of the University Museum, 5 June 2019

1. Profile and position

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1.1 Mission and vision

The University of Groningen is an ambitious international research university with strong, thriving roots in the north of the Netherlands. The University creates and shares knowledge through outstanding research and education. With an academic tradition dating back to 1614 and a rich heritage, the University is a unique academic community with a strong sense of belonging and a culture of innovative education and research.

Research and education are driven by curiosity and tie in with the needs of the global community. Research at the University is based on powerful core disciplines. The University community in Groningen is convinced that exceptional education and research can only take place in a diverse academic community, consisting of many different nationalities and talents. The international character of the University is reflected in the way lecturers teach a diverse group of students.

The University's research, social impact and education are closely interwoven and take place in an environment that celebrates and promotes academic freedom. This encourages students to become active, independent, critical and responsible citizens of the world, helping to solve the scientific and societal problems of the future.



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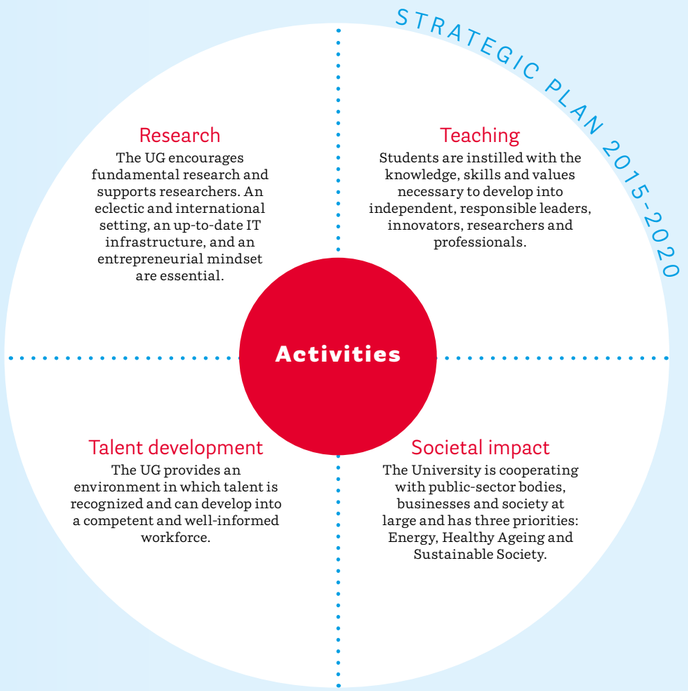



The new Strategic Plan

In 2019, preparations for the Strategic Plan for 2020-2025 got underway. To begin with, the Board of the University asked the faculty boards, deans and service unit boards to evaluate the previous Strategic Plan for the period 2015-2020. The results of this evaluation were shared with the University's consultative participation bodies.

Following this, several open-space meetings were organized in 2019 at the request of the Board of the University. At these meetings, students and staff were able to provide their input for the Strategic Plan for 2020-2025. The Board of the University and the Deans then jointly established a number of substantive and financial frameworks during various strategic sessions.

These strategic frameworks will be discussed in the spring of 2020 with the University's external stakeholders, including governmental organizations, the business community and other social partners. Finally, once the University's consultative participation bodies have been consulted, these frameworks will be translated into objectives and into faculty strategic plans. The expectation is that these plans will be ready in 2020.

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1.2 Alliances and cooperation

University processes result in a continuous throughput of people and knowledge. In this regard, the University works together with an abundance of partners and is involved in major networks. The University maintains close relationships with institutions in pre-university education and higher vocational education for instance, from which many students proceed to university. In this context, the University also has many contacts with partner universities within and outside the Netherlands.

In scientific research, the University cooperates in various diverse partnerships with other knowledge institutions, public-sector bodies and businesses. The faculties themselves also invest heavily in extending and reinforcing their national and international networks to consolidate their profile and research base. In this regard, new academic as well as industrial partners and the exchanging of staff are being considered.

The Groningen Agreement

The University of Groningen is cooperating with the City of Groningen, Hanze University of Applied Sciences (UAS) and the University Medical Center Groningen (UMCG) in what is known as the 'Groningen Agreement'. Arrangements have been agreed regarding the facilities and positioning of Groningen as a City of Talent. Subjects include creating and attracting new knowledge-intensive businesses and knowledge initiatives, implementing traffic measures to keep various city locations accessible, student housing (for Dutch and foreign students), and IT facilities at city level.

UMCG

The UMCG is the affiliation established on 13 January 2005 between the former Academic Hospital Groningen (AZG) and the Faculty of Medical Sciences of the University of Groningen. It was established according to the principle that the University would be responsible for teaching and research policy, while the academic hospital would be responsible for patient care, providing employment and specialist medical training. These tasks are inextricably linked.

Within the framework of the UMCG, an integrated policy is followed for teaching, research, patient care and specialist training. During the establishment of the UMCG, the AZG and the University of Groningen agreed on a financial arrangement. This arrangement was updated in 2019. The regulations were approved in full by the Joint Policy Body on 5 December 2019, in accordance with Article 12.21 of the Higher Education and Research Act (WHW, Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek).

The AZG-UG plan document for 2020 was approved by the Joint Policy Body on 6 December 2019. This document sets out the coordination required between the academic teaching and research activities and the related patient-care and training tasks.

The UMCG Board of Directors approved the teaching programme for the 2019-2020 academic year, taking account of the staffing and logistical implications for the hospital section of the UMCG, which – subject to conditions – provides the facilities required for clinical instruction, thus enabling the programme to be organized in such a way as to comply with the learning outcomes set out in the Training of Physicians Decree pursuant to the Health Service Occupations Act.

Campus Fryslân

The Province of Fryslân and the city of Leeuwarden are responsible for the costs of constructing Campus Fryslân. The University's newest faculty has moved into the Beurs building, the renovated faculty building in the historic centre of Leeuwarden. In September, the Faculty opened its doors to students of the Bachelor's degree programme in Global Responsibility & Leadership, the Bachelor's degree programme in Law and the Master's degree programmes in Sustainable Entrepreneurship, Governance and Law in Digital Society, Cultural Geography (Tourism and Planning) and Multilingualism.

The Faculty has 163 students, 107 of whom are following one of the two degree programmes offered entirely at Campus Fryslân. In 2020, we will focus on developing new programmes and increasing the number of students. Four PhD projects were completed in 2019.

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In 2019, the Graduate School grew to 24 regular full-time PhD students and 13 external PhD students. Research at the Graduate School is organized around four main research themes ('flagships'): Culture, Language & Technology, Governance, Sustainable Economy and Food & Health and an overarching theme, Data Driven Science. With the exception of Culture, Language & Technology, the flagships have a chair or an associate professor position. The aim is to fill the remaining position in 2020.

Campus Fryslân organizes inspiring events and lectures for young and old. In 2019, there were 24 public events that attracted around 3,000 visitors. The people of Friesland are becoming acquainted with science at an increasingly younger age. In 2019, a series of science lectures for professionals entitled "Successful entrepreneurship in a circular economy" was also organized for the first time.

1.3 Alumni relations and fundraising

The Alumni Relations and Fundraising (A&F) department is responsible for the University of Groningen's alumni policy and relationship development. The department organizes University-wide activities and services for former students and provides support to faculties for faculty-level activities.

Alumni policy

The involvement of former students is important for our University. The University can use their feedback to improve its education. Alumni help new generations of students by, for example, becoming mentors or giving guest lectures about their work experiences. Or they support students and researchers by making donations or providing access to their network.
The University keeps in touch with and informs its alumni through various channels, such as the alumni magazine Broerstraat 5 and the English-language World Wide Newsletter.

In collaboration with many enthusiastic alumni, A&F organizes national and international events for former students, which are not only fun and sociable occasions with a hint of nostalgia, but they also highlight the University's research themes. Examples include: the alumni event in San Francisco as part of the national promotional campaign 'Holland in the Valley'; the well-attended event at De Nederlandsche Bank with DNB President Klaas Knot and investigative journalist Jeroen Smit as speakers, and the alumni event with Minister Stientje van Veldhoven in The Hague.

For graduates under the age of 35, there is the Young Alumni Network, which organizes activities and workshops generally geared towards career support and personal development. In the context of internationalization and the recruitment of international students, every year new graduates from different countries are asked to be ambassadors of the University. These International Alumni Ambassadors promote our University's identity on the ground, help as volunteers in activities such as recruiting prospective students in their home countries and provide support and guidance to international students in the Netherlands.

The University's 405th anniversary was also celebrated by alumni in various cities all over the world. In Groningen, more than 600 alumni took part in the lustrum festivities. Christiaan Triebert was elected Alumnus of the Year. Triebert is a visual investigative journalist for the New York Times and Bellingcat, as well as being one of the founders of a new kind of investigative journalism.

Particular attention was paid to the development of a new alumni policy, in collaboration with the faculties. This should lead to greater coherence and more intensive cooperation. In addition, A&F will continue to focus on the internationalization of the University and thus the alumni database. This will require broader deployment of new and existing means of communication in keeping with the University's general communication strategy.

Fundraising

A&F supports the Ubbo Emmius Fund (UEF) and – for the time being to a lesser extent – the Groningen University Fund in raising funds for scientific education and research. The UEF was set up in 1996 with the aim of bringing 'town and gown' closer together and raising funds for teaching and research projects. The UEF is managed by an independent, unpaid Board comprising alumni and other members

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who are committed to helping to support the University. The chair is Paul Polman, the former CEO of Unilever.

The University of Groningen and the UEF have enjoyed the support of alumni, staff, students and business associates for many years. Funds are raised through targeted fundraising campaigns, and the UEF also receives funding from inheritances, legacies, dividends and interest. One of the UEF's projects is the Eric Bleumink Fund (EBF), which offers talented students from developing countries the opportunity to study in Groningen. In 2019, five new scholarship students were able to start their degree programmes.

In 2019, the UEF had almost 1,873 unique donors, 975 of whom were regular donors and 898 were one-time donors. The UEF's revenue amounted to €6.1 million. The Fund paid out €5.3 million to the University of Groningen for teaching and research purposes. For medical training and research, the UEF contributed a total of €0.6 million to UMCG/O&O (UMCG/Research&Teaching), which is part of the University Medical Center Groningen. A total of €0.06 million was awarded to students and employees in the form of scholarships and prizes, bringing the total amount of funding for teaching and research to €6 million. The UEF also incurred expenses (€0.02 million) that do not directly support teaching and research, such as obtaining legal advice regarding wealth creation and management at the UEF.

In recent years, efforts have been stepped up to cooperate more closely with the Groningen University Fund (GUF), which has resulted in support for the GUF's travel grants. Students now have the opportunity to crowd fund via the website www.rugsteunt.nl, whereby the GUF matches part of the money raised. In 2019, thirty students were awarded a travel grant through this scheme.

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2 Research



Lustrum Celebration: The opening of the University Museum, 5 June 2019

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The University of Groningen is among the top European research universities. This success is due to the innovative application of fundamental research in order to resolve societal as well as interest-driven issues. To this end, the University participates in many national and international research programmes. Groningen-based researchers collaborate with colleagues all over the world on a daily basis. This approach reflects the University's research mission, which is to stimulate and carry out good and excellent research, and thus to contribute to:

- the functioning and well-being of society at local, national and international levels, by creating insights, breakthroughs and innovations in science and by focusing on current social issues
- the best training for students, by bringing them into contact with the latest and most innovative research in their discipline

Preparations for the Strategic Plan for 2020-2025 got underway in 2019; it is expected that the definitive version will be available in mid-2020. In terms of research, the focus will be on increasing the commitment to and the visibility of interdisciplinary research by creating interfaculty partnerships, which will be supported by strong disciplinary pillars in the faculties. The content and substance of the partnerships will be clearly demarcated in collaboration with the faculties, whereby the focus will be on social themes, such as those addressed as part of the EU's Green Deal. The partnerships will work closely with social partners.

2.1 Fundamental research

Investment Agenda

In 2014, the Board of the University decided to draw up an Investment Agenda in order to reinforce our teaching and research, with the emphasis on research. The sum of €35 million has been reserved for implementing the Investment Agenda, and 28 Faculty Plans have been developed. In September 2015, implementation of these plans commenced.

The reports for 2019 show that both the ongoing educational activities and efforts to strengthen research are still not achieving the expected results. In addition, a number of projects experienced delays once again, due to problems in recruiting staff and tendering procedures. Since the structural embedding of projects is based on these results from education and/or research, it remains to be seen whether the projects will be continued after the end of the Investment Agenda. For most projects, the investment agenda ends in 2020.

The embedding and continuation of the projects as well as the deployment of recruited staff was discussed during the 2019 Administrative Meeting. The causes of the difficult and (too) limited implementation of the projects were also discussed in order to learn lessons for the future, both in terms of the process and content.

Talent policy

To reinforce its research, the University devotes particular attention to talent policy, from the Research Master's stage to professorship. This is done at University as well as faculty level. Key aspects of this policy include the Tenure Track programme, the Rosalind Franklin

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Fellowship, the PhD Scholarship Programme in the Graduate Schools, the Young Academy Groningen and the Dean of Talent Development. In 2019, the University of Groningen strengthened its talent policy by adopting the TD 3.0 memorandum and by recruiting a new Chief Talent Officer.

PhD Scholarship Programme

In the context of the PhD Scholarship Programme Experiment of the Ministry of Education, Culture and Science (OCW), on 1 September 2016, the University launched a programme for a maximum of 850 PhD scholarship students. At the end of 2019, a request was submitted for 650 additional places, which was granted at the beginning of 2020. The total number of students who had started the PhD Scholarship Programme as of 31 December 2019 was 838. Forty-one PhD scholarship students started their PhD projects in 2019; considerably fewer than in 2017 and 2018 because the cap of 850 students had almost been reached. For 99 students their contract came to an end; for 30 of those 99 students their contract was terminated prematurely. At the end of 2019, 739 PhD scholarship students had a contract. By the end of December 2019, 14 PhD scholarship students had obtained a PhD.

Over the entire duration of the programme, approximately 63% of the PhD scholarship students have received a full scholarship. The other 37% are international PhD scholarship students who have a scholarship from their home country and receive a “top-up” grant within the PhD programme, which gives them a net income that is at the same level as that of PhD students with a full scholarship. Since 1 January 2019, the University of Groningen is permitted to exclude these “top-up” grants from the number of students taking part in the experiment. From that date onwards, only PhD students with a full scholarship have started the experiment.

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

Young Academy Groningen

The Young Academy Groningen (YAG) was established in 2016. The YAG is a select group of young, talented and more widely oriented scientists at the University of Groningen. The objective is to train and develop young scientific talent for management tasks, to develop and strengthen the University’s public activities (“outreach”). In 2019 the YAG had 37 members. After the selection round in 2020, the YAG will have 44 members; once the founding members have completed their five-year term of office in 2021, membership will decrease to a consistent number of members (around 35).

In 2019, the Board of the University decided to provide structural funding for the YAG, thereby ensuring its existence for the coming years. The Board and the faculties recognize the clear added value of the YAG when it comes to expressing the opinions of the group of young scientists at the University. Moreover, the YAG plays an important role in strengthening the cooperation between the different disciplines within the University. The YAG is also actively involved in shaping the strategy of the University and its faculties.

2.2 Societal themes

In interdisciplinary research, the boundaries between classical disciplines are torn down. This is not only required to obtain fundamental insights, but also to find innovative solutions for today’s societal challenges. That is why the University, in the years to come, will invest more in the realization of inter-faculty collaborations, also to increase the impact of our focus areas. As mentioned above, this will feature prominently in the Strategy Plan for 2020-2025, preparations for which commenced in 2019.

Following a previous extensive internal discussion, it was concluded that the most appropriate organizational structure for the three societal themes would be a bottom-up approach. This has since been implemented for the Healthy Ageing theme, via the Aletta

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Jacobs School of Public Health – in which the UMCG and the Hanze University of Applied Sciences Groningen are also involved. A similar structure has been realized for Sustainable Society with the recruitment of a new scientific director.

The situation with regard to the Energy theme is somewhat different because the New Energy Coalition, in which the University of Groningen participates, also plays an important role. The New Energy Coalition was launched in 2017 and is the result of a merger between Energy Academy Europe, Energy Delta Institute and Energy Valley. The legal merger was completed in 2018.

The Groningen Energy & Sustainability Platform, consisting of University of Groningen scientists involved in energy education and energy research, was founded in 2010. In 2019, the University decided to extend the NEC partnership for a period of at least three years. In addition, the University is active in the Global Centre on Adaptation, which is an extension of the Energy theme. The University admires its students and staff who are committed to social issues and will therefore award an annual Impact Award starting in 2020.

2.3 Research environment

Proper facilities for researchers and an open setting to work in are key preconditions for carrying out high-quality research with impact. As the University attaches great importance to sharing knowledge and ensuring such knowledge is gained in an ethical way, it is committed to Open Science, Research Data Management, and Academic Integrity. In that light, we actively support our researchers by providing the infrastructure required for this, such as PURE (the University's research information system), the Research Workspace, Research Impact Services, the Research Data Office and the Data Federation Hub. Faculties also provide support through, among other things, faculty funding officers, ethics boards and the drafting of additional guidelines.

Open Access

In 2019, the Open Access Services project entered its second phase. The provision of information regarding Read & Publish deals with major publishers has been significantly expanded and improved. Services have been developed to help researchers select open-access outlets and submit articles to the publisher. The uptake of OA articles is closely monitored and, where possible, missed opportunities are subsequently redressed. In addition, training courses and presentations are organized for research groups, research institutes and administrators. In 2019, in collaboration with other Dutch universities as part of the Taverne project, 2,800 publications were made openly available via the researchers' own institutional repository. Taverne will be continued as a regular service. The University of Groningen Press now publishes 20 digital scientific journals, which are preferably open access.

FAIR data

Since 2015, the University's research data management policy has focused on making research data 'FAIR' (Findable, Accessible, Interoperable and Reusable), via the Pure project, among others. In 2019, this policy was evaluated by means of 'friendly' audits at the faculties and institutes. On the basis of this and in view of current national and European developments, this policy has been revised. In doing so, four points of attention have been more clearly identified: monitoring data management plans, training researchers and research support staff, research data in education and sharing good practices. Inspired by the institution's duty of care pursuant to the new Dutch Code of Conduct for Academic Integrity, researchers who want to address ethical or legal dilemmas relating to (open) data in a responsible manner can count on support.

Pure

The research information system Pure is the main source for output figures for reports on quality assurance in research and for the University of Groningen's contribution to the VSNU's national Key Figures for University Research report. Thanks to regular updates, information from more and more phases of the research cycle can be recorded, which offers new display and reporting possibilities. Since 2019, it has also been possible to register grant applications, in addition to grant awards and research projects. The registration

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of activities, prizes and press/media reports has also been improved, as has the option to categorize all outputs and activities according to the intended target group (academic, professional or popularizing). This way, the social impact of the research can be better substantiated. Finally, the start of the Research Output 2020 project, which forms part of the ICT long-term plan, deserves a mention. The main goals are to optimize the administrative process, support grant-related processes and improve public accessibility through the Pure portal.

Research Impact Support

The Research Analytics Alliance project received a positive assessment at the end of 2019, which resulted in the decision to extend funding by three years. The University has set up a Research Impact Services desk. These services are aimed at providing reliable data to substantiate:

- benchmarks for quality assurance in research
- career reviews, talent scouting and recruitment
- grant applications
- collaborations
- trend analyses
- strength/weakness analyses
- growth opportunities for research at the University of Groningen

The online tool Altmetric.com was also launched. This tool makes it possible to gain better insights into the impact of research outside academia, including international high-quality newspapers, policy documents and social media. This presents an opportunity to better substantiate the social impact of the University of Groningen's research.

2.4 Quality assurance

Method

All faculty research institutes are assessed every six years by committees of external experts in accordance with the national Standard Evaluation Protocol (SEP). These SEP visitations are alternated with interim internal evaluations (mid-term reviews). During these evaluations, the 27 SEP institutes primarily responsible for the University's research are assessed in terms of quality, societal relevance, viability, management and leadership.

Evaluations

In 2019, interim internal evaluations of the SEP institutes of the Faculties of Arts (ICOG, CLCG and GIA) and Law (GCLG) and of the FSE's Kapteyn Institute were carried out. The reports are expected at the start of 2020. The mid-term reviews of all five UMCG institutes, of the FSE institutes GRIP and Bernoulli and of the SOM (FEB) were approved by the Board of the University in early 2019 following a positive recommendation from the University Committee for Academic Practice (UCW).

In 2019, the PRC report was published with the national SEP assessment of the research of the Faculty of Philosophy (GRIPh). Awarded three 1s (~ excellent on all three SEP criteria: Quality, Social Relevance and Viability), GRIPh was rated the best of the six institutes. The UCW approved the official responses from the Faculty to the PRC report. In addition, sociology research in the Netherlands was also externally assessed, including that of our Faculty of Behavioural and Social Sciences. The PRC report is expected in the spring of 2020.

2.5 Results

PhD students

In 2019, 708 students were admitted to a PhD programme (2018: 816). The start of the PhD Scholarship Programme on 1 September 2016 has (partly) led to an increase in intake, from an average of approximately 670 to over 800. Since the allocated number of places (850) for PhD scholarship students had been filled at the beginning of 2019, and there was still no clarity regarding an additional quota, fewer PhD students started in 2019. The percentage of international PhD scholarship students in the 2019 intake (which was around 55% in 2017 and 2018) fell to 51%.

In 2019, a total of 546 PhDs were awarded (2018: 507), of which 22 were 'Cum Laude' (2018: 31). Nationally, our share of PhDs awarded

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rose to around 11%. The PhD Scholarship Programme is expected to raise the number of successful PhDs to around 600 per year in the future.
In 2019, the percentages of the various types of PhD students at the University of Groningen were as follows:
PhD candidates with employee status 46%, staff members studying for a PhD 4%, PhD scholarship students 29%, externally funded PhD students (including HBO lecturers) 9% and external PhD students (no time or money provided for the PhD) 12%.

Individual researchers

In 2019, University of Groningen scientists continued to receive major grants and prestigious prizes and were elected as members of key academic communities. A selective list of these can be found in the appendix.

Under the NWO's Innovational Research Incentives Scheme, in 2019 the University of Groningen was awarded 13 Veni grants (8% of all grants awarded) and three Vidi grants (4%).

The University and UMCG were awarded five prestigious grants from the European Research Council: three Starting Grants (6% of the total awarded to the Netherlands), two Consolidator Grants (6%) and two Proof of Concept Grants (25%).

EU projects within Horizon 2020

In 2019, researchers at the University of Groningen and the UMCG launched 49 new Horizon 2020 (H2020) projects. In total, in 2019, we were involved in one project within the Seventh Framework Programme and in 208 projects within the Horizon 2020 programme. Of these H2020 projects, 134 were Pillar-1 projects, (including ERC and Marie Skłodowska Curie Actions). The University or the UMCG acted as coordinator for 23 consortium projects within Horizon 2020.

Reputation

For several years, the University of Groningen has been ranked in or near the top-100 universities in the most influential global ranking lists. In the 2019 edition of the prestigious Shanghai ARWU ranking, the University of Groningen rose one place to 66. In the Times Higher Education (THE) ranking, the University of Groningen moved up the table from 79 to 73, and in the QS World University Ranking from 120 to 114.

3 Education



Lustrum Celebration: The honoring of the Alumnus of the Year, 14 June 2019

3. Education

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The Strategic Plan for 2015-2020 is guiding for the education-related themes in this chapter. Progress in these areas is discussed once a year in the Administrative Meetings between the Board of the University and the faculty boards, using performance indicators, among other things. The five themes are:

1. Active learning
2. Social inclusion
3. Research-driven education
4. Internationalization
5. Preparation for the labour market

This chapter also contains a paragraph on the quality assurance system and its results in 2019 (1.6), as well as the use of the funds awarded to the University under the Higher Education Student Loan Act (1.7).

3.1 Active learning

The Strategic Plan emphasizes the usefulness of innovation and encourages staff and students to use innovative modes of instruction and techniques for active learning. Both at University and at faculty level, 2019 saw many initiatives for lecturer professionalization and to make lectures more interesting, more engaging and more effective. Student participation in their education is encouraged by more intensive use of methods and tools such as e-learning and formative assessment.

E-learning

In the 2018-2019 academic year, €2.9 million was spent on teaching innovation projects using funds from the student loan system. This was spent on 25 faculty projects and the development of three interdisciplinary Minors. The teaching goals are linked to the University's Strategic Plan: active learning, personalized learning and personalized feedback. The faculty projects are particularly focused on e-learning and the (further) development of 'tooling', such as Traintool for communication skills, SOWISO for mathematics exercises, LabBuddy for laboratory lectures, Short Answer Method for digital tests, Perusall for pre-lecture preparation, support teams for e-tools and the development of a validated digital test database. Faculties have submitted new plans for the implementation of the Quality Agreements/funds from the student loan system for teaching innovation from 2019-2020 onwards. Some of these plans build on previous pilots and projects.

The Association of Universities in the Netherlands (VSNU), the Netherlands Association of Universities of Applied Sciences and SURF have drawn up a national Acceleration Agenda for IT-based teaching innovation to promote knowledge sharing and collaboration between institutions. The Acceleration Plan covers eight themes/zones, each of which has been assigned its own acceleration team. The University of Groningen is working alongside the acceleration teams for Zone 4 ('Digital learning tools') and Zone 5 ('Safe and reliable use of study data'). These zones are in line with investments and teaching developments already underway at the University. The acceleration teams are working on outcomes that are relevant for all participating institutions (lecturer training, documents, guidelines, e-tool development).

Professional development of lecturers

The University of Groningen contributes to the permanent professionalization of its lecturers through the University Teaching Qualification (UTQ), Senior Teaching Qualification (STQ) and

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Educational Leadership (EL) programmes. The latter is organized in collaboration with the University of Twente.

In 2019, seven University of Groningen Educational Leaders started the third Educational Leadership programme. Ten senior lecturers and (educational) administrators received the certificate for completing the STQ. More than 140 UTQ certificates were awarded, representing an increase of almost 30%. The percentage of academic staff with a UTQ certificate is now 85.3%. In addition, in close collaboration with the Graduate School of Science, the Start to Teach training programme is offered to PhD students four times a year. This provides a range of courses covering all stages of a teaching career. The next step is to develop a policy and range of courses for continuous lecturer professionalization (after the UTQ).

The quality of lecturer professionalization is an important factor in teaching quality and is therefore also monitored by the University's Lecturer Professionalization committee. Between June 2019 and January 2020, the faculty boards were consulted in order to gain a better understanding of how the UTQ is safeguarded. Subjects of discussion included the development in UTQ percentages and the activities and needs regarding continuous lecturer professionalization (Permanent Education), the STQ and the Educational Leadership course.

Following on from the VSNU's 'peer review on lecturer professionalization' in 2018, a decision was taken to redesign the UTQ programme. The new UTQ aims to provide a greater boost to lecturers' development and to offer more space for personal goals. The UTQ format will become less prescriptive.

Testing, feedback and study progress

At the request of the Board of the University, in 2019 an internal University committee evaluated the implementation of the Assessment Policy adopted in 2014. The committee conducted this evaluation by consulting each of the faculties. The evaluation revealed that, in general, the faculties comply with the 15 basic requirements of the current assessment policy. Points of attention include the archiving of tests and the grounds for setting pass marks.

The committee recommended anchoring the vision on assessment more firmly in the institution's vision on education, paying particular attention to student-centred learning, achieving a better balance between formative and summative assessment, and promoting dialogue, for example by giving and receiving feedback. The committee also advises strengthening internal quality assurance for testing by paying more attention from the administrative side to the testing cycle at the front end, as well as safeguarding the cycle at the back end. This can be achieved through the continued professionalization of staff members. Once the University bodies have been consulted, the policy will be adjusted in 2020.

In 2019, three peer review sessions were organized for members of the Boards of Examiners, as well as an annual training day. The peer review sessions and the training day were attended by 40 and 60 members respectively and will be continued in 2020.

Within the current Digital Testing 2020 project, pilots are being carried out for more authentic ways of testing, making completed exams available digitally and digital testing for students with disabilities. In order to reduce the demand on examination desks, the number of examination slots has been increased and efforts have been made to physically expand the Aletta Jacobs Hall (2020).

3.2 Social inclusion

International Classrooms

The University wants to be a close-knit academic community where staff and students feel involved and where they continuously learn from each other. Diversity in disciplinary, social and cultural backgrounds is conducive to this. By acquainting themselves with diverse perspectives, staff and students get to develop and make the most of their talents.

In June 2019, a review of the University-wide implementation of the International Classroom (IC) was completed. This showed, among other things, that there is growing awareness at the faculties of the conditions required for the successful embedding of International Classrooms in degree programmes. Further analysis identified

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the requirements for structural progress during the 2020-2025 period. A key factor here is the systematic training of academic staff, Continuous Professional Development (CPD), in the field of International Classrooms.
Following the official completion of the IC project in July 2019, a decision was taken to allow the project team to continue its activities, with a particular emphasis on CPD. The modular programme of the Erasmus+ EQUiip project (www.equiip.eu), launched in June 2019, is being used for this purpose.

In December 2019, EQUiiP achieved a score of 85 out of 100 on criteria set by the European Commission and was awarded the 'Erasmus+ Good Practice' status. The Board of the University has made financial resources available so that it can provide and continue to provide expert support from the central University level to the faculties when deploying EQUiiP resources in their degree programmes. This contributes to the ongoing internationalization of the curriculum, in line with the ambitions and strategy of the University.

Until June 2020, discussions will be held with the main actors involved at the faculties on how to implement CPD support. The term being used for this 'EQUIPPING'. The University's Strategic Plan for 2020-2025 and the faculty internationalization plans will also be developed during this period. In line with the Administrative Meetings and the new Strategic Plan, a decision will be taken in June 2020 as to whether more detailed plans will be drawn up regarding more intensive support for the implementation of EQUiiP at degree programme level and whether this support will be structurally integrated into the University organization.

Match between student and degree programme

The Pre-University Academy stimulates and supports the exchange of knowledge and skills between Dutch primary and secondary education and scientists at the University of Groningen. This is achieved by forging links between secondary education and university, primarily focusing on the Northern Netherlands, but the Academy also reaches students and teachers all over the world through its online activities. Through various activities, they learn to value scientific knowledge and techniques (scientific wisdom). They also expand their knowledge and (academic) skills and become acquainted with academic language and culture. In this way, the Academy contributes to the creation of support for science and to the development of aspirations.

Through these educational activities, academic staff share knowledge and skills with (part of) society and discover the questions, needs, knowledge and skills of this section of society. In turn, this will benefit scientific research and education.
The Academy develops these links between secondary education and the University in collaboration with teachers and scientists. This results in activities (in schools, at the University and online) in which current scientific research at the University of Groningen is translated into the language and context of teachers and pupils (primary and secondary education). The activities are both activating and productive. Last year, more than 27,000 pupils and teachers participated in the various activities in schools, at the University and online.

Academy staff help scientists to set up academic education projects for teachers and pupils at primary and secondary schools and to organize and implement these activities. To this end, the Academy manages and supports an extensive network of teachers in the Northern Netherlands. In the past year, the Academy supported more than 100 scientists with their knowledge-sharing projects for primary and secondary schools. In the coming year, the activities will be expanded, using the available resources and staff to reach even more pupils and teachers through smart organizational practices. The continuous learning pathway "academic skills" will be expanded with Junior MOOCs for primary and secondary education and in cooperation with the teacher-training programme (EVN-RUG; Expertisecentrum Vakdidactiek Noord) and Science LinX the range of professionalization activities for teachers will be expanded in order to further promote the link between secondary education and the University of Groningen.

Language and culture policy

In 2019, efforts were continued to broaden and deepen language and culture policy. The faculties and service units recognize the importance of the policy and are building upon the foundations that

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were laid in 2017 and 2018 with in-depth English and Intercultural Competence (IC) courses. An updated language policy, adopted in 2018, provides guidelines for communication and the code of conduct for the use of English as the language of instruction. A mid-term report was submitted to the University Council in September 2019. More attention is being paid to language and collaboration in the workplace. Students are also being given better opportunities to develop in the field of English and IC, through both intra- and extra-curricular activities, for example through courses specially designed for the boards of study associations. International students also have the opportunity to participate in free Dutch courses and international staff are encouraged to acquire at least some knowledge of Dutch.

Many of the original plans were completed in 2019; other plans are in the final stages. The best practice meetings and master classes in the field of language and culture policy offer opportunities for networking, knowledge development and the sharing of ideas and experiences. The Nestor page supports this exchange.

Over the course of 2019, the Ministry of Education worked on the development of the Language and Accessibility Act (WTT; Wet Taal en Toegankelijkheid), which is expected to have a significant impact on the University's language policy after 2019. At the University of Groningen, the WTT implementation plan will be aligned as much as possible with the current language and culture policy and will be implemented in the spring of 2020.

Differentiation / excellence

The University of Groningen attaches great importance to giving students the opportunity to explore and use their interests and talents, and strives for sufficient differentiation in the range of degree programmes and courses available for students. Bachelor's students can choose from a wide range of both monodisciplinary and broad interdisciplinary degree programmes. The Master's phase offers a choice between a regular Master's programme, a selective Master's programme, including all Research Master's, and a Master's in Education.

The University also has a Minor system, which has been adjusted a number of times following the results of evaluations. Since 2019, the Education and Students Strategy department has been responsible for the Minor Policy and the coordination of University Minors (i.e., minors that can be followed by students from all faculties). An assessment has taken place of the intake figures for current University Minors and a number of interdisciplinary Minors have been developed within the framework of the Quality Agreements.

Partly at the request of the University Committee for Education, which supervises the range and quality of University Minors, procedures and criteria have been drawn up for new University Minors. Both focus on the development of a stable range of Minors. Additional strategic choices to retain existing and develop new University Minors will be based in part on the University's Strategic Plan for 2020-2025.

Since 2009, Bachelor's students with above-average results and/or sufficient levels of motivation have been able to follow an extracurricular programme at the Honours College (worth 45 ECTS credit points) in addition to their main degree programme. This programme focuses on deepening, broadening and talent development. The annual intake is about 325 students, including a large number of international students. The University of Groningen also offers an Honours Master's programme; around 100 students start this programme every year. The unifying theme for the Honours Master's programmes is Leadership.

In 2020, the Honours College will continue to collaborate intensively with the various faculties on interdisciplinary themes and with the regional business community in, among other things, the High Technical Systems and Materials programme. Work will also continue to create a community for excellent lecturers.

Studying with a functional impairment

In 2017, an evaluation of the current policy commenced, taking into account signals from students, study advisors, student counsellors, lecturers and other parties involved. The evaluation resulted in a new policy plan in 2018, which included the following key points: the improvement of information and the provision

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of information, the structural expansion of central support via the Student Service Centre (student counsellors and student psychologists, budgeted at approx. €300,000 per year), the standardization of procedures and the training of student advisors and lecturers. By implementing the policy plan, which is in line with signals from the NSE, the University is striving to improve support for students with disabilities. In 2020, a project leader and communications officer will be appointed using funds from the student loan system/for the quality agreements to accelerate the implementation of the policy plan.

In the National Student Survey (NSE) for 2019, the average appreciation for student support (theme score for functional impairment) decreased slightly compared to 2018 (3.37 in 2019, 3.43 in 2018). The most important signals concern the provision of information and the welcome and assistance provided at the start of the degree programme. The Advisory Committee for Students with a Disability (ACF), a sub-committee of the University Committee for Education, monitors and advises on policy.

3.3 Research-driven education

In 2019, too, the intertwinement of teaching and research in all phases was the basis for all academic teaching at the University. All degree programmes, including our Summer and Winter schools, are based on research. In the Bachelor's and Master's degree programmes, a great deal of attention is paid to teaching and practicing research skills. Students gradually develop those skills until they have mastered them at a high level and can perform them independently, which is reflected in the writing of an academic Master's thesis.

At the University of Groningen a high percentage of researchers with a PhD teach course units and incorporate recent research in their teaching. As a rule, the best researchers also participate in our degree programmes. Students are also often involved in current research projects. In addition to the focus areas of Healthy Ageing, Energy and Sustainability, we also try to find connections with current societal issues as far as possible. In the 2020-2025 strategic planning period, more attention will be paid to interdisciplinarity in research and education in order to strengthen teaching and research and build on the University's existing expertise.

3.4 Internationalization

Internationalization policy

The quality of graduates and degree programmes benefits from internationalization. The Strategic Plan sets out the course for this. Strategic projects such as the International Classroom and the training of teaching staff (EQUIIP), Language and Culture Policy and Summer/Winter Schools focus on the development and diversity of educational programmes and competences.

A 'global experience' for students is already an integral – or even mandatory – part of the curriculum in many degree programmes. Internationalization is also stimulated through lecturer exchanges and staff training. The cooperation agreements with partner universities abroad facilitate structural exchanges and lead to joint projects for teaching innovation, curriculum development, capacity-building, entrepreneurship and digitization.

Yantai branch campus and collaboration with China

The project, which started ambitiously in 2016 but was abandoned in early 2018, has been phased out in consultation with the Ministry of Education, Culture and Science and the Chinese partners (see also Section 7.1). Bilateral contacts with the Chinese Agricultural University and other Chinese universities have been intensified and consolidated. The grants provided by the Chinese Scholarship programme played a key role in this; 58 candidates were able to start their PhD programme at the University of Groningen in 2019. In the autumn of 2019, 26 University of Groningen students were advised to leave Hong Kong due to riots in the city. Discussions about academic freedom, scientific ownership and dual-use expertise development are taking place both at international and national level.

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Erasmus+ projects

Participation in Erasmus+ projects provides a major boost to educational innovation, capacity development and mobility. It structures activities, contributes to a targeted approach and strengthens international contacts. In total, the University of Groningen was involved in 22 Erasmus+ projects as a coordinator or partner, seven of which were Erasmus Mundus Master projects. A far-reaching application has been prepared jointly with the ENLIGHT consortium for a European University Network; an EU pilot project. The consortium consists of nine members: the five U4-Society members (Groningen, Uppsala, Göttingen, Gent and Tartu), plus: Galway, Comenius/Bratislava, Bordeaux and Basque Country.

Student and staff exchanges

Most of the University's degree programmes provide room for international student mobility, which usually takes place in the form of an exchange or placement. The EU Erasmus+ programme involves the awarding of outgoing mobility grants, both for destinations in EU/EEA countries and beyond. The University of Groningen's Marco Polo Fund complements Erasmus+, so that almost all students receive a contribution towards the costs when they go abroad to study.

In the past year, the number of outgoing University of Groningen students with a grant increased from 1,374 in 2017-18 to 1,481 in 2018-19; 854 students received an Erasmus+ grant and 617 a Marco Polo grant. Students who pay for their stay themselves or who go abroad for less than two months are not included in these figures. In 2019, the University of Groningen purchased the Mobility Online program and started rolling it out throughout the University. The purpose of this program is to ensure that outgoing student mobility is documented properly. In addition to collecting key figures and evaluating exchange agreements, it also provides a central overview of students residing abroad, which is necessary in the event of calamities.

Sixty-four staff members made use of an Erasmus+ or Marco Polo grant for guest lectureships, coordination visits or training. The University of Groningen has student exchange agreements in place with 372 universities in the EU/EEA. It has an additional 200 exchange agreements with partners in the rest of the world. The agreements are often specific to certain degree programmes or faculties. Since exchanges involve the recognition of credit points, the faculty exchange offices are an important link between the partner university, the student and the Board of Examiners.

In 2019, the number of incoming exchange students was 1,672. Although finding accommodation for international students continues to be a major challenge in the ongoing internationalization process, there was a significant improvement in 2019. Due to the concerted efforts of the Municipality, the University, Hanze University of Applied Sciences and the housing corporations, good progress was made. The "At Home in Groningen" website proved to be a very effective resource. Intensive communication with incoming students and informing them about possibilities and procedures also helped to avoid problems.

Summer and Winter Schools

The University of Groningen strives to organize a wide range of summer and winter schools. Last year, the faculties organized a total of 61 schools, both in Groningen and abroad, which attracted 1,623 participants from 125 countries. As such, they are an excellent way to present the research and educational programmes to an international audience. The schools play a vital role in enabling University of Groningen scientists to collaborate intensively with international partners and other stakeholders. In 2020, a new strategy will be developed which will put greater emphasis on interdisciplinary cooperation.

3.5 Preparation for the labour market

A good connection between university and society is high on the University of Groningen's agenda. In the spirit of our ambition to optimally prepare our students for their future, the University stimulates development opportunities for students to prepare them for their career and employability.

Career Services is the central University service point for career support, and in 2019 it once again helped many students to make well-informed decisions and offered them opportunities to effectuate those decisions. Career Services does this, for example, by

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sharing vacancies and placements, checking CVs, helping students to write motivation letters, offering (free) workshops and training courses, and giving personal advice. The broad Career Services network (consisting of faculties, study and alumni associations, employers, and the University's own student pool) plays a significant role in this respect. Signals from the International Student Barometer (ISB), the National Alumni Survey (NAE), the National Student Survey (NSE) and the Higher Education Guide are used to evaluate student satisfaction levels regarding labour market preparation and to identify opportunities for improvement.

In 2019, the first building blocks were also laid to facilitate collaborations between various departments at the University with regard to the changing labour market, for example, the departments at the Faculties of Spatial Sciences and Behavioural and Social Sciences. These departments are involved in numerous studies on the themes of Employability, Lifelong Development and Regional Labour Market Developments. As a result, Career Services is able to improve its services for both students and faculties. In the coming years, the University will review its employability strategy where necessary to improve its connection with the needs of the rapidly changing labour market.

3.6 Quality assurance

Institutional assessment for quality assurance

At the beginning of 2019, a committee from the Accreditation Organization of the Netherlands and Flanders (NVAO) visited the University of Groningen as part of Institutional Assessment for Quality Assurance (ITK). The exploratory visit took place in March 2019. This was followed by an in-depth visit in April 2019, in which the following issues were addressed:

- Past performance trail for the Bachelor's degree programmes in Psychology and Economics and Business Economics and the Master's degree programme in International Business and Management
- Assessments and Boards of Examiners
- Implementation of teaching innovation
- Quality agreements

The trail on quality agreements concerned the funds from the student loan system that institutions use to improve the quality of education. This trail is not a substantive part of the Institutional Assessment for Quality Assurance but was assessed by the same committee for practical reasons. The committee judged the standards of the Institutional Assessment as well as quality agreements to be sufficient. On 17 July, based on the panel review, the NVAO decided to grant ITK accreditation for six years. On 3 December 2019, the Chair of the NVAO presented the ITK certificate to the Board of the University of Groningen.

Based on the committee's recommendations, an ITK action plan was drawn up that will be further implemented in 2020. The results will be reviewed during the next mid-term audit.

Degree programme accreditations

In 2019, no fewer than 49 degree programmes applied for an extension to their accreditation. Some degree programmes are yet to receive the official NVAO decision, but all committees that assessed these programmes have submitted a positive recommendation to the NVAO. The expectation is, therefore, that they will all receive accreditation for the full six years. In 2020, 37 degree programmes will apply for an accreditation extension and preparations will be made for the five visitations for degree programmes that will apply for an extension in 2021.

Quality assurance system

In 2019, the Board of the University approved the memorandum Teaching Quality Assurance at the University of Groningen 2019-2021, with the approval of the University Council and the Supervisory Board. This policy has been adjusted on the basis of, among other things:

- An evaluation round in which faculties voiced their opinions on the 2017-2020 Quality Assurance Protocol for Teaching, as announced in that protocol: the evaluation among faculties revealed that the 2017-2020 protocol was too uniform and that it did not reflect the differences between the faculties and therefore did not provide sufficient support for the quality culture.
- The experiences from and results of external evaluations,

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both at degree programme and University level, during the years 2017, 2018 and 2019.
> Quality agreements between the Ministry of Education, Culture and Science and the University of Groningen for the 2019-2024 period.
> The results of the 2019 Institutional Assessment for Quality Assurance.

The updated policy gives shape to various innovations. The most important are:
> Faculties and degree programmes have greater freedom to make their own choices within their own quality assurance systems and the University-wide frameworks.
> Greater scope to use faculty document systems for quality assurance purposes.
> A vision on quality culture and the University's role as a learning organization to stimulate the quality of teaching.
> Mid-term reviews for the institution and the degree programmes.
> The scope of reporting will be limited in the years between visitations and mid-term reviews.

Internal quality assurance

In preparation for the Administrative Meetings, the faculties completed an Education Monitor. They derive the input for this from their reports at degree programme level. Signals from the monitor give rise to discussions during the Administrative Meetings. In 2019, based on the new quality policy, a new format was adopted for the faculty monitor, in which faculties will report on the main issues in the same way. The members of the University Committee for Education are involved in analysing the monitors and advising the Board of the University. They not only issue advice in response to signals at faculty level, but also advise the Board of the University on the overarching signals that emerge from the faculty monitors.

In 2020, the system of Administrative Meetings will be reviewed based on an evaluation of the past six years. This will take into account the experiences of the Board of the University, the faculty boards and the account managers.

National Student Survey (NSE) and International Student Barometer (ISB)

The NSE and ISB are important tools for the University to gain insight into students' experiences. The faculties, degree programmes and especially the Programme Committees are responsible for processing signals arising from this, which may then be used as grounds for improvement plans and changes.

More than 9,500 University of Groningen students took part in the NSE in 2019, which was slightly more than in 2018. The overall score was 4.01 for Bachelor's students and 4.12 for Master's students (on a scale of 1 to 5). As in previous years, the University scored well on lecturers and study facilities compared to other institutions, but preparing for the job market continues to be a point of concern.

In 2019, the University of Groningen participated in the Global Education Profiler (GEP) for the first time; this is a survey among students and staff about expectations and experiences in the field of internationalization. The results of this survey will be analysed in 2020.

3.7 Quality agreements

At the end of 2018, following an intensive process involving both faculties and consultative participation bodies, the Board of the University adopted the University of Groningen's quality agreements. These are primarily faculty plans, for which the faculty councils have to give their approval. Ten percent of the available resources have been earmarked for five supra-faculty plans. In 2019, the University of Groningen's quality agreements received a positive assessment from the NVAO panel. The minister followed the NVAO's positive assessment and approved the University's quality agreements.

Themes of the University of Groningen's quality agreements

The Sector Agreement creates space for six themes within which the quality agreements can be implemented: teaching intensity, student supervision, study success, teaching facilities, lecturer professionalization and educational differentiation. In consultation

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with the academic community, a decision was taken not to include the theme of educational differentiation in the University's Quality Agreements.

The University of Groningen 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 (for more information on this, see pages 24-25 of the Self-Evaluation Report). In the orientation phase, it emerged that increasing opportunities for educational differentiation does not provide the boost to the quality of teaching sought by the University.

For 2019, the University opted to appoint extra staff to improve its teaching by offering more intensive, small-scale education and more, better supervision for students. In 2019, the University received €7.7 million in student loan system funds for this purpose. The other faculty and supra-faculty plans, in which the other themes are included, will be launched in 2020 from the increase in funding from the student loan system as from that year.

Progress of implementation

In the 2019 budget, there was scope to appoint additional teaching staff (94 FTEs) thanks to €7.3 million from the student loan system. The majority of this extra funding was used to continue appointments that had already been made using funds from the student loan system in 2018. In 2019, an extra 97 FTE were actually appointed. The table below gives a breakdown per faculty.

Some faculties were unable to appoint the necessary number of teaching staff; they are of course striving to do this as soon as possible. Other faculties have used their own resources to add teaching positions to the additional teaching staff financed by funds from the student loan system. Deploying these additional teaching staff in specific areas of teaching will boost the quality of education.

Next steps for the University's Quality Agreements

Following the NVAO's positive assessment, the University of Groningen proceeded with the development of the faculty and central plans, which will be implemented using the increase in funding from the student loan system as from 2020. The process

	Granted funds in 1,000 EUR			Employees in FTE's		
Faculty	Granted	Spended	Difference	Estimated FTEs	Employed FTEs	Difference
Theology	38	52	14	0.4	0.5	0.1
Philosophy	63	63	0	1	1.3	0.3
Law	728	728	0	8.7	7.7	-1
Arts	1,106	1,106	0	12.2	12.2	0
University College Groningen	70	30	40	1	0.5	-0.5
Economics & Business	1,535	1,610	75	20.2	21.2	1
Behavioural & Social Sciences	905	905	0	12	12	0
Spatial Sciences	198	256	58	2.8	3.8	1
UMCG Research & Education	1,182	1,052	-130	12.6	11.6	-1
Science & Engineering	1,434	1,610	176	23	26	3
Total	7,259	7,412	153	93.9	96.8	2.9

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for monitoring these plans has also been developed. A procedure has been established for this purpose, which will be implemented by an administrative working group, overseen by a special steering group (consisting of two deans and two representatives from the University Council).The faculty councils had the right of consent regarding the detailed faculty plans and the University Council had the right of consent regarding the procedure followed and the detailed central project plans. It has therefore been agreed that both the faculty councils and the University Council will be kept informed of the progress of this process. To this end, an information meeting was organized with faculty council members and a special 'armchair meeting' was organized with the University Council. Throughout 2019 there was also intensive contact with the faculty contact persons and the contact persons for the supra-faculty plans.

The detailed faculty project plans were submitted to the faculty councils for approval in the autumn, and in December the plans were discussed by the Board of the University and were submitted, together with the procedure followed, to the University Council for approval. The supra-faculty plans were also submitted to the University Council during the December meeting. All faculty councils agreed to the detailed faculty plans, and on 14 December the University Council approved the procedure followed and the supra-faculty plans. In the elaboration phase no changes were made to the original plans; only the details regarding monitoring and the implementation thereof were fine-tuned.

In 2020, the faculties and service units will be responsible for implementing the plans for the time being. However, the Quality Agreement working and steering groups, which supervised the development and elaboration of the plans for the past two years, will continue to exist in order to give shape to the monitoring and internal and external accountability of the plans. In 2020, the working group will organize regular meetings with faculty and service unit contact persons to discuss the progress of the plans. The consultative participation bodies will also be kept informed of the progress and monitoring of the projects.

Role of consultative participation bodies

With the approval of the University Council, resources have been reallocated to the faculties. It is precisely for this reason that faculty consultative participation bodies will also play a significant role in establishing the quality agreements. All faculty councils have expressed their optimism about the plans. As described above, the faculty councils were also closely involved in the follow-up process in 2019, and the various consultative participation bodies once again gave their approval. The central University Council was also involved in this process and gave its approval. The University Council has written its own reflection report on the process regarding the allocation of funds from the student loan system (see 3.9).

3.8 Funds from the student loan system

In 2019, the University received €7.7 million in student loan system funds, intended for the benefit of education for students. The University opted to appoint extra staff to improve its teaching by offering more intensive, small-scale education and more, better supervision for students. In order to sustain this momentum, extra teaching staff will be included in the Quality Agreements as from 2019.

Role of consultative participation bodies

With the approval of the University Council, resources have been reallocated to the faculties. It is precisely for this reason that faculty consultative participation bodies also played a significant role in the allocation of the funds from the student loan system. The University Council has written its own reflection report on the process regarding the allocation of funds from the student loan system.

Progress of implementation

In the 2019 budget, there was scope to appoint additional teaching staff (94 FTEs) thanks to student loan system funding. The majority of this extra funding was used to continue appointments that had already been made using funds from the student loan system in 2018. In 2019, an extra 97 FTE were actually appointed. A number of faculties supplemented funds from the student loan system with their own resources, as a result of which more staff members could be appointed than budgeted for. Deploying these additional teaching staff in specific areas of teaching will boost the quality of education.

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Completion of projects to improve teaching 2018

In 2018, some of the funds from the student loan system were used to initiate 28 faculty projects to improve teaching. In the planning phase, a lot of time and attention was invested in a bottom-up process in order to collect project proposals from the faculties and to align them with the central principles of activating learning and personalized feedback. As such, it was possible to define teaching improvement projects that fit within the University's strategy and with the day-to-day practices at the faculties. As a result, implementation and the exhaustion of funds has been shifted from 2018 to 2019. The projects have now been completed and €2.2 million of the available €2.9 million has been used. In 2020, the focus will be on embedding and disseminating the lessons learned and results of the projects.

3.9 Reflection on central consultative participation bodies

Review: Funds from the student loan system in 2019

The funds from the student loan system in 2019 were allocated in line with the course of action initiated in 2018. This decision was not preceded by extensive involvement of the University Council. In 2018, Part 1 of the funds from the student loan system, for the recruitment of extra teaching staff, was used to the satisfaction of the consultative participation bodies and was therefore continued in 2019. The use of funds for Part 2, faculty projects to improve teaching, also generally went well. However, many projects were not yet fully up and running and needed to be continued.

Since the consultative participation bodies devoted a great deal of attention in 2019 to the quality agreements and thus to the use of funds for 2020 and beyond from the student loan system, a decision was taken not to make any further changes to the policy for 2019 and to continue along the same lines as in 2018.

In March 2020, the University Council received an account of the funds used for Part 1 and is satisfied with it. The final report for Part 2 has been finalized, but has not been shared with the University Council at the moment of writing.

Quality agreements: Introduction

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 maximum 10% could be spent University-wide. As a result, the University Council could only give its approval for the process, for the 10% of funds allocated University-wide and for the definitive plan containing the faculty sub-plans approved by faculty councils.

The University Council was involved in the process and the realization of the quality agreements in various ways, which are briefly discussed in more detail below.

Coordination group

The University Council has been involved in the process from the very beginning through its participation in the Quality Agreements coordination group. The coordination group consisted of two members of the University Council (one staff member and one student member) and two deans, and held regular meetings with the Quality Agreements working group, consisting of members of the Office of the University. The coordination group discussed the progress and plans with the working group, gave feedback on the process, participated in roundtable discussions and, where necessary, also gave explanations and feedback to faculty councils about the process.

Roundtable discussions

A series of roundtable discussions on the quality agreements were organized by members of the working group in collaboration with the coordination group, attended by representatives from inside and outside the University. During these meetings, after an introductory presentation (followed by time for questions), the participants had the opportunity to discuss the details of the quality agreements. One of these meetings focused specifically on the faculty councils and their role in the process. The University Council received positive feedback from the faculty councils about this meeting, and they also contacted us with questions afterwards.

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Discussions with councils

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. In addition to the members of the coordination group representing the University Council, a member of the workgroup also regularly attended these meetings in order to answer questions about the process.

University Council

After a late start, which was met with criticism from the University Council, the Council was closely involved in the rest of the quality agreement process. The quality agreements were regularly on the agenda, and the working group also organized additional meetings to keep the Council well informed and involve it in the process. Thanks to the Council members who participated in the coordination group, the University Council was also well represented in the day-to-day progress and was able to provide timely feedback on proposed policy proposals.

Reimbursement

The University Council members who participated in the coordination group were compensated for their work in this group in accordance with the attendance fees scheme, as laid down in the Board of the University's memo dated 20 September 2018.

Conclusion

After a late start, the University Council was closely involved in the overall process of establishing the quality agreements. The Board of Governors facilitated this effectively, and the working group managed the process successfully. There was also sufficient room in the coordination group for the representatives of the University Council to provide input. The effective involvement of the Council and the smooth collaboration within the coordination group and with the working group resulted in the University Council's unanimous approval of the plans for the quality agreements in December 2019.

3.10 Sustainable Humanities

In 2019, the University of Groningen received almost €2 million for Sustainable Humanities. These funds were received from the Ministry of Education, Culture and Science via the Sustainable Humanities Programme Office (formerly the governing body).

Until 2015, these funds were earmarked for specific purposes, but these have since been abandoned. The same applies to the monitoring system and annual reporting on the use of these funds. All funding for Sustainable Humanities, with the exception of those funds which are allocated for specific purposes, contribute towards the policies of the faculties concerned; funding for Sustainable Humanities is an essential part of their income and guarantees the continuity of the humanities.

Faculty	K€	Explanatory note
Faculty of Arts	1.528	80%
Faculty of Theology and Religious Studies	191	10%
Faculty of Philosophy	191	10%
Subtotal	**1.910**	**100%**
Faculty of Arts	49	specifically for improving subject-specific teaching methodology
Faculty of Arts	16	specifically for coordinating a national research school
Total	**1.975**	

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At the Faculty of Arts and the Faculty of Theology and Religious Studies, their respective policies focus primarily on reducing the workload and safeguarding research time. At the Faculty of Philosophy, the emphasis is on the ongoing employment policy – in which the Faculty's research profile and educational needs are explicit assessment criteria – and on the consolidation of the Philosophy Knowledge Center.

The Philosophy Knowledge Center has three main objectives:

1. To showcase the Faculty's applied and socially relevant research;
2. To constitute a knowledge base for people interested in philosophical topics;
3. To be a portal for organizations and companies to get in touch with students and staff for research assignments and placements.

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4 Societal impact



Lustrum Celebration: The Great Grunneger Cake-off, 7 June 2019

4. Societal impact

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In addition to education and research, the third core task of the University is to have a societal impact (confirmed in the Academic Education Sector Agreement (OCW-VSNU) in 2018). To this end, the University works together with the public sector, businesses and society at large to share knowledge and to generate new investments in research. As we consider it essential to support the region that houses us and to help it develop, this collaboration also has a regional focus. This also has a distinct international significance: the University cooperates in the border region with Germany as part of the University of the North: University of Groningen North West Germany (UGNWG).

The resolution of key social issues plays an ever greater role in academic top research. For this reason, the University has formulated three research priorities: Energy, Healthy Ageing and Sustainable Society. In doing so, the University makes an active and substantial contribution to the resolution of transitions in society and of societal issues – in particular those in the North of the Netherlands. In terms of impact on society, in the years to come the University – in accordance with its Strategic Plan for 2015-2020 – will specifically focus on:

1. Entrepreneurship
2. Infrastructure
3. Social themes
4. Interaction and cooperation

4.1 Entrepreneurship

Dean of Industry Relations

The University's Dean of Industry Relations and her team establish links between the University and other parties (companies, non-profit organizations, governments and citizens) with the aim of setting up interdisciplinary and multidisciplinary cooperation programmes. Industry Relations focuses primarily on the themes of digital cooperation and circular economy.

Current programmes include: preparing for the national Digital Top in the North of the Netherlands in 2020, Digital Literacy, Smart Industries, Mobility Innovation Center, Cyber Security Northern Netherlands. Another important task of the Industry Relations team is to raise the profile of the University's research projects and degree programmes in a thematic way and to collaborate with partners. Portfolios have been developed for Big Data and Digital Collaboration and Circular Economy.

Dean of Entrepreneurship

The role of the Dean of Entrepreneurship is to help develop the culture of entrepreneurship in teaching and research, to stimulate valorization through entrepreneurship and to develop an ecosystem with partners in the region and beyond. The University of Groningen Centre of Entrepreneurship was established for this purpose. In 2019, more than 900 students from almost all faculties participated in UGCE courses and activities and the minors in Entrepreneurship have been aligned so that students now work on the projects as part of multidisciplinary teams.

Around 60 entrepreneurs received coaching, 15 of whom as part of the Top-Level Entrepreneurs scheme for students, at

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VenturelabNorth. In 2019, collaboration with the Hanze University of Applied Sciences expanded considerably in this area. Initially, this was limited to the Energy Venturelab, but now projects are being developed throughout Venturelab North. These projects focus on the areas of health, energy, serious gaming, AI/IT, agro-food, (bio) chemistry and water and each involve partners from the region, who are also working on the concept of the University of the North.

4.2 Infrastructure

The Northern Knowledge innovation platform, which was founded in 2017 by the University of Groningen, Hanze UAS and the UMCG, implements the University's societal-economic valorization programme. There is a Programme Board which comprises the activities of the Knowledge Transfer Office and the University's Dean of Entrepreneurship and the Dean of Industry Relations. Through the Programme Board, the three knowledge institutions coordinate their innovation and entrepreneurship activities and initiatives and present them together as Northern Knowledge in the Northern region. In addition to promoting economic valorization opportunities, Northern Knowledge also operates as the University's Knowledge Transfer Office and as a direct link between the surrounding area and the knowledge institutions. Themes addressed include: the Smart Industry Hub, the Chemport Innovation Agenda, Regional Innovation Strategy RIS3 and the knowledge agenda of the University of the North.

4.3 Societal themes

Healthy Ageing

The network of the Aletta Jacobs School of Public Health (AJSPH) expanded considerably in 2019. In collaboration with the University of Oldenburg, the Cross-Border Institute was founded. Various theme-specific networks have been created, in which interdisciplinary groups of researchers address specific public health themes. A regional network (PreventieOverleg Groningen) has also been set up in collaboration with social partners such as the Municipal Health Service (GGD), Menzis, Groningen Beter and others, with the aim of developing a regional, evidence-based policy to promote healthy ageing. Various interdisciplinary, challenge-based programmes and Summer Schools were also launched this year. Efforts have also been made to stimulate public engagement, through activities at, for example, the Knowledge Festival and Noorderzon.

In terms of teaching, the AJSPH is focusing on facilitating a better connection between the various health-related degree programmes, so that students who want to engage in health from different disciplines can move more easily between the programmes. Public engagement activities organized as part of the Groninger Forum, for example, help to enthuse the general public in the north of the Netherlands about health and science. In addition, a national data-driven prevention structure is being set up, in which data-driven public health insights are being developed that can serve as a basis for designing the health landscape of the future.

The University of Groningen cooperates on the theme of Healthy Ageing with various partners, such as the UMCG, the Healthy Aging Network Northern Netherlands (HANNN), Hanze UAS Groningen, the Municipality of Groningen, Urban Gro Lab and the Groninger Forum.

Energy

The University of Groningen is involved in an ambitious plan to transform the Northern Netherlands into a hub for green hydrogen energy. The research of the University focuses in particular on the international energy transition. Researchers are exploring how we can build upon the existing infrastructure to develop the large-scale production of green hydrogen — in other words, energy generated from renewable sources. This transition will have a profound impact on society and the economy. The University believes this is a major opportunity for the region.

Sustainable Society

In 2019, the Sustainable Society theme underwent a transformation; a new strategic plan was developed and approved, which further elaborates on the content of the theme. Sustainable Society now focuses explicitly on major social challenges in which transdisciplinary cooperation can generate clear added value.

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The theme addresses the common ground between (a) economic prosperity, (b) social inclusion, cohesion and justice and (c) sustainable living environment, which is all achieved through (d) good governance.

In 2019, the H2020 ACCOMPLISH project was completed, PhD grants as well as small grants were awarded and master classes on the earthquakes in Groningen were organized. In collaboration with various partners at the University, existing research groups have been revived (such as the Sustainable Landscapes research groups) and new avenues for the future are being developed (such as Disasters and Societal Resilience). In addition, efforts are being made to set up an innovation platform for teaching in order to further develop the theme and make it more visible in various University of Groningen degree programmes.

4.4 Interaction and cooperation

The University has an extensive network for collaborating with regional, national and international parties, including the Northern Netherlands Provinces Alliance (SNN), the Groningen Agreement, the Northern Netherlands Development Agency (NOM), the New Energy Coalition, the Northern Netherlands Healthy Ageing Network (HANNN), provincial authorities, ministries, the European Commission, and businesses within and outside the Netherlands. The organization is also involved in partnerships between knowledge institutions, market parties and the public sector, such as the Comprehensive Cancer Center (CCC), BioBrug, LifeLines, the Groningen Engineering/Digital Business Centres, Innolabs and the SPRINT programme. The University uses this network to optimally function in an ecostructure of collaboration on research, education and valorization. In 2019, this collaboration culminated in the concept of the University of the North.

Regional level

The University of Groningen works with regional partners in the implementation of the Northern Innovation Agenda (NIA), based on the Regional Innovation Strategy (RIS): a joint policy for the Northern Netherlands for utilizing education and research. In the context of developing a regional ecostructure for innovation, the University is a partner in the development of the campus, together with all parties in the quadruple helix. The process of embedding the Consortium for Valorization and Entrepreneurship (CVO) within the region for the long term commenced with the launch of Northern Knowledge.

National level

The University of Groningen participates in Top Sector activities in which academics and businesses jointly set up and fund projects. The government's Top Sector policy focuses on fostering collaboration between researchers, businesses and the public sector within nine sectors. The University is especially successful in the following Top Sectors: Logistics, Life Sciences & Health, Chemical Industry, Agriculture & Food, and the Creative Industry.

International level

Collaborative EU projects

In total, the University received €35.9 million from Europe for new and existing projects in 2019.
We have strengthened our position in the public-private partnership EIT Health by becoming a core partner. This new status enables the University to carry out more projects in the field of health, innovation and entrepreneurship. For the third time in a row, the activities organized through Healthy Ageing Network Northern Netherlands within the European Innovation Partnership on Active and Healthy Ageing were awarded the maximum four stars. This quality mark, the "Special recognition for excellence", has only been awarded to six European regions, so-called reference sites.

Development cooperation

Capacity development in higher education is at the heart of NICHE projects. In 2019, the University acted as the coordinator for a successful project in Kenya. The renewable energy project in Mozambique was extended and a tender for a new food security project in Mozambique as part of the OKP programme was successful. Around twenty PhD students who started as part of the NICHE projects or with individual scholarships are still in the process of completing their doctoral research.

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Erasmus+ ICM scholarships and the University's own funds were used to finance research training visits of PhD students and Early Career Researchers from Africa. In collaboration with European consortia, the University of Groningen is engaged in four Erasmus+ capacity building projects TIGRIS with Iraqi partners, EVENT with Vietnam, ACE with a number of Latin American partners and BRECEL with Laos. Five University of Groningen Summer Schools were also organized in cooperation with partners in developing countries.

4.5 Results of Intellectual Property and Start-Ups

At the University of Groningen, research, teaching and valorization are strongly interwoven. This brings the University into close contact with the business world and social organizations, and leads to partnerships and new business activities geared to creating value from existing specialist knowledge. The University contributes to this development through patent, copyright and know-how licences, by supporting start-ups, public-private partnerships and promoting entrepreneurship.

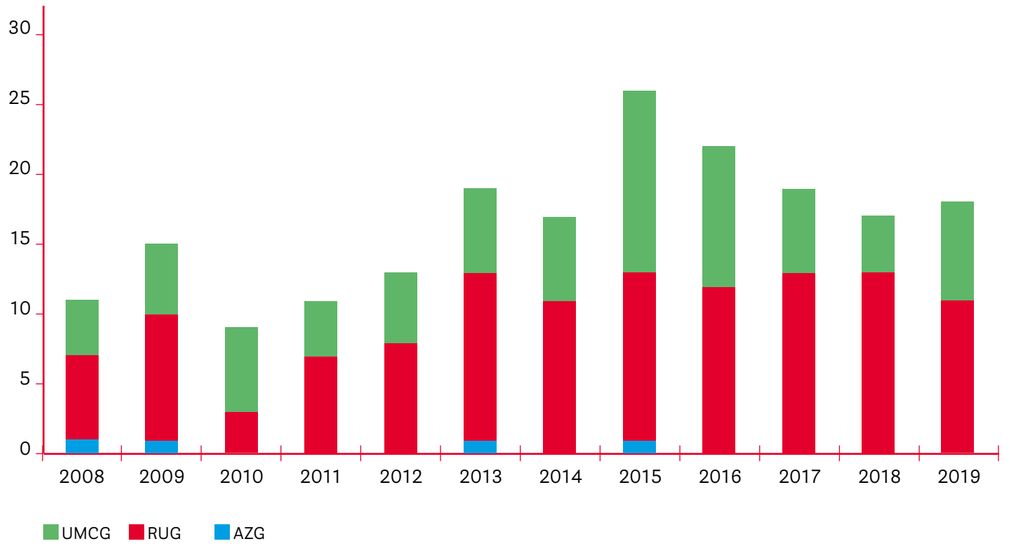
In November 2019, the Boards of the University of Groningen and the UMCG adopted the new University of Groningen and UMCG Intellectual Property Regulations, based on the Collective Labour Agreement of Dutch Universities/UMCs and the Patents Act. In addition to patents, this regulation covers non-patentable Intellectual Property (IP), such as software copyright, trademarks and designs. In principle, all IP belongs to the employer, with the exception of scientific publications and books, where the copyrights are owned by the creator. The regulations are widely publicized among researchers at the University of Groningen and the UMCG.

Patents

In 2019, 29 Invention Disclosure Forms were completed by University of Groningen/UMCG researchers for new inventions. These emerged from an initial selection of new inventions and then entered the internal evaluation process with regard to patentability and market value. In ten cases it was decided that the patent application would be partly funded from the University of Groningen/UMCG patent fund; seven of these have so far been filed and three are still being written. Of the remaining 19 inventions, five have been definitively dropped and the others are still awaiting experimental data or are otherwise under consideration.

In 2019, a total of 18 new patent applications were filed: 11 (also) in the name of the University and seven (also) in the name of the University+AZG. Ten of these are jointly owned with an external party, with the costs of nine patents being borne in full by the company concerned. The remaining eight are 100% owned by the University of Groningen/UMCG.

Patent applications filed by UG/UMCG in 2019



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Finally, in 2019, the University concluded eleven licence and sales contracts with a total of seven different companies. All these companies also collaborate on a scientific level with the research group involved in order to further develop the invention into a product. Three of the seven companies with which the University of Groningen/UMCG has a contract are located in the region.

Start-ups and commercialization

In 2019, many new construction activities were started and completed that will enable more far-reaching cooperation between the University and the business community, one of which is the second phase of the ZAP (Zernike Advanced Processing) facility. This facility provides a link in the chain from milligram-level development in the University lab to ton-level bulk production in industry. ZAP is a collaboration between universities, universities of applied sciences and institutions providing senior secondary vocational education.

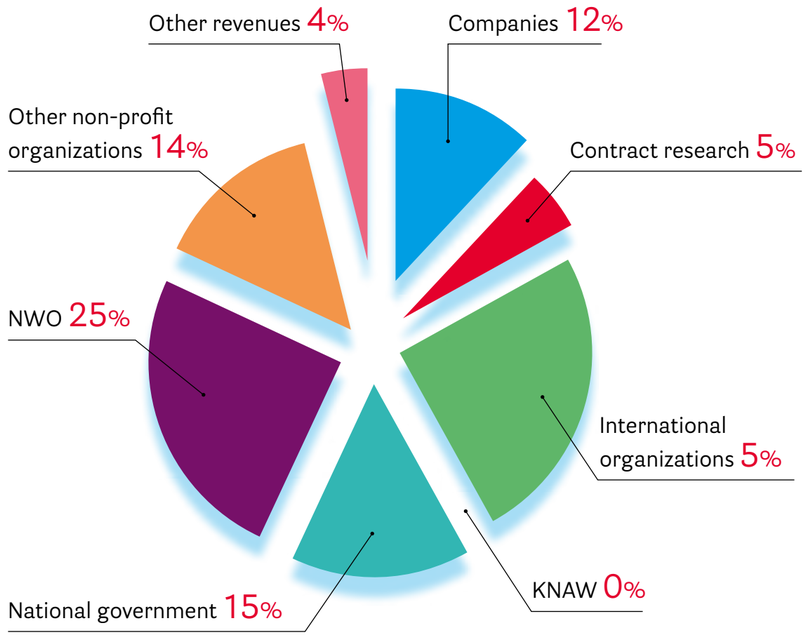
A new building has also been prepared for an InnoLab Campus Groningen, comprising laboratories and workspaces for engineering. InnoLab was initiated a number of years ago as a collaborative venture between the University, the UMCG and Syncom B.V. which provides chemical laboratories for start-ups and product development projects. This facility was fully occupied in 2019. A spin-off for the agro-food sector has since been launched.

The construction of a new laboratory for AVEBE's R&D was completed in 2018. In 2019, the company worked intensively with the University in various fields (such as marketing, enzymatic processes, polymer chemistry and health).

In addition to these activities, several start-ups have been launched based on knowledge arising from the University. Various independent start-ups have also been set up by (former) employees of the University of Groningen/UMCG.

The University's research groups collaborate with start-ups, sometimes on a bilateral basis but also in consortia with several companies. The social contribution not only consists of developing new products for important social issues, but also leads to new research results and publications in scientific journals.

Project-based revenues according to funding sources (percentages)



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Start-up companies in 2019

- EmpowerMi Albatrozz
- Biologisch Archeologisch Innovatiecentrum
- Reperio B.V.
- Gecco Biotech B.V.
- TBCertain B.V.
- Vrelax B.V.
- QDI Systems B.V.
- GeriaMove V.O.F.
- BiomACS B.V.
- Pharma Portal B.V.
- Move2Innovate B.V.
- AxelaRx B.V.

4.6 Contract research and contract teaching

In 2019, revenues from work for third parties was €3.8 million higher than in 2018. This brings the total revenue to €147.3 million, i.e. 21.1% of the University's total income. This increase is primarily the result of higher project revenues at the UMCG/O&O. In 2019, this faculty's income from businesses, the EU and the Netherlands Organization for Scientific Research (NWO) increased by €8.3 million. Income from national governments, other non-profit organizations and other income, on the other hand, was €6.6 million lower.

The Faculty of Science & Engineering (FSE) also saw an increase in its project revenues from the NWO, the EU, national governments and other non-profit organizations by a total of €4.8 million compared to the previous year. Revenue from companies and other income decreased by €2.9 million. By hiring funding officers, the FSE is looking to achieve growth in these segments in the coming years. In addition to the UMCG/O&O and the FSE, other faculties and units were also successful in bringing in EU funding, resulting in an increase of €7.6 million in EU-based revenues compared to 2018.

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

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5 Talent development



Lustrum Celebration: The Night of Arts and Sciences, 8 June 2019

5. Talent development

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5.1 Strategic HR policy

In addition to research, education and social impact, talent development is one of the University's strategic objectives. The aim is to attract and retain the most talented students and staff and to help them with their further development. This is in line with the University's ambitions:

- attractive terms of employment for talented members of staff
- a stimulating, inclusive academic community in which students, PhD students and staff develop their talents in collaboration with others and with the support of management and the organization.

See also the strategic HR agenda "Every talent counts" (approved by the Board of the University in 2017).

Attracting talent

The University wants to strengthen its existing international reputation as a "great place to work" by seeing current staff and former employees as ambassadors and talent scouts to attract new talent. In 2019, the University had 767 job openings. According to the vacancy system, 55% of all vacancies were filled. In other cases, application procedures have not yet been concluded or have not resulted in appointments. In 2020, the focus will be on improving the information for potential staff on the University website and making the vacancy texts more attractive.

Dual career support

Newly recruited, mainly international academic staff usually also have talented life partners who have life, career and work ambitions of their own. Dual Career Support (DCS) helps these partners build a social network, look for a job or work experience placement, find volunteer work, practise their Dutch proficiency or choose a degree programme.

In 2019, 68 partners of academic staff were registered with DCS, compared to 46 in 2018 and 56 in 2017. Five partners of so-called "strategic intake/top talent" were able to find a job at the University, financed by collaborating parties and the Board (2018: 2, 2017: 3). The local labour market outside the University is unfortunately (still) much less accessible to non-Dutch speakers. The University cooperates with IWCN and various partners in the north of the country on the 'Make it in the North' platform, the aim of which is to link international talent to the northern labour market. The online platform went live in July 2019 and is accompanied by career events so that companies and jobseekers can meet each other in person.

Talent development

All staff members are encouraged to get the best out of themselves and are stimulated to develop further. In 2019, the University of Groningen joined the national programme Recognition and Rewards, launched by Dutch universities, UMCs, the Netherlands Organization for Scientific Research (NWO), the Royal Netherlands Academy of Arts and Sciences (KNAW) and the Netherlands Organization for Health Research and Development (ZonMw) as outlined in the position paper Room for everyone's talent.

In accordance with the national programme, all target groups are involved in the process of making academic career paths more diverse, assessing academic quality based more on content and less on metrics, focusing more on the contribution to and by teams and stimulating leadership within the institution in the broadest sense and promoting open science. This transformation is expected to take several years and will form part of the new Strategic Plan.

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Investment in the Talent Development (TD) programme in the past six years has focused on an extensive support and training programme for academic staff. At any stage in their career, staff are entitled to support from TD in the acquisition of career grants. In 2019, 171 researchers made use of this support.

Sustainable employability (support staff)

Throughout their working lives, sustainably employable employees have opportunities and the right conditions to do their work properly and thus remain employable. In 2019, a work conference on sustainable employability was organized to integrate the agreements from the Collective Labour Agreement into appropriate policy practice for the University. This will be implemented in 2020. Clear communication about the possibilities (e.g., via the website) and support for managers and staff are vital in this respect.

Stimulating working environment

Talent can thrive in a stimulating work environment. The social context in which someone collaborates with managers, colleagues and students is decisive. The Result & Development interviews are key to the University of Groningen's policy; they facilitate discussions between managers and staff members about work, work developments and career prospects. The Staff Survey, which was carried out for the first time in 2018, was conducted again in 2019; in 2020, the results will be analysed and action plans will be formulated. The R&D interviews and the Staff Survey are used to monitor whether the University is indeed "a great place to work".

Leadership development

Several leadership tracks were offered at all levels of management and administrative staff at the University in 2019. Once again, workshops and activities on integrity and social safety were very much the focus this year (see also 5.5). In addition, a personal development assessment is offered to all new University board members and directors; six people used this assessment in 2019. Five board members participated in the U4's Leadership Programme, which was completed in 2019. Preparations are currently underway for the selection of board members for the next round.

Gender equality

In 2017 the target percentage of female professors for 2020 was increased to 27% due to the allocation of nine Westerdijk positions at the University. This is an ambitious target. At the end of 2019, the Board of the University therefore decided to establish 15 Aletta Jacobs chairs for talented female academics to progress to the position of professor. In addition, 23 Rosalind Franklin Fellows were appointed. The Rosalind Franklin Fellowship programme is a Tenure Track specifically for talented female academics.

Overview of m/f ratio per academic position (staff members) at the end of 2019[2]

Academic position	male	female	male	female
professor	266	74	78.2%	21.8%
associate professor	188	105	64.2%	35.8%
assistant professor	308	267	53.6%	46.4%
PhD student	380	362	51.2%	488.8%
lecturer	236	255	48.1%	51.9%
researcher	240	137	63.7%	36.3%
other	4		100%	
chair capacity group	1		100%	
	1623	1200	57.5%	42.5%

[1] The UMCG has 195 ordinary professors, 51 of whom are women and 144 men; 43 of those positions are financed by UMCG Healthcare.

[2] This table concerns the number of staff members, not appointments or FTEs. This explains the differences between this table and the table in 5.2 which does present FTEs and appointments.

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The percentage of female professors at the University rose from 21.1% at the end of 2018 to 21.8% in 2019.The percentage of female professors at the University and the UMCG combined is 24%[1]. The percentage of female associate professors at the University rose from 35.3% to 35.8%.The percentage of female assistant professors rose from 44.6% to 46.4%.Together, these positions constitute a significant proportion of the permanent academic staff body and all have seen a slight increase in the percentage of women.

Organizational changes

The CIT is nearing the conclusion of a development programme to organize its work in a more customer-oriented way.

In 2019, the Board of the University initiated the planning phase to dissolve KVI-CART as an independent institute. The research groups will be merged with various sections of the Faculty of Science & Engineering and with sections of the UMCG. The AGOR facility will also remain in use; in 2020, the technicians will be employed by the UMCG. This development will not involve any compulsory redundancies. Several staff members are still looking for suitable jobs.

The University Services Department will supervise the change process in order to optimize the decentralized facility processes, for example by setting up a front/back office. This process of establishing a centralized organizational system and increasing the level of professionalism will be continued in 2020 with a new structure.

In 2018, work started on the development of a central facilities organization (CFO). The activities primarily focused on the standardization and harmonization of facility processes. The logical next step is to create a single central facilities organization. This is in line with the other supporting areas such as HR and Finance.

2019 was dedicated to increasing support among faculties and services units and to implementing Planon as the Facility Management Information System (FMIS). In 2019, all levels of facilities support were involved in the standardization of processes through sub-projects. As a result, support for the standardization of facility services has increased considerably. An increasing number of facility services staff recognize the benefits and necessity of such a development and want to make a contribution. This is the prelude to a definitive decision and continued roll-out in 2020.

Service

The aim is to serve staff members and managers in a modern way and to support them with proper HR services. International staff members require special attention in this respect. In addition, in 2019 attention was paid to the introduction of the Standardization of Civil Servants' Legal Status Act on 1 January 2020. As a result, all staff members have a private employment contract and will no longer be unilaterally appointed by the University of Groningen. As of 1 January 2020, private employment law based on the Dutch Civil Code will apply.

In 2019, project management worked hard on preparations for the new integrated management system AFAS, the roll-out of which commenced on 1 January 2020. AFAS' approach is not easy to translate to the complex university environment. The implementation of this system, which will take place throughout 2020 and most likely continue into 2021, will require a lot of time and extra effort before the desired service level is reached.

5.2 Staffing

At the end of 2019, the staffing level at the University was 4,601.5 FTEs. This figure does not include the 1,716.7 FTEs at the medical faculty, which falls under the UMCG. This means that staffing at the University (excluding UMCG/O&O) has increased by approx. 143 FTEs since the end of 2018 (4,459 FTEs). This increase is in line with the trend in previous years.39% of these FTEs concerned temporary contracts.

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Nature of support staff/academic staff appointments in numbers, FTEs and male/female ratio

Permanent - Temporary	Pers.cat. code	2018 male # Appointments	2018 male # FTE	2018 female # Appointments	2018 female # FTE	2019 male # Appointments	2019 male # FTE	2019 female # Appointments	2019 female # FTE
Permanent	Academic staff	760	651.4	420	340.3	785	664.4	448	367.0
	Support staff	834	733.1	1148	876.1	852	743.2	1199	910.0
Permanent Total		1594	1384.4	1568	1216.4	1637	1407.6	1647	1277.0
Temporary	Academic staff	832	735.4	714	612.3	833	744.2	737	631.0
	Support staff	141	106.0	283	193.9	145	113.4	295	205.1
Temporary Total		973	841.4	997	806.2	978	857.6	1032	836.1
Total		2567	2225.9	2565	2022.6	2615	2265.2	2679	2113.0

Origin of academic staff

Academic staff (WP)	2019-12 Non-Dutch	2019-12 Dutch	2019-12 Non-Dutch	2019-12 Dutch
Professor	21.6%	78.4%	65.2	236.2
Associate professor	38.7%	61.3%	102.4	162.5
Assistant professor	51.0%	49.0%	263.9	253.5
PhD student	53.6%	46.4%	376.8	326.3
Lecturer	21.8%	78.2%	64.9	232.2
Researcher	64.4%	35.6%	205.2	113.5
Other academic staff (WP)		100.0%		3.8
Chair of capacity group		100.0%		0.3
	44.8%	55.2%	1078.3	1328.3

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44.8% of academic staff have an international background; for support staff, this figure is 6%. This percentage increases every year. The figure below shows the distribution across the job categories for academic staff (excluding student assistants):

Personnel expenses in 2019 amounted to €490.6 million (including UMCG/O&O). These expenses include €19.1 million for work performed by non-employed personnel (including staff hired on secondment) in 2019.

5.3 Health and vitality

At the end of 2019, the second measurement of the Staff Survey was carried out. In the two years following the first measurement, all faculties and service units drew up plans and took measures to reduce the workload and increase social safety. The results of the second measurement show that on these two themes the situation has more or less remained unchanged. It should be noted that some of the proposed measures are still being implemented. Following this second measurement, new measures and initiatives will be proposed in order to manage the risks to the wellbeing of staff.

Absenteeism due to illness increased from 3.8% to 4.0% in 2019. This is in line with national developments, but is part of a worrisome and ongoing trend that started in 2015. The rate of absenteeism for academic staff is 2.0%, which is the same as in 2018. Absenteeism among support staff increased from 5.9% to 6.4%; an increase that is due entirely to absences lasting more than six weeks. Absenteeism among PhD students did not increase in 2019 (3.0%) compared to 2018 (3.1%). An increase in absenteeism leads to an increase in the number of consultations regarding absenteeism with occupational physicians, the staff welfare team and the occupational health and safety nurse at the AMD.

In 2019, the issue of preventing illness and absenteeism was addressed by providing open consultation hours and guidance from colleagues at the AMD. In 2019, more people (563) participated in the BALANS prevention programme and more than 660 staff members took part in organized events, such as the Health Week.

The number of Health Checks also increased significantly; 728 staff members requested and underwent a brief assessment of their physical and mental health, compared to 547 in 2018.

Participation Act

As part of the action item from the ‘Green University 2015-2020 Roadmap: to promote inclusiveness’ to make the University of Groningen healthy and dynamic by 2020, the University is aiming to involve a broad group of people with disabilities in the University. In June 2019, the VSNU drew up a work agenda, which will require a considerable investment in the creation of special positions (“afspraakbanen”) (from 128 to 192 in 2024).Universities are lagging behind and have together created less than 50% of the statutory number of special positions. The University of Groningen realized 81 jobs in 2019, which was 61% of the target for 2019 (132 jobs). In 2020, the policy and implementation of these positions will be assessed and adjusted where necessary.

5.4 Legal interests

Complaints, appeals and objections

The University has adopted the rules and procedures prescribed by law for the handling of appeals, objections and complaints – not just official complaints and appeals under the General Administrative Law Act (AWB) but also other types of complaint. In the event of legal changes, 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). 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 2019, 418 appeals were lodged with the Board of Appeal for Examinations (361 in 2018 and 282 in 2017); eight appeals were upheld and 50 were declared unfounded, 130 were settled, 106 were withdrawn, eight were declared inadmissible, 113 were closed and three are still in progress.

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In 2019, the Disputes Committee received 154 objections. Of these, 40 cases were declared unfounded, one well-founded, 25 inadmissible and one manifestly inadmissible. In 49 cases the objection was settled (withdrawn and closed), 20 cases were rejected but the objection was withdrawn and two cases were withdrawn. 16 cases were closed (e.g. a complaint, a question or an appeal). By way of comparison, 95 objections were lodged in 2017 and 142 in 2018.

Complaints relating to the suspected violation of academic integrity can be submitted to the Academic Integrity Committee (CWI), either through the Board of the University or other channels. The CWI will then investigate the complaint and, on the basis of its investigation, advise the Board of the University as to the validity of the complaint and any measures that should be taken accordingly. In 2019, eight complaints were submitted to the CWI. Of those, one was settled after the hearing. Five complaints were declared unfounded; two of the complainants appealed to the National Board for Research Integrity (LOWI). Both procedures are currently in progress. For one complaint, a hearing has taken place and the recommendation is currently being prepared. For another complaint, a hearing is scheduled to take place in May 2020.

Office of the Confidential Advisor

University staff and students can consult the Confidential Advisor if they encounter harassment (sexual or otherwise), aggression, violence, discrimination or other inappropriate behaviour (including stalking), or if they experience unfair treatment. Staff can also contact the Confidential Advisor if they are faced with conflicts at work. The Confidential Advisor is an independent counsellor who has access to all the necessary information.

Regulations for Reporting Malpractices and Irregularities (formerly the Whistle-blowers' Scheme)

In 2011, the Board of the University adopted a procedure for whistle-blowers. Staff, students or anyone working at the University on a temporary or permanent basis can report suspected malpractices. This can be done within the direct management line (e.g. informing an immediate superior) or, initially, in confidence by consulting the Confidential Advisor. The legal position of a whistle-blower is protected. Because the legislation for such reports has changed, in 2017 the University amended its regulations and changed the name to Regulations for Reporting Malpractices and Irregularities. These new regulations came into effect on 1 January 2018. In the year under review, the Confidential Advisor received no reports from whistle-blowers.

Severance pay policy

The University's policy regarding severance pay is based on the agreements laid down in the Collective Labour Agreement for Dutch Universities and the associated regulations, including the Netherlands Universities Enhanced Unemployment Scheme (BNWU). The Regulations for Early Retirement and the Executives' Pay (Standards) Act are also taken into account. There is no one-size-fits-all approach.

5.5 Integrity

Integrity is one of the University of Groningen's six core values and underpins all the University's actions. Integrity translates into honesty, respect, openness and transparency in our methods and reporting and is the foundation of our research and teaching. In this context, integrity and academic freedom go hand in hand.

Workshops on integrity for managers were organized throughout 2019 following the (re)formulation of the Integrity Policy, the development of the Integrity website and campaign to inform staff members. In addition to raising awareness and increasing knowledge of the Integrity Policy, the aim of the workshops was to practise discussing contentious issues. Staff members were able to sign up individually for some of the workshops, so that managers from different faculties had the opportunity to discuss problems with each other. Other workshops were organized as part of faculties' own professionalization programme, which resulted in similar groups of staff attending each of the workshops.

In 2019, one external investigation was carried out at the request of the Board of the University in the context of the University's

Regulations for Reporting Malpractices and Irregularities from the business operations domain. The Board of the University took a decision in response to this investigation in 2020. In addition, one external investigation was initiated as a result of media coverage of a University of Groningen staff member. The result of this investigation is expected in 2020.

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6 Business operations



Lustrum Celebration: The Great Grunneger Cake-off, 7 June 2019

6. Business operations

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6.1 Sport and Culture

Centre for Public Engagement

The Centre for Public Engagement (CPE) consists of central departments that engage with society on behalf of the University. Studium Generale organizes lectures and other programmes for students, staff and stakeholders in society. The Pre-University Academy offers students, lecturers and academic staff the opportunity to exchange ideas about science. Usva is University's cultural centre for students. The University Museum organizes exhibitions for the public which focus on subjects relating to science, the history of science and the academic community. The four sub-departments often collaborate on programmes and public activities.

Sports facilities

Students and staff alike use the sports facilities owned and managed by the University of Groningen and Hanze UAS, including the main location (University Sports Centre (ACLO)), the Willem Alexander Sports Centre on the Zernike Campus and the ACLO Station at the central station. The ACLO Foundation, run by students, has an important policy-making role when it comes to organizing student sports for the University and Hanze UAS.

Sports facilities at the University and Hanze UAS in 2019 in figures:

- 19,000 students participating in sports, of which 10,000 are members of a sports association
- 50 student sports clubs
- 1,350 staff members participating in sports
- 100 different sports
- 600 hours of supervised sport per week

The number of students (approx. +1,000) and staff (approx. +50) participating in sports has increased compared to 2018.

In terms of the future accommodation for indoor sports, in 2019, decisions were prepared regarding prioritization, financing and the level of ambition. In 2020, the Boards of the Hanze UAS and the University of Groningen will take decisions on these matters as well as on the governance principles.

In 2019, ACLO and the University Sports Centre drew up the new Long-term Policy Plan to resolve the biggest bottlenecks in order to bridge the period up until the renovation of the accommodation for indoor sports. This plan will be presented to both Boards in 2020.

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6.2 Operational management and sustainability

In the Roadmap for 2015-2020 as established by the Board of the University, ambitions with regard to People, Planet and Performance have been formulated for 2020. The Roadmap thus functions as the University's leading green sustainability agenda.

People

Sustainable employability

This section is included in Section 5.1 of this Management Report.

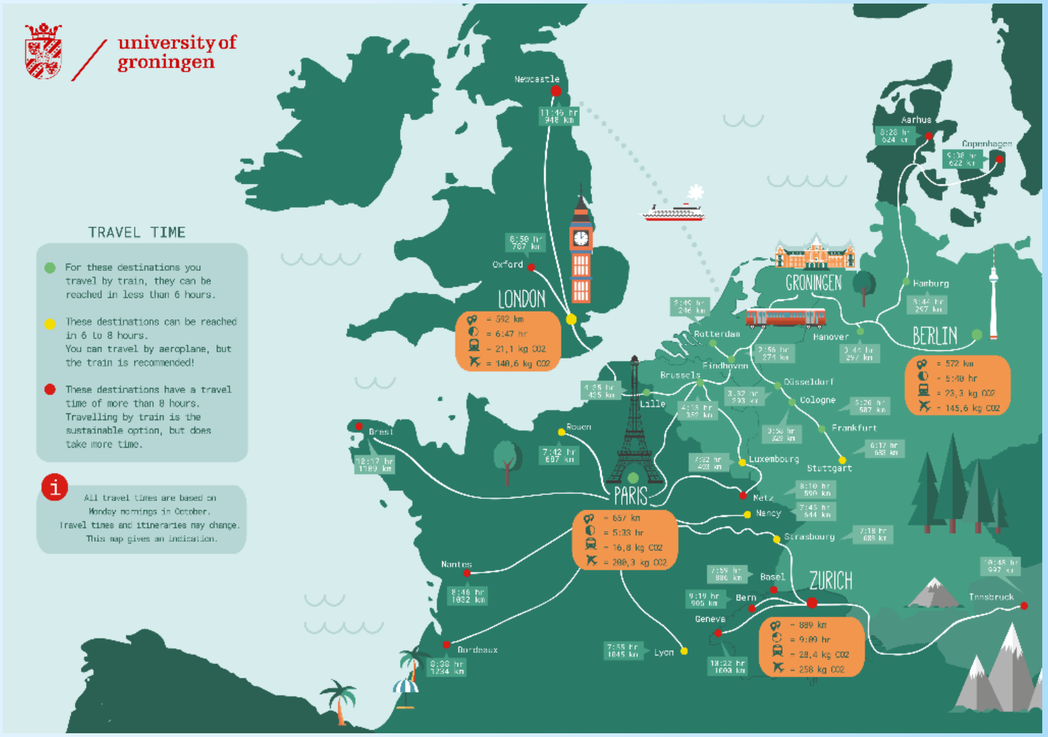
Transport

Work-related travel

In 2019, the University's new policy for work-related travel came into force. This means that if a destination can be reached by train within six hours and/or is within 500 km from Groningen, the journey must be made by train.
When travelling to green destinations (e.g., Paris, London and Berlin) the journey must be made by train; yellow destinations are just within or just over the limit but can still be reached by train within a reasonable amount of time. For red destinations, it is permitted to travel by plane. In 2019, air travel in kilometres decreased by 17% compared to 2018. The decrease was as much as 23% when compared to the 2016 figures. However, despite the new policy, the number of kilometres flown below the 700-kilometre mark has increased by 26%. A potential explanation for this is that some plane tickets may have already been purchased before this policy came into force. In the coming years, greater efforts will be made to reduce the number of flights, among other things by improving communication about the new policy and by offering and supporting the use of digital meeting technology.In 2019, emissions resulting from commuting and work-related travel accounted for 22% of the University's total carbon footprint (see charts below).

Commuting

In 2019, work commenced on drawing up a new transport mobility plan for the University, with the aim of ensuring the accessibility of the University now and in the future. To this end, an overview of



measures will be presented which are specifically aimed at staff travelling between home and work. The measures should tie in with the University's objectives in the fields of accessibility, sustainability and vitality. Among other things, the new plan sets out new ambitions regarding the parking policy and the promotion of bicycle use. In 2019, 240 staff members made use of the Bicycle Incentive Scheme.

Planet

The University of Groningen is committed to being carbon neutral by 2020. Carbon neutrality is a state in which the net amount of carbon dioxide or other carbon compounds emitted into the atmosphere is reduced to zero because it is balanced by actions to reduce or offset these emissions.

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In 2015, the University of Groningen produced a total of 69 ktonnes of CO2.[1] The graphs above show the University's CO2 emissions per category for the years 2018 and 2019, such as electricity, gas, commuter travel, and business flights (air travel). In 2018, the CO2 production had dropped to 33.4 ktonnes and in 2019 to 32.6 ktonnes. This is almost a 53% drop compared to 2015. The decrease is almost entirely due to the fact that, since 2018, 100% of the electricity purchased has been compensated by GO certificates (Guarantee of Origin) for electricity generated by wind in the Netherlands and in the EU. The decrease in CO2 production in 2019 compared to 2018 is the result of both a decline in commuting and a slight drop in the number of kilometres flown by University of Groningen staff.

Energy

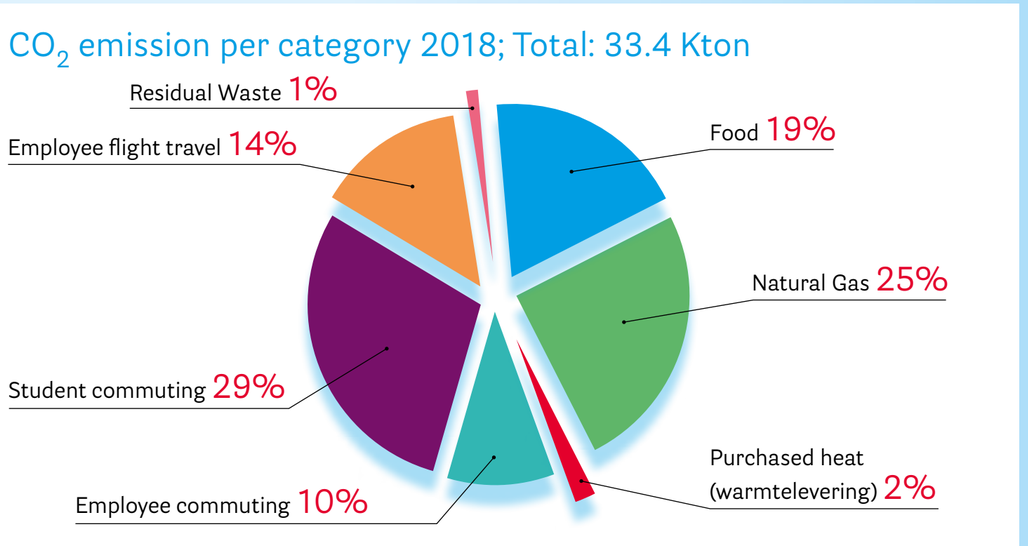
The Roadmap specifies the following targets for energy:

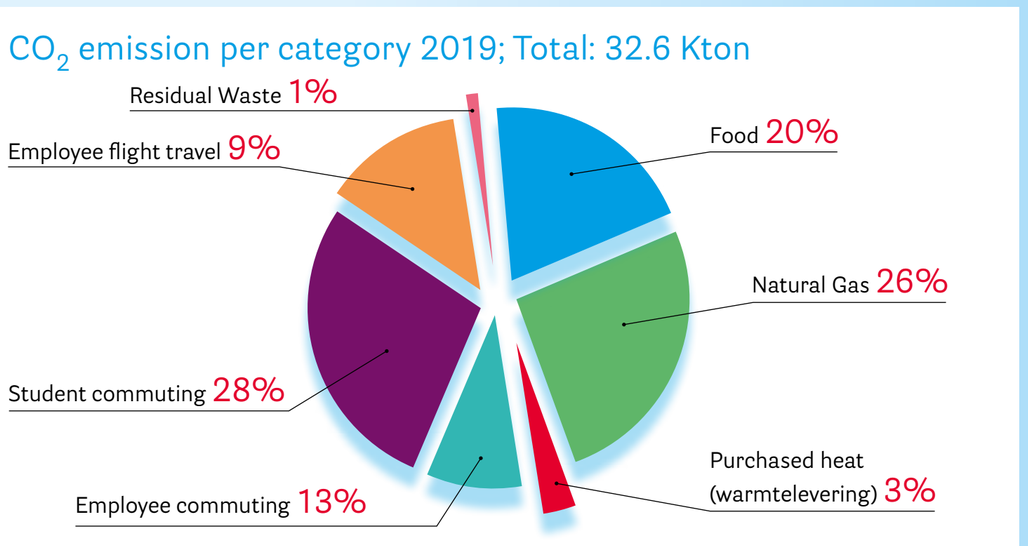
> A 30% improvement in energy efficiency by 2020 in relation to 2005
> At least 25% of energy produced from our own renewable sources in 2020

In 2019, the University took various measures to reduce energy consumption in the buildings. For example, for a number of buildings the old roofing material was replaced by material with a higher insulation value. According to guidelines issued by the Netherlands Enterprise Agency (RVO), all offices larger than 100 m2 are expected to have at least energy label C by 2023. The graph below shows that the decrease (orange line) in the University's total energy consumption, which started in 2018, continued in 2019. Total energy consumption is 3.4% lower than in 2017. As a result, in 2019 the University of Groningen meets the statutory reduction of 2% per year (30% improvement in energy efficiency within 15 years).

By the end of 2019, approximately 14% of the overall 20% energy-efficiency target was achieved. The main reasons behind this

1 1 tonne of CO2 corresponds approximately to the emission of 319 litres of diesel, seven flights to Paris. Source: https://www.climateneutralgroup.com/nieuws-inzicht/wat-is-1-ton- CO2/





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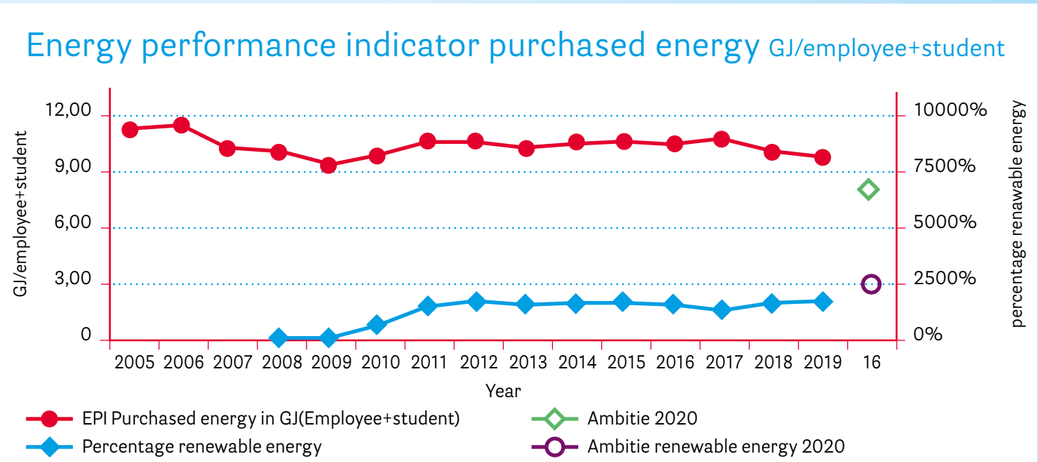
disappointing result are the delay in the construction of the Feringa building, the delay in the realization of geothermal energy by the Municipality of Groningen (WarmteStad), the delay in the realization of new thermal storage systems on the Zernike site, the growth of the University and the longer opening hours of buildings.
Despite the installation of 270 solar panels with maximum capacity on various University buildings, the University only achieved a small increase in its own (green) energy production in 2019 (an increase of 1% compared to 2018). The solar panels' effect on the University's own energy production is limited because they have not yet been in operation for a full year. In the graph below, the green line shows the University's production of renewable energy as a percentage of the University's total energy consumption. The University aims to achieve a renewable energy production of 25% in 2020. The downward trend of the University's total energy consumption, which started in 2017, also continued in 2019. This suggests that the measures implemented are indeed having an impact on the University's total energy consumption.

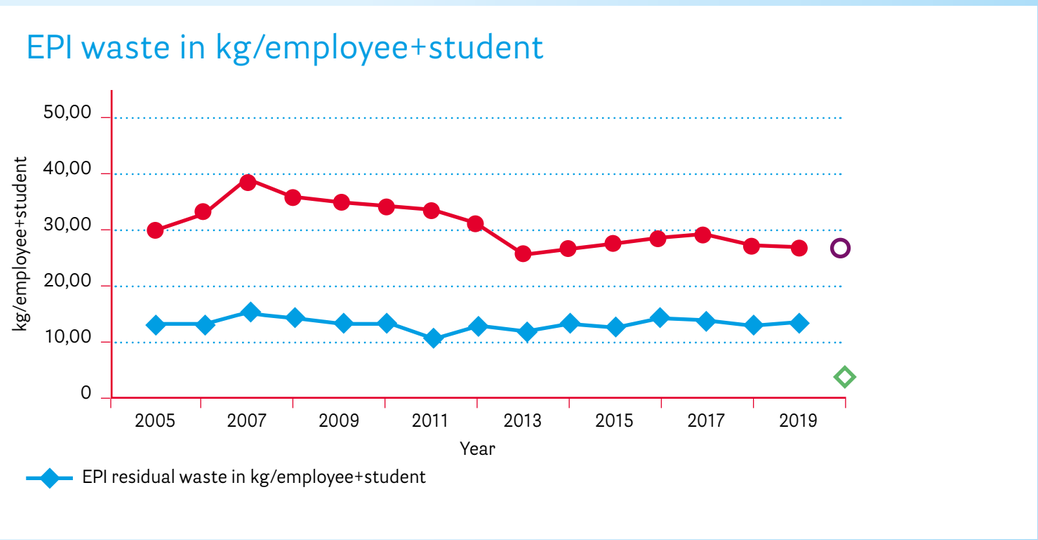
Waste

The University's ambition is to separate at least 70% of its non-hazardous waste by 2020 and to reduce total waste production by 15% compared to 2005.

The graph above shows that the amount of residual waste (grey line) increased by 0.4 kg per student/staff member (from 13.0 to 13.4 kg) in 2019 compared to 2018. On the other hand, the amount of hazardous waste decreased by 0.4 kg per student/staff member.
In 2019, the process of re-tendering waste management (waste collection) was launched and a new waste reduction policy was drawn up in anticipation of this call for tenders. The new policy aims to achieve the following ambitions by 2025:

1. Separating 95% of all waste (both hazardous and non-hazardous)
2. Reducing the total waste production by at least 15% compared to 2020
3. All residual waste will be circular by 2025 (thus suitable for recycling).





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Performance

Ranking lists

UI GreenMetric World Universities Ranking 2015
In 2019, the University of Groningen dropped a place in the international Green Metric Ranking and is now in 8th place, with exactly the same amount of points as Leiden University, which was ranked 7th. The UI Green Metric Ranking was launched by the Universitas Indonesia (UI) to generate awareness of sustainability issues in university policy-making.

Students expressed a wish that every faculty should devote one day to the theme of sustainability. This resulted in the organization of a Sustainable Education Event at the Energy Academy in February 2019. During the event at the Energy Academy, students explored the various sustainable education opportunities that the University has to offer and could take part in 20 different workshops. The highlight of the day was a lecture by former minister and children's book writer Jan Terlouw. The event was attended by 350 students and 50 staff members.

As part of the U4, in 2019 a second Summer School was organized – not for students, but for lecturers and policy staff (train the trainers). Following this Summer School and a BRC report, a decision was taken to set up a Learning Community in which students can develop their own sustainable education.

Two new programmes for study associations have been launched. The first is a grant programme to which associations can submit ideas to become more sustainable. A jury then awards grants based on the relevance, impact and feasibility of the submitted ideas. The second initiative is a checklist, which is used to evaluate student associations on sustainability.

University of Groningen's position

Year	Position	Number of participating universities
2019	8	780
2018	7	719
2017	11	619
2016	15	516
2015	12	407
2014	49	361

6.3 Procurement

In 2019, 62 tendering procedures were completed: 13 were European tenders (of which five were new and eight were repetitive), and five were restricted tenders. The remaining tenders are either still in progress or recommendations have been issued to the faculties and service units. Two mini-competitions for furniture were also completed in 2019.

Socially responsible procurement

The University, as a socially responsible institution, has set itself the goal of promoting sustainable development in all aspects of the University. This also applies to socially responsible procurement. For each social theme, a description of the Procurement department's activities is provided. However, the University has not (yet) set concrete quantifiable targets.

Sustainability

At the end of 2019, a programme manager was appointed at the University Services Department who will, in collaboration with Procurement, investigate how the objectives can best be facilitated by making use of the market through tendering. During the

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tendering process for work-related travel, this resulted, among other things, in a clear map of Europe, indicating for each frequently visited location whether it is best to travel by train or by plane and how many kilograms of CO_2 will be saved.

Social return (on investment)

Since November 2019, a SROI expert has been advising procurement advisors on how best to apply SROI in tender procedures. In the tenders for the execution of painting work, which included at least a 5% SROI obligation, an average of 15% was realized.

SMEs/regional businesses

In 2019, for 37% of the University's purchase invoices and expenditure, suppliers from one of the three Northern provinces were used.

6.4 Accommodation

The University's accommodation policy has long been based on three principles: strategy, quality improvement and spatial concentration. In 2014, a University-wide long-term accommodation plan (LTHP) was drawn up for the period 2015-2024. This has been updated annually since 2016, most recently in November 2019. When drawing up the plan, it was stipulated that the real-estate stock must become increasingly flexible, so that growth and contractions can be accommodated more easily in the future. To this end, the University adopted a set of standards in 2014, with the aim of focussing on 'better m2' rather than 'more m2' and to investigate the clustering of facilities, so that they can be used more widely.

The plan also includes the task of replacing properties built in the 1970s, as well as ambitions and new opportunities. In 2019, the current LTHP was five years old. In collaboration with the University Services Department, in 2020 a new version of the accommodation plan will be developed, based on the new Strategic Plan and the University's accommodation needs for the coming years, which will also include a long-maintenance plan.

Issues associated with earthquakes will continue to be an integral part of the University's accommodation policy and construction projects. Based on the Gas Decree and the new NPR (standard for taking measures), which has since been published, the University has reassessed its policy and actions with regard to the earthquake resistance of buildings. Since the legal framework was observed, no (specific) measures will be required for future projects. In addition, the process concerning the settlement of earthquake-related damages is still ongoing.

Construction projects

The accommodation and building activities are primarily concentrated in three areas – campuses – in Groningen. A building in Leeuwarden was purchased for Campus Fryslân, which was renovated and commissioned in 2019. Preparations are also currently underway to replace the Herdershut research facility of the Faculty of Science and Engineering on Schiermonnikoog.

1. City Centre Campus

Flexibility plays a role in all projects. The focus is on the flexible use of space, so that future changes to the organization can be accommodated without needing to renovate. In addition, flexibility and multi-use also contribute to the reduction of the total use of space (footprint), which is a major consideration in light of the University's sustainability objectives. A project in this context is the adaptation of the offices in the Academy Building, which is home to the Office of the University. The renovation of the West Wing was completed in 2019. Preparations have since been made for the next phase to start in 2020.

For the accommodation of the Faculty of Law in the building of the Public Library, in 2019 the European tender for an architect, constructor and other technical advisors was launched and completed, so work on implementing the master plan can begin. The schedule is based on the assumption that once the Faculty of Law has relocated to the building on Oude Boteringestraat, the renovation of the Harmonie Complex will start in order to create joint teaching facilities and accommodation for the Faculty of Arts.

Much of the Faculty of Behavioural and Social Sciences' teaching

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space was located outside its own building, in rented premises in the Hortus neighbourhood. In 2018, office space was reorganized and optimized to create more teaching areas.
In 2019, work started on the renovation of the old extension of the Heymans building; a new restaurant, including study areas, opened at the beginning of 2020.

2. Healthy Ageing Campus

The Healthy Ageing Campus (HAC) is an area development project on the north side of the UMCG complex. The University is working closely with the UMCG on this. The urban master plan incorporates the University of Groningen's various accommodation programmes (USVA/sports facilities, University College Groningen, teaching and research facilities at the Faculty of Medical Sciences and the Faculty of Science and Engineering). On this basis, all legal, organizational and financial consequences were translated into a general agreement that was signed in 2018. The first step following on from this was the relocation of a number of facilities in 2019, such as the Central Medical Library with study areas to near the University's teaching and research facilities on the north side of the complex. In addition, the process of selecting the architects for the new education building began in 2019.

3. Zernike Campus

The University is working with the partners in the Groningen Agreement on plans to improve the quality and accessibility of the campus, which are two major themes. In the coming years, infrastructure and design projects will be carried out to improve the quality of the environment. The design for Zernikelaan is ready and has already been approved by various parties on campus. The project, which started in 2019 and will be continued in 2020, was commissioned by the Municipality of Groningen.

The Feringa Building project is being developed for the Faculty of Science and Engineering to replace Nijenborgh 4, which has been written off. It will be the prime location for high-quality research and is the University's largest accommodation project, both currently and will be for the foreseeable future. A difficult tender process has since led to the commissioning of a construction contractor and an installer. Building work commenced in the summer of 2019.

The Aletta Jacobs Hall will be extended with two lecture halls and 590 examination desks, which will also improve the logistics in the building. The construction process aims to minimize disruptions in the existing building during the examination period. The new building will be completed in the spring of 2020 and will be ready for use as of the 2020-2021 academic year.

Based on a business case for the Sports Centre, it has since been concluded that a new building is the preferred option in the long term. In 2019, the next phase was started in which, among other things, the financial frameworks were discussed. A decision by both institutions involved (the University of Groningen and Hanze University of Applied Sciences Groningen) on the next steps is expected in 2020.

Work is also underway on the construction of a new HPC data centre. A master plan has been drawn up for the Zernike-West buildings, which includes plans for the optimization of CIT's accommodation, the refurbishment of the computing hall that will become available and the FEB's need for teaching space. Once the University Services Department has been reorganized, a project can be launched to find the department new accommodation.

6.5 University Library

As a centre of academic knowledge, the University Library has a key role at the University. As a building and a service, it has an iconic place in the city of Groningen; the cityscape would not be the same without it. The University Library supports students and academic staff throughout their academic journey; it compiles collections and provides research and teaching support. By providing facilities designed to meet the needs of its students, the Library helps to make studying more pleasurable and successful.

In the coming years, the University Library will focus on supporting the shift towards open science, particularly with regard to open access, FAIR data, research impact, open educational resources and digitization. The University Library also makes its heritage collections available to the general public, thereby contributing

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towards a more open relationship with society. The University Library is also developing new services, such as a learning lab/maker space, in the existing building. The primary objective behind these plans is to make life easier for students, lecturers and researchers. The University Library is a partner of the faculties and other organizational units and offers integrated services.

6.6 Center for Information Technology

The Center for Information Technology (CIT) offers high-quality, innovative and reliable services to the University (and partners such as UMCG and ASTRON) in the field of IT and data for education and research. In 2019, the CIT made concerted efforts to become more focused on its customers and to improve the level of professionalization. As a result, the CIT is now increasingly seen by researchers and lecturers as a partner. The CIT is actively committed to strengthening this partnership. In doing so, it aims to go beyond being simply a traditional supplier of IT services.

Teaching and research

The CIT's mission is to provide and maintain an innovative and reliable IT infrastructure for education and research. This consists of the campus network, two CIT data centres, the High Performance Cluster, the digital assessment environment, University workstations, the website and intranet, all campus software and the helpdesk. The CIT also has specialists on hand to support education, research (including spatial data and visualization) and business management. Security of the University network and the University's IT systems is a high priority and will require more and more attention in the future. Finally, the CIT also provides education using the available expertise: lecturer professionalization, courses on various applications (from Excel to advanced programming in Python) and it has also been playing a role in data science Bachelor's degree programmes, including the University Minor 'Data Wise; data science in society', an initiative of the CIT.

Innovations

The priorities in terms of innovative developments are digital testing, High Performance Computing (HPC), Virtual Research Environment (VRE), Artificial Intelligence (AI), Data Science and Research Data Management (RDM). Digital testing concerns both the training and support of lecturers with various forms of digital testing and the infrastructure for setting and sitting digital exams and processing a large numbers of tests. In recent years, the number of digital tests at the University has increased sharply; the goal is to digitize 80% of tests by 2020.

Support for researchers is organized in the Research Data Office (RDO), a collaboration between the CIT and University Library. The CIT manages the Data Federation Hub (DFH) to coordinate research data support and facilities at the faculties and service units of the University and UMCG. The CIT also implements regular innovative updates to the IT infrastructure, such as the network, server virtualization, data storage and backup facilities. As such, the University continues to have an up-to-date IT/data infrastructure at its disposal.

The future

The CIT's ambition is to maintain its leading position among Dutch university IT centres. Big Data (construction of a High Performance Cluster data centre), sensitive data (medical data, business information with the use of virtualization technologies) and digital testing (expansion of the Aletta Jacobs Hall, testing with real-life applications) continue to be high on the national agenda. The CIT intends to achieve these ambitions by investing in the knowledge and expertise of staff, and by continuing to evolve into a more customer-oriented and more professional organization.

university of groningen

7

Corporate Governance



Lustrum Celebration: Gala Party, 13 June 2019

7. Corporate Governance

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7.1 Regulations

The rules, guidelines and agreements for a transparent management and reporting philosophy are set out in the University's Management Regulations and elsewhere. These are detailed regulations, complementing the statutory regulations, on aspects such as the official position of the Supervisory Board, the Board of the University and the Faculty Boards. They concern matters relating to governance and management. The members of both the Supervisory Board and the Board of the University are guided by the Code of Good Governance for Universities drawn up by the Association of Universities in the Netherlands (VSNU, Vereniging van Samenwerkende Nederlandse Universiteiten). The University complies with this principle-based Code. The way the Code is applied is explained under the various themes in this report.

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, reporting in the annual financial statements and the Management 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.

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. The institution, in cooperation with the University Council, 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 is the component 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. General consent applies at University level, not at faculty level. For allocations in the field of education, research and business operations, the limit value is set at allocations greater than or equal to €0.5 million; for real estate investments, this value is set at €5 million. The right of consent also relates to changes to the internal allocation model.

In the Sector Agreement of 9 April 2018, agreements were made between the Ministry of Education, Culture and Science and the 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 will give consultative participation bodies the right of consent regarding the institution's plans for the use of funds from the student loan system.

Management and control

The University follows a transparent central planning and control cycle, in which the University budget is monitored periodically throughout the reporting year by means of updates and defined periods. 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.

The University's liquidity position is continuously monitored by means of detailed liquidity planning that is updated every week. In principle, the University continues to fund investments in new buildings and IT from its own resources, in order not to incur external interest charges for which no national funding is received.

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As a result, the full amount of government funding can be used for the funded tasks of teaching and research. In recent years this has resulted in a long-term equilibrium and a prudent financial policy. Positive annual results are used to save for investments in accommodation, IT and any other policy intensifications the Board of the University deems necessary. The implementation of the substantial new building programme as of 2019 means that the University will have to borrow capital to in order to finance the investments. The University's long-term budget takes account of the fact that the institution will need to attract external funding in 2022 and that interest charges will be included in its operating costs from 2022 onwards.

For the University, stable funding from the Ministry and stable growth in student numbers are essential. A structural reduction in government funding, for example as a result of the Van Rijn Committee's recommendations, adopted by the Minister of Education, Culture and Science, to redistribute government funds in favour of STEM education and research, will have far-reaching consequences for the University of Groningen. For 2020 and 2021, the Ministry of Education, Culture and Science has compensated for the financial impact of this reallocation at institutional level. However, it should be noted that although the net effect per institution will be zero in 2020 and 2021, this does not mean that there will be no changes at faculty level.

In line with the Van Rijn recommendations, the University of Groningen will receive €4.6 million less in 2022, and from 2023 onwards it will be confronted with a structural reduction of €3.7 million. For 2020, the Board of the University has decided that funding will not be reallocated between the faculties as a result of the Van Rijn recommendations. A decision on the subsequent years will be taken in the spring of 2020. Apart from this, the University is becoming increasingly dependent on indirect government funding and income from contract research. In order to minimize the related risks for the continuity of business operations, universities need to maintain reserves.

Costs incurred for phasing out the Yantai project

In the 2019 financial statements, the cost of phasing out the preparation teams was charged to the University's private special-purpose reserves.
Strictly speaking, these costs would not have to be charged to the private special-purpose reserves, since they are no longer classified as preparation costs for the establishment of a branch campus. Nevertheless, in 2018 the Board of the University decided to use these reserves to cover these costs in 2018, 2019 and 2020. In 2019, these costs amounted to a total of €348,200.

Privacy management

Within the context of the General Data Protection Regulation (GDPR), the University of Groningen is more motivated than ever to safeguard privacy and security throughout the organization. The first privacy compliance projects have been successful. Privacy and security coordinators, who act as a first point of contact, have also been appointed at all faculties and service units. They work alongside the Privacy Officer to provide the much sought-after tools and (privacy) policy.

The University has been working hard to raise the maturity level of its privacy management organization; it is striving for maturity level 3. In 2019, the University was up from 1.3 to 1.7, which is a promising development for an organization with over 6,000 staff members, more than 32,000 students and thousands of studies containing personal data.

Code of good university governance

The VSNU has adopted a new Code of Good Governance, effective as of 1 January 2020. The Supervisory Board and the Board of the University endorse the principles of the Code, which are applied by the University. The new code requires some minor adjustments, the implementation of which is underway. Every year the VSNU, on the basis of the annual reports and information on the website, monitors the implementation of the Code by the universities.

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Letter of Representation

The Board of the University submitted a Letter of Representation to the University auditor at the time of issuing the unqualified report. This provides a check for the external auditor and is therefore documented in the auditor's audit files.

7.2 Transparency document

The University of Groningen complies with the government policy document on transparent funding of higher education ('Helderheid in de bekostiging van het hoger onderwijs'), the purpose of which is to provide funded universities and universities of applied sciences with clear information on the interpretation and application of current rules for the calculation of funding parameters.

Theme 1

Outsourcing of degree programmes

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

Theme 2

Investment of public funding in private sector activities

The University does not spend any government funding on private sector activities, other than those relating to the transfer of knowledge to society. In so doing, care is taken to ensure that competition does not become distorted.

In total, the University of Groningen contributed €5.8 million to its affiliated parties. This concerns RUG Houdstermaatschappij BV, ANS BV and the University of Groningen North West Germany GmbH. There were no additional capital injections in 2019. In the financial statements, the increase with respect to this initial injection of equity has been accounted for in the private special-purpose fund. The results of Stichting Academische Opleidingen Groningen are also included in this fund. The balance of this fund at the end of 2019 amounted to €6.6 million. The change in 2019 is €2.0 million, which is the balance of the result of the affiliated parties of €2.5 million, minus a gift received amounting to €0.5 million. In 2019, no returns were attributed to this initial contribution.

Theme 3

Granting of exemptions

Exemptions from parts of examinations 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 Teaching and Examination Regulations contain a provision to this effect, whereby the maximum is set at 50%.

Theme 4

Funding of foreign students

In the context of internationalization, the University participates in exchange programmes with various universities in Europe. The University complies fully with the principles of funding regulations in the teaching it provides to Dutch as well as foreign students. Exchanges are based on an agreement and the institutions that participate in and facilitate student exchanges do not charge each other any costs. Dutch students continue to count towards the funding, but foreign students do not. In 2019, the University of Groningen had 1,034 exchange agreements with foreign institutions, which included both Erasmus+ contracts and agreements with exchange partners from outside the EU.

In 2019, the University awarded funding from the Graduation Fund to five non-EU students as a result of special circumstances within the meaning of Article 7.51 of the Higher Education and Scientific Research Act (WHW), to three non-EEA students through Committee Grants, and to four non-EU students through participation in consultative bodies. In total, €14,097.00 was disbursed to 12 non-EU students from the Graduation Fund.

Graduation Fund

A complete overview, as referred to in Article 7.51 of the Higher Education and Scientific Research Act (WHW), of the number of

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Graduation Fund

	Number of applications	Number of grants awarded	Total of awarded grants	Amount per student	Average duration
Force majeure situation	527	187	270,084	1,444	Situation dependant
Committee grants	614	467	937,588	2,008	12 months
Other	49	32	52,764	1,649	12 months

students who have received financial support from the Graduation Fund and the amounts paid out are shown in the table below. For committee grants, grants for participation in consultative bodies and grants for special achievements the duration of the payment is equal to the academic year; for grants awarded due to situations of force majeure, illness, a functional impairment, family circumstances, informal care or infeasible degree programmes this is specifically determined for each grant allocation.

Theme 5

Tuition fees not paid by the student

Students have to pay tuition fees to demonstrate that they have the intention of following the degree programme. In a number of cases, students did not pay their own tuition fees. There may be various reasons for this, for instance because the student is in a dire financial position. Legislation allows the possibility that, in some cases, the tuition fees are consequently paid by the educational institute via a special fund or emergency fund. In 2019, the University paid out a total of €2,613.45 to 14 students from its Emergency Fund. The maximum allowance in the form of a gift or a loan is €1,250 per student per year.

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Theme 6

Students following degree programme modules

The University does not offer modules in the form of pre-structured learning routes with separate certificates as part of a CROHO-accredited degree programme.

Theme 7

Students following a degree programme other than the one for which they are registered

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

Theme 8

Funding of tailor-made programmes

At the request of the Saudi Ministry of Higher Education, since the spring of 2007 the University of Groningen and the UMCG have offered students from Saudi Arabia a special training programme for local medical care. The programme starts with a preparatory year; in the 2019/2020 academic year, 22 students participated in it. This programme is not registered with the CROHO. Students who successfully complete the preparatory year may begin the regular CROHO-accredited programme to qualify as physicians or dentists. In September 2019, 131 students enrolled in the regular Medicine degree programme.

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

The University 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.

7.3 Treasury

As of 1 July 2016, the investments, loans and derivatives scheme for educational and research institutes (Regeling beleggen, lenen en derivaten OCW 2016) applies to all educational institutions. The new scheme covers management 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 elements 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 Regulations. Article 6.3 of the regulations was amended on 5 April 2018. As a result, price fluctuations on the principal sum of an investment (bonds) are permitted subject to the approval of the internal regulator. This amendment entered into force on 1 July 2018. The University does not have any bonds in its portfolio.

In addition, amendments to several articles of the Regulations were published on 5 December 2018. The most important amendment (with retroactive effect from 1 July 2016) is that educational institutions will not only be able to borrow from financial institutions, but also from organizations, funds, insurers and governments, provided that borrowing is risk-free.

As a result of the aforementioned two amendments to the Regulations, the Board approved an updated version of the University's Treasury Rules on 28 January 2019, which incorporates all the amendments to the Regulations. The updated Rules were adopted by the Supervisory Board in March 2019.

The Rules set out the treasury management processes and the financing policy for the Board of the University. They are based on the University's strategic planning for teaching and research as well as the future investments in property, so as to facilitate the process of managing, controlling and monitoring current and future funding streams. The aim is to achieve an optimum return on outstanding investments within the given limits of the risk policy as specified in the Treasury Rules.

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The University has so far not been faced with interest charges on outstanding funds. The University 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 to the University of Groningen. Such loans are only allowed in the context of the (funded) duty of knowledge valorization.

At the end of 2018, the University owned a total of €303 million in liquid assets, of which €15 million was held in bank accounts, approximately €222 million in current accounts and €66 million in savings accounts and short-term deposits. Long-term deposits amount to €21.5 million; the €2.5 million increase in 2018 is the result of a new deposit agreed with the Ministry of Finance.

At the end of 2019, the University owned a total of €276 million in liquid assets, of which €39 million was held in bank accounts, €210 million in current accounts and €26 million in short-term deposits. Long-term deposits remained unchanged at €21.5 million.

Liquidity development

At the end of 2019, the University still had a relatively high amount of liquid assets. This can be explained by the fact that the University has saved up to make very substantial investments in its real-estate stock in the form of new buildings, which are now in the decision-making phase or a tender phase (which is either yet to commence or has already been completed). Spending hundreds of millions of euros over the coming financial years will put a significant strain on liquidity and will force the University to borrow substantially from an external financier. This is a new situation for the University. However, at the time of drafting this Management Report, commitments, in particular the contract for the construction of the new Feringa Building (signed on 6 March 2019), have already been made and expenditure has been fixed in accordance with a contractual payment schedule. The contractual obligation for the installation work for the new Feringa Building was also signed on 12 February 2020. The University needs all its current liquid buffers in the short term in order to be able to meet its obligations with regard to the construction of new buildings.

Duration (years)	Interest	Beginning (m/d/y)	Ending (m/d/y	Amount (mln EUR)
5	0.70	19/02/2016	19/02/2021	5
7	0.15	25/10/2017	25/10/2024	3
7	0.11	06/02/2017	06/02/2024	3
8	0.37	31/01/2017	31/01/2025	3
9 + 2 days	0.30	17/01/2017	19/01/2026	5
6	0.28	30/01/2018	30/01/2024	2.5
Total				21.5

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7.4 Top incomes and remuneration

The VSNU 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 and social security. The working conditions agreed with employer organizations are set out in the Collective Labour Agreement for Dutch Universities. Members of the Board of the University and the Supervisory Board (as well as non-senior officials) are also subject to assessment under the Executives' Pay (Standards) Act (Wet Normering Topinkomens – WNT).

For the university education sector, the WNT-2 came into effect for all newly appointed senior officials on 1 January 2016, In the year under review, the maximum salary threshold for senior and non-senior officials employed by the government, independent governing bodies, other public bodies and semi-public institutions was €194,000. In 2019, however, a statutory transitional arrangement applied for current senior officials appointed or reappointed under the WNT-1 Act: for a period not exceeding four reporting years, the "old" maximum reference salary for the academic education sector of €230,474 applies up to and including the year under review (2019), after which it is scaled down to the maximum WNT-2 salary threshold within three years.

In 2019, the maximum salary threshold of €194,000 is exceeded among the senior officials of the University in the case of the Rector Magnificus in the period up to 1 March 2019 and the Vice President of the Board of the University in the period up to 1 September 2019 (moment at which they resigned from their duties as a members of the Board). The WNT transitional agreement applies to both former members of the Board of the University. Exceeding the maximum salary threshold is explainable by law, permitted within the WNT and explained in detail in the 2019 financial statements. The Rector Magnificus was briefly reappointed for the period from 1 March 2019 to 1 September 2019. This temporary reappointment took place in accordance with the current maximum salary threshold.

For senior officials with supervisory duties (i.e. members of the Supervisory Board), there is no transitional arrangement, but a maximum salary threshold of 10% of the maximum WNT-2 reference salary for 2019 of €194,000 applies for members of the Supervisory Board (15% for the Chair). During the year under review, the University had no senior officials with supervisory duties whose salary exceeded this sum.

In 2019, the University had three staff members (non-senior officials) whose remuneration exceeded the WNT-2 threshold (€194,000). One case involved an exceeding of the maximum due to royalties. The other two cases involved exceedances for non-senior officials due to a higher gross salary in connection with the previous nationwide decision to cap the maximum pensionable salary and as a result of the Terms of Employment Options Model.

The table listing salaries for 2019 and the table comparing the salaries of the members of the Board of the University and the Supervisory Board in 2018 and 2019 can be found in the 2019 financial statements appended to this Management Report. The other three staff members (non-senior officials) are also included here.

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Reimbursement of costs for Board members

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

Reports on the 2019 financial year are based on the new Declaration Regulations for Executive Board members. The expense claims below are in accordance with these Regulations.

"Domestic travel expenses" relate to the professional use of the University of Groningen's official car available for this purpose, in accordance with the applicable regulations.

Expenses for members of the Board 2019 (in EUR)

	De Vries	Sterken	Wijmenga	De Jeu	Biemans	Total
Representation	3,415	1,300	1,055	1,189	1,154	8,112
Domestic travel	49,388	-	231	10,481	932	61,032
Rail pass 1st class	-	4,664	2,567	-	-	7,231
Foreign travel	7,128	9,014	204	5,267	-	21,613
Other	1,795		1,816	676	-	4,287
Total	61,726	14,978	5,873	17,613	2,085	102,275

university of groningen

8 Continuity section



Lustrum Celebration: Changing of the Rectores Magnifici, 14 June 2019

8. Continuity section

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

The global coronavirus pandemic is also affecting future developments at the University of Groningen. The University has cancelled in-person teaching until the end of the 2019-2020 academic year and switched to online teaching and testing. It seems reasonable to assume that fewer international students will come to the University of Groningen in the 2020-2021 academic year. Access to the University's buildings is currently very limited, which is also affecting a lot of scientific research, especially in the laboratories. It goes without saying that these developments will have a major financial impact. The extent of that impact, however, remains to be seen. The scenario analyses carried out by the University in a potential impact on the development of government funding (t+2) and on tuition fees. Government funding consists of a variable component and a fixed component; only the variable component will be affected by COVID-19. For research, lower revenues from work for third parties are also expected due to delays in research projects. Furthermore, the crisis may also affect the financial position of companies, organizations and partners of the University, which may in turn have an impact on indirect government funding and contract research. This could have ramifications for the future order portfolio for externally funded research projects.

Due to the uncertainty regarding the scale of the impact, the potential consequences have not been taken into account in the numbers of students, staff and expected financial developments mentioned in this section. The University is in close contact with the VSNU, which analyses the consequences and liaises with the relevant ministries and key funding bodies.

The University has also analysed the potential financial effects through a number of scenarios. These scenarios provide an insight into the extent to which and the pace at which the University will be able to adapt to the new circumstances. The University has appointed a crisis team to implement short-term measures. In addition, a development team is responsible for formulating policy that is in line with developments in online teaching, testing, accommodation and other relevant issues. The financial implications of this policy will be calculated. These assessments and policy calculations, among other things, will be used as a basis for taking measures where necessary and where possible.

8.1 Explanatory notes on student numbers and staffing

The expectation is that, as of 2019, the number of Dutch students at the University will slightly drop as a result of demographic trends. In order to continue offering a high-standard and feasible curriculum and first-class facilities, it is important to maintain the number of registered students. Therefore, the University of Groningen opts for further internationalization, so the number of students from outside the Netherlands will grow and eventually compensate the smaller number of Dutch students. In the University's opinion, internationalization is also important for both

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teaching and research in order to address modern-day issues and challenges from a wide range of perspectives and approaches. The internationalization of higher education is also reflected in the reference framework of the Ministry of Education, Culture and Science for 2019, which, partly due to the considerable rise in the number of foreign students, shows an expected overall annual growth in student numbers of approx. 2% for the university education sector in the long term. The University of Groningen assumes that the total number of registered students will be maintained.

In order to guarantee and improve the quality of education, the University is committed to increasing the number of staff. The Board has made extra resources available to the faculties for this purpose, and this intensification is also a priority in the Quality Agreements for 2019-2024 (see also 3.8). The University is also aiming to further increase external research funding, in response to the increase of available resources from indirect government funding and funding from contract research. An increase in the number of staff is needed to facilitate this growth. This increase is primarily aimed at academic staff, but will also require a partial increase in support and administrative staff.

8.2 Explanatory notes on operating and balance-sheet figures

Government funding is divided among the universities based on the scope of three funding variables: the number of registrations, the number of degrees and, for research, the number of PhDs awarded. The University expects that these funding variables will remain stable (see also 8.1). A change to the funding variables does not always result in a change in government funding. In fact, a national distribution model is used, rather than a funding model. Only a change in the market share will lead to a change in the amount of government funding a university receives. In addition to the funding variables, each university receives a number of specific contributions and has a fixed formula for funding.

Development of student numbers

	Realisation	Prognosis				
Students	2019	2020	2021	2022	2023	2024
International	7,536	8,064	8,628	9,232	9,878	10,570
Dutch	24,304	23,904	23,504	23,104	22,704	22,304
Total	31,840	31,968	32,132	32,336	32,582	32,874

Development of staff (in FTE)

	Realisation	Prognosis				
Staff (FTE)	2019	2020	2021	2022	2023	2024
Management/Board	700	700	700	700	700	700
Research and Education	2,968	3,032	3,111	3,157	3,179	3,200
Other	2,651	2,639	2,569	2,545	2,543	2,542
Total	6,318	6,370	6,380	6,402	6,422	6,442

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Balance sheet for income and expenditure (all amounts in K€)

	Realisation	Long-term perspective				
	2019	2020	2021	2022	2023	2024
INCOME						
Government funding	419,200	430,884	44,382	453,875	461,824	465,824
Other funding		-	-	-	-	-
Tuition fees	73,213	73,000	74,400	75,800	77,300	78,300
Third-party assignments	147,294	144,914	146,783	149,084	151,002	154,226
Other income	58,215	65,295	63,958	60,756	53,934	54,474
	697,922	714,093	728,523	739,515	744,260	752,824
EXPENDITURE						
Staff	489,429	501,279	511,894	514,983	517,411	518,977
Accommodation	35,634	41,321	44,575	56,772	60,731	66,064
Debits	43,656	44,707	43,758	43,610	46,840	46,372
Other	132,940	136,034	137,343	134,219	130,013	131,313
	701,659	723,341	737,570	749,584	754,995	762,725
Balance of income and expenditure	-3,737	-9,248	-9,047	-10,069	-10,735	-9,902
Balance of financial operations	2,692	-	-	-94	-462	-804
RESULT	-1,045	-9,248	- 9,047	-10,163	-11,197	-10,706
of which incidental costs	-	-	-	-	-	-

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In the previous years, the University of Groningen has seen a number of general increases in government funding, such as salary and price adjustments and student volume resources. These increases have been included in the long-term perspective and, as a result, the additional funds will become available for faculties to invest in additional academic staff. A significant change in government funding is the expected additional resources for the implementation of the Quality Agreements for 2019-2024, which have already been included in the long-term perspective. In addition to more government funding, the total revenues of the University will also increase as tuition fee revenue increases in line with the growth in the number of international students, and as a result of additional external revenues acquired (see section 9.1 – Explanatory notes on student numbers and staffing). Despite the expected growth in externally acquired revenues absolute terms, the relative share of contract revenue remains stable. More details on this are provided later in the explanatory notes to the key figures.

Staffing costs are increasing as a result of the University intensifying its policy on teaching and research. For research, this means strengthening the profile of interdisciplinary and other research programmes and encouraging the research institutes to become more entrepreneurial. In terms of teaching, the University is investing in reinforcing the connections between lecturers and students and supporting students to play an active role in their learning process. Additional academic staff will be appointed in order to realize these aims, along with the required support and administrative staff. These investments prior to the allocation of resources for the Quality Agreements are in line with the agreements made at national level on the introduction of the Student Loan Act. Expenditure on staffing will also rise in order to accommodate the expected growth of externally acquired funding.

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

In the years to come, the University will also invest in sustainable and future-proof accommodation in order to ensure an optimum work and study environment. A long-term accommodation plan (LTHP, Lange Termijn Huisvestingsplan) was drawn up for this purpose in 2014, along with the related investment and liquidity plans. This document is updated every year. The financial implications of the LTHP are incorporated in the long-term projection. The main project is the realization of the Feringa Building. The Feringa Building will replace the Nijenborgh 4 facility that is over 50 years old and no longer meets current standards. With the new Feringa Building, the Faculty of Science & Engineering (FSE) will once again be able to provide its staff and students with sustainable, high-tech facilities. Other expenses will increase as a result of rising personnel costs.

As a result of the investments in the quality of teaching and research and the rising depreciation costs due to the construction of the new Feringa Building in particular, in the long term the University faces a structurally negative result of approximately €10 million. However, as the liquidity figures show, the results will be positive again within ten years.

Balance sheet

The long-term project for fixed assets is based on the aforementioned LTHP. The policy of the University is that, in principle, investment in tangible fixed assets is financed from internal resources, and that short-term capital borrowing is acceptable for this purpose. In the long term, the investment in tangible assets is therefore expected to lead to a reduction in liquid assets.

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Balance sheet (all amounts in K€)

	Realisation	Long-term perspective				
	2019	2020	2021	2022	2023	2024
ASSETS						
Fixed assets						
immaterial assets	-	-	-	-	-	-
material assets	476,555	620,232	752,472	855,727	936,437	951,017
financial assets	32,386	32,386	10,386	10,386	10,386	10,386
Current assets						
supplies	666	666	666	666	666	666
receivables	112,663	111,663	106,163	106,163	106,163	106,163
liquid assets	278,421	141,496	33,709	35,291	28,383	28,097
total	900,690	906,442	903,395	1,008,232	1,082,035	1,096,329
LIABILITIES						
Capital & reserves						
general reserve	566,280	554,208	561,334	564,962	556,122	545,417
special-purpose reserve (public)	31,022	33,347	16,674	2,382	-	-
special-purpose reserve (private)	-1,374	-874	-374	126	151	151
special-purpose funds (public)	1,002	1,002	1,002	1,002	1,002	1,002
special-purpose funds (private)	6,635	6,635	6,635	6,635	6,635	6,635
Provisions						
provisions	52,534	52,534	52,534	52,534	52,534	52,534
Debts						
long-term	-	-	-	115,000	200,000	225,000
short-term	244,592	259,592	265,592	265,592	265,592	265,592
	900,690	906,443	903,396	1,008,232	1,082,035	1,096,330

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In the long-term projection, operating results are added to the general reserve. The 'Special-purpose reserve (public)' provision has been created because the University participates in an experiment with PhD students. Participating students are guaranteed that – should the experiment end prematurely – they will be employed by the University for the remainder of their PhD programme. Due to the settlement of the Yantai file, at the end of 2019 the balance of the private special-purpose reserve was negative. This negative position will be corrected in the coming years by payments from parties affiliated with the University. The intention is to achieve this within three years. Special-purpose funds and provisions are expected to remain at more or less the same level overall. The provisions consist mainly of personnel provisions (€19 million) for anniversaries, unemployment and long-term sick leave, environmental provisions (€12 million) and provisions for the dismantling of cyclotron (€12 million).

From 2022, the level of liquid assets will no longer be sufficient to finance investments in the LTHP and the University will make use of external financing capacity. This is reflected in the long-term debts in the above balance sheet.

The total investment for the LTHP until 2027 is approximately €600 million. Most of this investment will take place between 2019 and 2022 (see table below). Investment estimates are based on the expected price level for the year in question. Since the University will borrow from 2022 onwards, interest charges are also included from 2022 onwards.

	All Dutch universities	UG						
	2017	2019	2020	2021	2022	2023	2024	target
solvability	0.49	0.67	0.66	0.65	0.57	0.52	0.51	> 0.50
liquidity	1.00	1.60	0.98	0.53	0.54	0.51	0.51	> 0.50
profitability	1.1%	-0.5%	-1.3%	-1.2%	-1.4%	-1.4%	-1.3%	0% <>3%
resilience	53.1%	86.5%	83.2%	80.3%	77.8%	75.8%	73.5%	> 50%
contract income	26.9%	21.1%	20.3%	20.1%	20.2%	20.3%	20.5%	> 30%
accommodation costs	13.2%	11.3%	11.9%	12.0%	13.4%	14.2%	14.7%	<14%

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Five key figures form the basis for assessing the financial position of the institution. 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.

1. Solvability

The University'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. This is in line with the recommendation issued by the Koopmans Committee on the capital position of Dutch universities (June 1999). The Committee identified two functions of a university's equity – a buffer function due to financial risks and a financing function. The Committee concluded that it is desirable for universities to finance their assets as much as possible using their own resources.
Capital borrowing will be necessary from 2022 for the implementation of the long-term accommodation plan. This will result in a fall in the solvability ratio. The minimum ratio is based on the current average for the higher education sector.

2. Liquidity

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

3. Profitability

Profitability is defined here as the result from ordinary activities / total income from ordinary activities * 100%. A small positive 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. At -0.5%, in 2019 profitability is slightly within the norm.

4. Resilience

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

5. Contract income

The long-term budget is based on an estimated growth of 4% per year in contract revenue. On that basis, the target for contract revenue has been set at at least 30% of the University's total revenues.
The share of contract revenue (total income arising from work for third parties / total income * 100%) in 2019 was 21.1%, so below the target the University had set for itself. Attention is being given to this. The decrease in 2019 is primarily the result of lower project revenues at the UMCG/O&O. This is partly due to stricter internal guidelines introduced in 2017 for rounding off and managing projects and partly to the fact that fewer third-party-funded projects were won. In addition to the revenue from contract teaching, for several years the University has been in a partnership with Freia/AOG, which is also responsible for providing some of the contract teaching. This partnership is formalized at executive and management level through the AOG Foundation.

6. Accommodation costs

This ratio ((total accommodation costs + depreciation) / total costs * 100%) includes accommodation costs as well as depreciation costs. The depreciation costs relate to investments in buildings, fitting-out and equipment. The University's accommodation costs are currently relatively low. In 2019, the ratio was 11.3%.
As a result of the qualitative improvements that will be realized with the implementation of the long-term accommodation plan, accommodation costs are expected to be just above 14% (the sector average).

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8.3 Internal risk management and control system

The University of Groningen is investing significantly in the quality of teaching and research and in creating the appropriate conditions. The latter means investing in staff, accommodation and business operations systems, among other things. This is unavoidable in a competitive environment, but it also entails risks. In 2019, the start-up process for risk management was completed at institutional level, whereby the ten biggest risks (see Section 8.4) as well as priorities in risk management were identified.

Risk management and control system

The main building blocks of the University's internal risk management and control system are the governance structure, the Strategic Plan for 2015-2020 and the annual planning and control cycle in combination with the financial Strategic Key Figures as established by the Supervisory Board (see Section 8.2).

The University'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 Strategic Plan for 2015-2020. The University of Groningen is currently developing a new Strategic Plan, which will be adopted in 2020. In order to assure that the strategic goals are achieved in cohesion, a central fact sheet has been prepared in consultation with the Faculty Boards, supplemented with faculty-specific Quality Indicators (QIs). The QIs that have been formulated are derived as directly as possible from the University's strategic course, and their development is discussed twice a year between the Board of the University and the Faculty Boards.

The University links its strategy and activities in research, teaching and valorization to the deployment of resources by means of a planning and control cycle. The Board 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 twice a year (or more often if necessary) by the Board of the University, the Faculty Boards and the management of the service units, in the context of fulfilling agreements and realizing ambitions with regard to research, teaching and societal impact.

At present, risk management is primarily the responsibility of the Governance Officer and the Internal Audit department. In 2019, a University-specific model for risk inventory and risk classification was developed as part of a central start-up process for risk management. A risk profile has been drawn up for the institution, including management decisions regarding 'risk appetite'. Following on from the start-up process for risk management at University level, the Board of the University decided to implement a second phase of risk management and roll this out across all decentralized units in accordance with the University's budget for 2021. The formulation of KPIs forms part of this process. Risk management will become a permanent agenda item at Administrative Meetings between the Board of the University and the Faculty Boards and the management of the service units.

Organizational structure

In managing the risks, the University of Groningen relies on a chain of four organizational links. Operational line management is the first link. The second link is formed by central as well as decentral controllers setting up and monitoring internal controls. The third link relates to the independent internal audit department, which assesses the role of the first and second links. The fourth and final link is formed by the external accountant. In addition to governance and the planning and control cycle, the University has rules and procedures in place aimed at identifying and mitigating the risks, and at achieving its strategic goals – naturally with due observance

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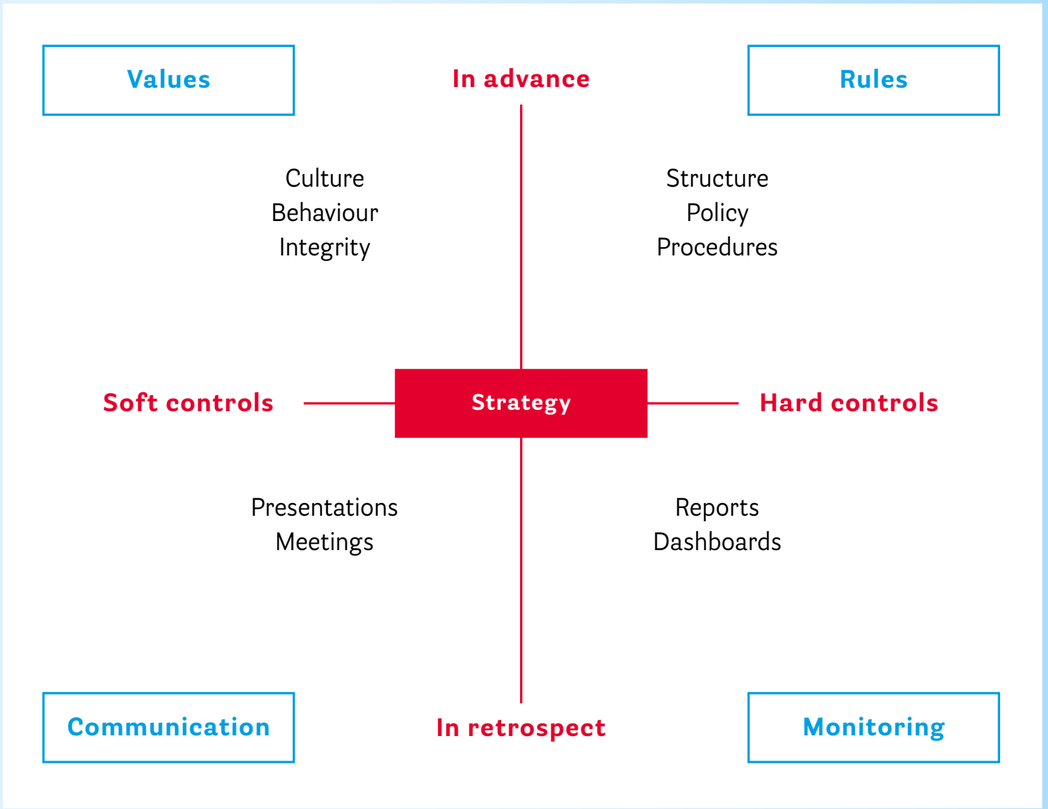
of the applicable laws and regulations. Structured spend analyses for the purpose of legitimate procurement are an example of such a procedure. The University has an Audit Charter as well as Treasury Rules that comply with the investments, loans and derivatives scheme for educational and research institutes (Regeling beleggen, lenen en derivaten OCW 2016).

Integrity programme

Risk management goes beyond complying with regulations and implementing hard controls. The behaviour of people is crucial for effective risk management. Therefore, the University of Groningen wants to foster a culture in which integrity underlies all actions, mistakes are admitted and discussed, and employees hold one another accountable. To this end, in 2016 the University started an integrity programme targeted at all academic and support staff, board members and managers (see Section X.X).

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 controls.



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8.4 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. The overview is based on the results of the risk management start-up process (see section 8.3) and an assessment of the themes in the Management System for Integrated Safety in Higher Education. For each theme, measures taken to limit the risks are described. The risks are quantified as much as possible.

Themes	Label	Uncertainty and risks	Measures
1. Labour market and labour conditions	Current	Sufficient and high-quality personnel are essential for the continued success of the University and for the achievement of its strategic objectives. However, there is a lot of competition on the labour market. The inability to attract or retain talented academic staff entails major risks for the University's market position in both education and research. This theme also touches upon the risk of excessive work pressure, which could lead to long-term absenteeism.	The University invests in a number of programmes to attract and retain talented academic staff. These include, for example, the Dual Career Support for partners of talented academic staff, the Rosalind Franklin programme for talented female academic staff and the Young Academy Groningen for talented young academic staff. With regard to the workload, the University will be investing heavily in extra academic staff in the coming years, from its own reserves and through the use of funds from the student loan system.
2. Integrity	Current	Integrity is essential for confidence in the University and the science it conducts. Integrity violations entail a risk of financial damage and of long-term reputational damage.	The University has an integrity programme, aimed at both the support staff and academic staff. The programme devotes attention to cultural aspects as well as to procedures and the way the organization is set up. It contains interactive elements, such as workshops and training sessions.
3. Information Security	Current	Almost all vital processes and services at the University rely on information systems. It is therefore essential that these systems are secure. The threat of espionage and cybercrime has increased substantially in recent years. The recent ransomware attack on Maastricht University in December 2019 increases the risk of an attack at other universities, including the University of Groningen.	The University has drawn up an Information Security Master Plan, consisting of: University-wide implementation of multifactor authentication, intensive monitoring and threat intelligence, resilience testing by ethical hackers and programmes to raise awareness. The measures included in this plan are being implemented at an accelerated pace in response to the recent increase in the threat level.
4. Privacy	Current	In May 2018, the new Data Protection Act came into force, which places a heavy administrative burden on the administrative processes within the University. Failure to comply with the new legislation can result in financial penalties, as well as damage the University's image as an employer and public party.	As early as 2016, the University appointed a central Data Protection Officer, who coordinates the activities across the units. Each unit has a privacy and security coordinator, who is responsible for raising awareness and creating a register for the processing of personal data. Active internal audits were carried out in 2019.

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5. Building Safety	Current	Seismological activity in the Groningen region entails several risks. The first aspect is the safety of staff and students in the University's buildings. The second aspect is the financial implications of alterations that might have to be made to existing buildings and of the additional investments required for new buildings as a result of stricter construction standards. If earthquakes become a structural problem in the city as well as the region of Groningen, the continuity of operations is at risk and the image of the University could suffer as well.	The University has appointed a project manager to coordinate the various matters relating to the risk of earthquakes. These efforts are geared towards limiting the risk to an acceptable level. So far, the first projects have been completed successfully, with NAM reimbursing a proportion of the costs. The government has adopted a new gas production plan which contains measures to structurally reduce the seismic threat.
6. Reputational damage	Current	The rise of social media and other modern means of communication means that news can spread quickly and uncontrollably. New phenomena such as fake news and sensationalism in journalism make a public organization such as the University of Groningen vulnerable to reputational damage. Such reports may be based on substantive issues, as described above for other themes, but also on misconceptions.	In addition to the University's own active communication policy, the University's Communications department monitors reports on the University in social and other media and responds if necessary.
7. Student numbers	Current	The University of Groningen is – and will remain – an attractive university for students because it offers a range of high-standard, feasible degree programmes and excellent facilities. In order to continue offering these programmes and facilities, it is important to maintain the number of registered students. As a result of demographic trends, the number of first-year students in the Netherlands will decrease in the coming years. It is also noted that the universities in the Randstad conurbation are attracting students in the Master's phase, mainly because of the career prospects in that region.	As well as investing in improving the profile of its Master's degree programmes, the University is seeking to become a global university. In order to achieve this aim, the University is actively recruiting foreign students and staff.
8. Research funding	Current	Factors include ad hoc cutbacks by the government, but also a shift in the allocation of research funding in favour of the Top Sectors, the development in research funding by the EU and the number of organizations that can apply for this. These factors have an impact on higher education and academic research. The University's reduced ability to attract contract-research activities also poses a risk. The impact of all these factors could mean that the projected annual growth of 4% (+/- €7 million) in external revenues (teaching/research for third parties) will not be realized.	The developments in external revenues and the contract portfolio are monitored and reported to the Board every quarter, or as often as necessary. The financial risk in the short term is limited, as lower research revenues are proportionally offset by lower research expenses. The long-term risks are greater because this could affect the position of the University, nationally as well as internationally. The Board and Supervisory Board are therefore paying particular attention to the relatively declining share of external revenues in relation to the total revenues of the University.

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9. Renewal of business operations systems	Current	At the University, there has always been a clear separation between Facility Services, HR and Finance. This is reflected in the way operational management systems are structured within the University. Today's issues, however, require a cross-domain approach. As such, the University aims to improve cooperation between the domains, supported by the implementation of a cross-domain management system. The transition period to a new system is not without risks.	Intensive administrative involvement by the Board of the University during the transition period and when making decisions regarding the cross-domain approach. Monitoring and decision-making by the Board of the University.
10. Government policy and funding	Structural	Government policy on higher education is changeable. These changes outpace the lead time for the measures required to realize the new ambitions, such as new performance agreements. This may frustrate the University's own plans. Apart from that, for a number of strategic choices the University is dependent upon the government in its capacity as legislator. Delays in or changes to, for instance, laws that enable transnational education or the PhD Scholarship Programme entail risks for the University. As regards government funding, the University has identified risks in the Van Rijn Committee's recommendation to adjust the distribution model for universities in favour of technical universities (+/- €15 million), the possible cancellation of the resources for Sustainable Humanities (DGW; €1.9 million) and the dropping rates in the parameter compartment (+/- €13 million). There is also a risk that current and future resources will be specifically earmarked so they can no longer be freely allocated.	Against the background of continuously shifting government policy, the University – and with it the faculties – laid down its own ambitions in the Strategic Plan for 2015-2020; the new Strategic Plan is currently being developed. In close consultation with consultative participation bodies, a new balance will be sought between the pluralism desired and the required positioning of the University as a whole. Information regarding issues whose developments in legislation are relevant to the University is regularly exchanged with the government. If developments are identified promptly, timely measures can be taken. Insidious cutbacks, the increasing cost of meeting statutory obligations and the fact that wage and price developments are only partly compensated (or not at all) are being offset by more efficient and effective organization of the activities that support the primary process in particular. The University is 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. Long-term Accommodation Plan (LTHP)	Structural	The University has drawn up an ambitious long-term accommodation plan. The total estimated investment for the period to 2027 is €533 million. This entails risks for the size of the investments, the University's liquidity position and future operating costs.	The investment plan is a guiding framework that is updated annually, whereby the link with the liquidity position and future operating costs 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.

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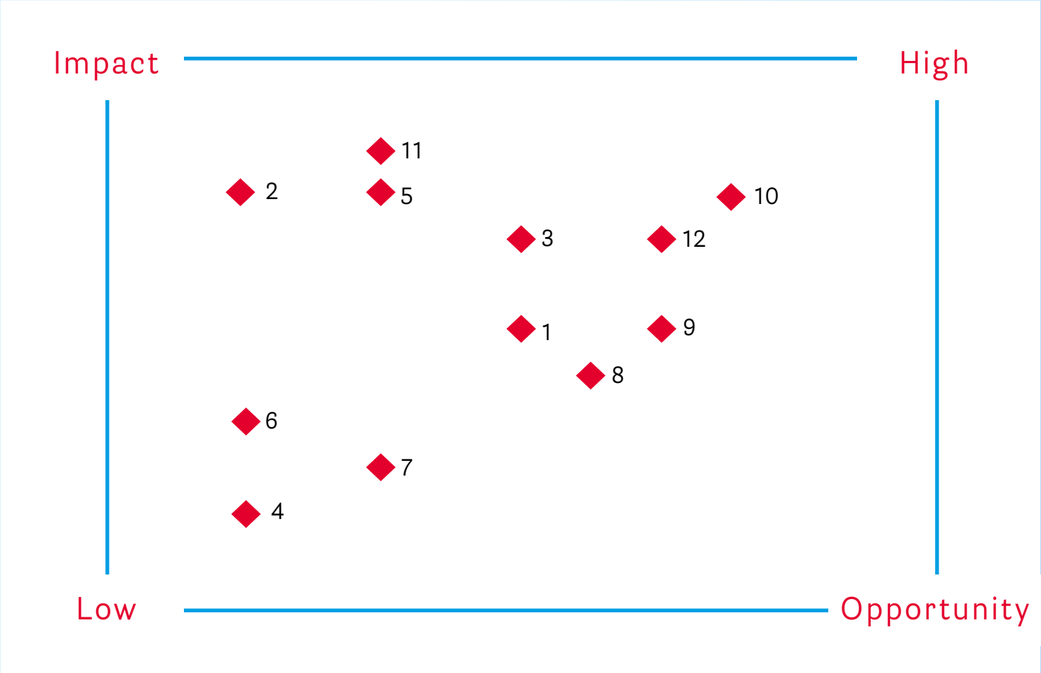
One of the risks mentioned above (theme 9: Renewal of business operations systems) has led to the introduction of Best Practice 2020 as of 1 January 2020, which involves using a cloud solution for financial and personnel administration and payroll. This contract was awarded to AFAS via European tenders. Replacing obsolete applications used in operational processes was an absolute must. The introduction of AFAS has also paved the way for Best Practices to be implemented: various changes have been made, the most important of which being that staff members and managers are now responsible for registering changes in Employee Self Services (ESS) and Management Self Services (MSS). This is a completely new way of working. The administration process for projects has also changed substantially, with hourly * rates now being used exclusively. We have since discovered that the AFAS settings need to be fine-tuned in order to work with MSS and that the alternative method of reporting on projects requires further refinement.
As from 1 September 2020, the programme organization will no longer take the lead in the implementation process; management will be transferred to a permanent organization. The recruitment and performance modules will be implemented in the autumn of 2020.

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



Current major developments

The planned real estate investment projects may have a major financial impact on the University. The University has an ambitious long-term accommodation plan and is about to take a number of major investment decisions. This concerns in particular the tendering process for the Feringa Building and the development of the Healthy Ageing campus.
Due to the impact of future real estate investments, developments in the construction market and the associated risks, management of the real estate process has been strengthened.

Another important development is the intention of the Minister of Education, Culture and Science to adjust the distribution of government funding in favour of STEM degree programmes. Now that the so-called financial macro framework will not be broadened, this will mean cuts for medical degree programmes and degree programmes in the arts and social sciences. We now have more clarify about the speed at which these plans will be implemented. The Board of the University has decided not to make any changes to internal funding for 2020, but to postpone this decision until there is clarity about the scope of the cuts and the University's Strategic Plan for the period 2020-2025 has been established. The preparations for developing the new Strategic Plan have already begun; the plan is scheduled to be completed in 2020.

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Finally, the global coronavirus pandemic is also affecting developments at the University of Groningen. The University has cancelled in-person teaching until the end of the 2019-2020 academic year and switched to online teaching and testing. It seems reasonable to assume that fewer international students will come to the University of Groningen in the 2020-2021 academic year. Access to the University's buildings is currently very limited, which is also affecting a lot of scientific research, especially in the laboratories. It goes without saying that these developments will have a major financial impact. The extent of that impact, however, remains to be seen. The Board of the University is in close contact with the VSNU, which analyses the consequences and liaises with the relevant ministries and key funding bodies.

8.5 Reporting by the supervisory body (B3)

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

The Board met six times in 2019. The most important subjects discussed were: the aftermath of the discontinuation of the Preparation programme for the branch campus in Yantai, the selection and appointment of the new Rector Magnificus and the new member of the Board of the University; real estate investments; the institutional assessment for teaching quality assurance, including quality requirements on teaching; preparations for the new Strategic Plan 2020-2025, and the consequences of the report published by the Van Rijn committee. Part of the Board's preparatory work took place in both the Finance and Education audit committees.

The University's Annual Financial Statement for 2018 and the Management Report for 2018 were approved by the Supervisory Board on 24 June 2019. On 16 December 2019, the Board approved the Institutional Budget for 2020 (long-term perspective). For the other subjects discussed by the Supervisory Board in 2019, please see the Supervisory Board's report, which is included at the beginning of the Management Report for 2019. 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.

university of groningen

9 Annual results



Lustrum Celebration: The Night of Arts and Sciences, 8 June 2019

9. Annual results

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9.1 Analysis of 2019 annual results

The consolidated result for 2019 is negative €1.0 million. When related to the result, the margin on turnover is -0.15%. This falls (rounded off) within the norm formulated as a steering indicator for the result at institutional level (between 0 and 3% of the turnover). The 2019 budget listed a result of -€6.5 million. This means that there was a positive discrepancy of €5.5 million.

The UMCG/O&O is responsible for the vast majority of this lower deficit as a result of underspending in 2019 on the research strategy formulated by the Faculty in 2018 and an unforeseen release of two provisions. The Faculty had already taken this higher result into account in the interim forecasts issued in 2019. The results at FSE, the Faculty of Arts, the Faculty of Law and the Center for Information Technology were also higher than estimated. The results for 2019 were partly distorted by the Sector Plan funds received at the end of 2019; €3.7 million for FSE and €0.6 million for Law. Although these funds were not exhausted in 2019, and despite requests from the University of Groningen and other universities involved to include the funds received on the balance sheet, due to auditing rules the full amount had to be included in the operating costs for 2019.

For the KVI, the Office of the University, other management and administrative activities and the Real Estate department, actual results in 2019 were disappointing. In the summer of 2019, measures were taken at the Office in order to reverse the negative trend that started in 2018 and ultimately to get out of the red. Advertising and filling vacancies and extending temporary contracts was no longer a foregone conclusion, and a process to manage vacancies was also introduced. An investigation is currently underway to assess the core tasks and a new funding model.

In 2019 a decision was taken to discontinue the KVI as an independent research institute and to transfer the Medical Physics and Accelerator Physics (AGOR) units to the UMCG/O&O and the Core Hadron Physics and Astroparticle Physics units to FSE. This development will not lead to any compulsory redundancies. This process should be completed by mid-2020.

In 2019, the University received a total of €7.7 million from the student loan system, which was allocated to the faculties to appoint additional teaching staff in order to improve the quality of education by offering smaller-scale teaching and more and better supervision for students. This led to the appointment of 97 FTEs of extra teaching staff, and a number of faculties supplemented those funds from their own resources.

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

Income

Government funding was €3.1 million higher than budgeted and amounted to €419.2 million (excluding the contribution for the UMCG as a place of work). The increase relates to the aforementioned Sector Plan funding received at the end of 2019 for STEM and Social Sciences and Humanities programmes (€4.3 million), the structural funds received from 2019 onwards for improving the quality of teacher training (€0.6 million), two Comenius grants received (€0.1 million), other (larger) grants from the Ministry of Education, Culture and Science (€0.3 million) and the higher level of income transfers at academic hospitals (-€2 million). The amount received in 2019 for student volume resources (€5.2 million) and wage adjustment (€8.3 million) was €0.3 million lower than budgeted. There were no price adjustments in 2019.

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The University received €4.9 million more in (non-statutory) tuition fees than budgeted. It was estimated that €68.3 million would be received in tuition fees, whereas the actual figure was €73.2 million. The higher amount is explained by the fact that the number of students enrolled increased in 2019, which also led to an increase in the income from tuition fees.

In view of the expected interest rate developments in 2019, no revenues were budgeted. The result in 2019 amounted to €0.2 million.

The income arising from work for third parties was €17.8 million lower than budgeted at €147.3 million. The lower income is mainly due to the fact that the University won fewer third-party-funded projects than expected. This was especially the case at the UMCG/O&O as a result of a too ambitious budget. However, the UMCG/O&O did see an increase in income from work commissioned by third parties compared to 2018.

The turnover from projects financed by international organizations, national governments, other non-profit organizations and the NWO fell by more than was budgeted. Income from companies and the KNAW did increase compared to the budget. In comparison with the 2018 results, however, there was only a drop in income from projects financed by national governments (-€0.7 million) and other non-profit organizations (-€1.2 million). Income from projects financed by companies remained more or less stable in 2019. Other categories saw an increase compared to 2018; income from international organizations in particular increased significantly (+€7.6 million). Faculty turnover on contract teaching was lower both compared to the budget and to the 2018 results. The same applied to other income arising from projects for third parties, which mainly related to the transactions between UMCG/O&O and the top technological institutes.

Other income was €3.9 million lower than budgeted at €58.2 million. Income from conferences, courses and symposia was higher, as was income from business services and rental proceeds. Other incidental income, however, was lower.

Expenses

In 2019, the staffing level was at 6,318.2 FTE; 89.8 FTEs more than budgeted. The wages and salaries, pension premiums and social security charges were lower (+ €3.3 million). This is explained by the fact that halfway through 2019 it transpired that in the budget for 2019 UMCG/O&O did not make a clear distinction between direct and indirect personnel costs, as a result of which most indirect personnel costs were budgeted under direct personnel costs. In practice, costs were recorded under the correct cost category, which resulted in a difference. Agreements have since been made with Faculty to prevent this from happening in the future.

In comparison with the 2018 figures, the staffing level increased by 203.7 FTEs to 6,318.2 FTEs. Correspondingly, wages and salaries, social security charges and pension premiums rose by €25.6 million to €461.2 million. The rise is also the result of the salary increase as per 1 February 2019 in accordance with the Collective Labour Agreement for Dutch Universities (CAO NU), increased pension contributions, the payment of transition fees and periodic increases and promotions.

Other personnel costs were €9.4 million higher compared to 2018. The decline that started in 2017 and 2018 did not continue in 2019. The reason for this was greater changes in the various personnel provisions, higher other personnel costs and the increased number of staff hired who are not employed by the University.

In 2019, the number of PhD students employed by the University was 93.8 FTE higher than budgeted. This is also an increase compared to 2018, which is the result of halting enrolment in the PhD Scholarship Programme Experiment at the beginning of 2019. As a result, the number of PhD students employed by the University rose by 35.2 FTEs in 2019. The number of PhD scholarship students (including those who brought their own funding) rose only slightly to 838 in 2019 due to the halt on enrolment (2018: 791). In 2019, the number of academic staff rose again compared to 2018 by 100.2 FTEs. Excluding PhD students employed by the University, the number of academic staff rose by 65 FTEs compared to a year earlier. This is particularly due to the use of funds from the student loan system and the use of funds to reduce the workload among academic staff.

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The number of administrative and support staff also increased.

Other expenses were €24.6 million lower than budgeted. On balance, the decrease was caused by higher purchasing costs for inventory and equipment (+€9.7 million), higher administrative and management costs (+€2.8 million), lower depreciation charges on tangible fixed assets (-€2 million), the unforeseen release of other provisions (-€3 million) and lower other material costs (-€34 million) as a result of lower telecommunications and ICT costs and lower specific costs for teaching and research. The specific costs for teaching and research also include the costs for PhD scholarship students. These costs were lower than budgeted as a result of the halt on enrolment for the PhD experiment in 2019. Accommodation costs were more or less in line with the budget.

9.2 Current major developments

In 2019, developments with a (potential) major financial impact on the University were the planned real estate investment projects. The University has an ambitious long-term accommodation plan. In 2020, we will have to take account of the fact that the available capacity will sets the pace of activities. There is still a shortage on the construction market, which complicates building schedules. Delays in the schedule can be costly because, for example, compensation for price changes is taken into account when contracts are drawn up with contractors.

The University is currently working on a new Strategic Plan for the period 2020-2025. Due to the negative impact of the recommendations contained in the report issued by the Van Rijn Committee, which have been adopted by the Minister of Education, Culture and Science, the University's financial room for manoeuvre is limited. In 2020 and 2021, the Van Rijn report will have a neutral financial impact on the University. The University of Groningen will receive €4.6 million less in 2022, and from 2023 onwards it will be confronted with a structural reduction of €3.7 million. The Board of the University will take a definitive decision on the internal processing and financing of the impacts of the Van Rijn report when adopting the new Strategic Plan for 2020-2025 in the summer of 2020. The new Strategic Plan will have to be funded primarily from existing reserves and by continuing existing budgets and targeting them towards the strategic objectives.

The Van Rijn Committee's recommendations do nothing to solve problems such as the high workload and underfunding per student. The Staff Survey conducted at the end of 2019 also revealed that many members of staff are still concerned about the workload. The University will have to come up with a solution to this problem in the coming period.

The attack on Maastricht University's computer systems at the end of 2019, which resulted in those systems crashing, was a stark reminder that the University of Groningen also needs to take action in this area. Cyber attacks inflict a high level of damage on average, also in terms of the continuity of operations and activities at the University. Stepping up measures to prevent the same type of situation at the University of Groningen is expected to have financial consequences.

The spread of COVID-19 has a major impact on society and the (international) university community. The crisis is very serious and is forcing the University to take urgent measures. Since 16 March 2020, the majority of the day-to-day activities at the University have been suspended and most of the buildings have been closed. Possible negative financial consequences include: the measures to be taken to limit the negative consequences for students of cancelling all in-person lectures and examinations as much as possible, a potentially lower intake of international students in the new academic year, delays in construction activities, a potential impact on scientific research, and claims for damages.

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Lustrum Celebration: Theatre Totally Shifted, 5-15 June 2019

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Solidated financial statements 2019

Amounts x € 1,000

Consolidated balance sheet as at 31 december 2019

(after result appropriation)

ASSETS

		31/12/2019	31/12/2018
Fixed assets			
	Tangible fixed assets		
1.1.2.1	Buildings	341.709,0	342.929,3
1.1.2.2	Premises	6.598,1	6.271,8
1.1.2.3	Inventory and equipment	54.136,1	49.061,5
1.1.2.5	In progress and prepayments	74.111,4	45.863,4
		476.554,8	444.126,1
	Financial fixed assets		
1.1.3.2	Other equity	7.626,4	7.390,8
1.1.3.7	Securities	21.500,0	21.500,0
1.1.3.8	Other receivables	3.259,5	3.735,4
		32.385,9	32.626,2
	Fixed assets – total	508.940,7	476.752,2
Vlottende activa			
1.2.1	Inventories	665,8	528,7
1.2.2	Accounts receivable	112.662,8	126.631,5
1.2.4	Liquid assets	278.420,7	304.133,0
	Current assets – total	391.749,4	431.293,2
		900.690,1	908.045,4

LIABILITIES

		31/12/2019	31/12/2018
Shareholders' Equity			
2.1.1.1	General reserve	566.280,0	562.908,9
2.1.1.2	Allocated reserves (public)	31.021,6	38.111,2
2.1.1.3	Allocated reserves (private)	-1.374,1	-1.524,9
2.1.1.4	Special-purpose fund (public)	1.001,5	983,2
2.1.1.5	Special-purpose fund (private)	6.635,3	4.630,8
	Total equity	603.564,3	605.109,2
Borrowed capital			
2.2	Provisions	52.533,6	59.815,4
2.4	Short-term debts	244.592,2	243.120,9
	Borrowed capital – total	297.125,8	302.936,2
		900.690,1	908.045,4

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Consolidated statement of income and expenditure for 2019

		Accounts 2019		Accounts 2019		Accounts 2018	
3	**Income**						
3.1	Government funding	419.199,5		416.136,2		398.308,2	
3.3	Tuition, course and exam fees	73.213,4		68.300,0		68.201,5	
3.4	Income from work commissioned by third parties	147.294,2		165.090,9		143.503,6	
3.5	Other income	58.215,0		62.159,1		59.996,4	
		697.922,1		711.686,2		670.009,8	
4	**Expenditure**						
4.1	Staffing expenses	489.428,6		479.167,2		454.480,4	
4.2	Depreciation	35.634,4		37.619,2		36.247,8	
4.3	Accommodation expenses	43.656,2		43.850,2		40.511,4	
4.4	Other expenditure	132.939,7		157.526,1		140.332,3	
	Net income and expenditure	701.658,8		718.162,7		671.571,9	
	Saldo baten en lasten		-3.736,7		-6.476,5		-1.562,1
6	**Financial income and expenditure**						
6.1	Interest income	154,5		0,0		185,7	
	Net financial income and expenditure		154,5		0,0		185,7
8	**Income from participations**		2.537,3		0,0		566,2
	Result		-1.044,9		-6.476,5		-810,2

The consolidated result for 2019 is € 1.0 million negative. When related to the result, the margin on turnover is 0.15% negative. This (rounded figure) falls within the margins that were set as target figures for the result at institutional level (between 0 and 3% of turnover).
The 2019 budget listed a result of € 6.5 million negative. This means a positive deviation of € 5.5 million. The result for 2019 includes the (non-budgeted) Sector Plan funds, amounting to € 3.7 million for FSE and € 0.6 million for the Faculty of Law, which were received at the end of 2019. In view of the time of receipt, these funds were not exhausted in 2019. Despite requests from the UG and other universities involved to include these funds in the balance sheet, the full amount had to be included in the 2019 operation due to auditing rules.
Additional reasons for the higher result include the higher government funding and the higher tuition fee income. The income arising from work for third parties was less than budgeted. This was primarily caused by the fact the UG had fewer contract research projects.

The expenditure in 2019 increased less rapidly than budgeted. This did not apply to personnel costs. These increased not only due to higher staffing levels, but also due to rising pension contributions, transition allowances, periodic increases and promotions, a higher change in the various personnel provisions and the higher costs of hiring of staff not employed by the UG.
Compared to the budget, the other expenses were significantly lower. The decrease was mainly caused by lower costs for telecommunications and ICT, and lower specific costs for teaching and research. The latter category includes the costs for PhD students. As a result of the limit on the intake in the PhD scholarship experiment in 2019, these costs were lower than budgeted.
The costs of depreciation of tangible fixed assets were also lower and the other provisions were released unforeseen. However, the purchase costs of inventory and equipment were higher, as were the costs of administration and management. The housing costs in the year 2019 were practically as budgeted.

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Consolidated cash flow statement for 2019

		2019			2018		
	Cash flows from operating activities						
	Net income and expenditure		-3.736,7			-1.562,1	
	Adjustments for:						
1.1.2	- Depreciation	35.634,4			36.247,8		
2.2	- Changes in provisions	-7.281,8			10.007,2		
			28.352,6			46.255,0	
	Changes in working capital:						
1.2.1	- Inventories	-137,1			-165,2		
	- work commissioned by third parties in progress	0,0			0,0		
1.2.2	- Receivables	13.599,1			29.007,6		
1.2.2.2	- Receivables from OCW/EZ	369,5			371,8		
2.4	- Short-term debts	-1.319,3			-438,6		
			12.512,3			28.775,6	
			37.128,1			73.468,5	
	Cash flow from company operations						
6.1	Interest received	154,5			185,7		
6.2	Interest paid	0,0			0,0		
			154,5			185,7	
	Total cash flow from operating activities			37.282,6			73.654,2
	Cash flow from investment activities						
1.1.2	Investments in tangible fixed assets *		-65.272,5			-43.124,9	
1.1.2	Disinvestments in tangible fixed assets		0,0			0,0	
1.1.3.1	Investments/Disinvestments in participations and group companies		1.801,7			-168,8	
1.1.3.8	Mutations loans as part of financial fixed assets		475,8			179,0	
1.1.3.7	Other investments in financial fixed assets		0,0			-2.500,0	
	Total cash flow from investment activities			-62.994,9			-45.614,6
	Cash flow from financing activities						
2.3	New loans		0,0			0,0	
2.3	Repayment of long-term debts		0,0			0,0	
	Total cash flow from financing activities			0,0			0,0
	Mutation in liquid assets			-25.712,3			28.039,6
	The changes in cash funds are as follows::						
1.2.4	Balance as at 1 January			304.133,0			276.093,4
	Mutation financial year			-25.712,3			28.039,6
1.2.4	Balance as at 31 December			278.420,7			304.133,0

* In 2019, the gross investments amounted to € 69.1 million. An amount of € 2.8 million has been deducted for investment credits. In 2018, gross investments amounted to € 44.6 million. An amount of € 1.4 million has been deducted for investment credits.

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Notes to the consolidated balance sheet

1. General notes

General
The explanatory notes and accounting principles below apply to both the consolidated and non-consolidated financial statements.

Activities
The statutory responsibilities of the University of Groningen (UG) are to provide initial education, to conduct fundamental research and to enable knowledge valorization. On the basis of Article 1.8 of the Dutch Higher Education and Research Act (WHW, Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek), the UG is an independent administrative body under public law. Its office address (seat) is Broerstraat 5, 9712 CP Groningen, and the UG is listed in the Commercial Register of the Chamber of Commerce, under file number 01179037.

Reporting period
These financial statements were drawn up on 15 June 2020 and are based on a reporting period of one calendar year.

Continuity
These financial statements were prepared on the assumption of continuity of operations.

Currency
The financial statements have been prepared in euros (EUR, €); the amounts in the financial statements are presented in thousands of euros, unless stated otherwise.
The additions in these financial statements may relate to rounding differences up to 1 position after or before the decimal note 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 cooperation with the 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 Directors of the UMCG and the Board of the University of Groningen takes place in the Joint Policy Body on which the President of the Board of the University, the Dean of the Faculty and the Chairman of the Board of Directors of the UMCG have a seat. The Board of the University bears final responsibility for academic teaching and research. In accordance with RJ 660.603, the operating balance figures relating to the Education & Research sector are included in full in the statement of income and expenditure. The balance sheet includes the items Fixed assets, Equity, Provisions and Work in progress. Counterpart is the current account under the item Receivables or short-term debts.

Consolidation
The consolidation includes the financial data of the institution, its group companies and other institutions on which it has a controlling interest (on the basis of the actual situation) or conducts the central management. Group companies are legal entities

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in which the institution has a controlling interest, directly or indirectly, by having the majority of the voting rights or by being able to control the financial and operating activities.

Intercompany transactions, intercompany profits and intercompany receivables, and debts between the legal entities included in the consolidation have been eliminated, to the extent that the results have not been realized by transactions with third parties outside of the UG. 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 financial statements.

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

Group relationships

The UG is at the head of the group of companies/institutions listed below.

> The following companies/institutions are included in the consolidation:
> Applied Nanosystems B.V. in Groningen (100 %)
> RUG Houdstermaatschappij B.V. in Groningen (100 %)
> Stichting Academische Opleidingen Groningen in Groningen (100 %)

A copy of the financial statements of the above companies/institutions may be obtained from the companies/institutions themselves.

A number of participations have not been consolidated, because they are individually and collectively of negligible significance.

Related parties

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

Significant transactions with related parties are explained to the extent that they have not been entered into under normal market conditions. In these cases, the nature and scope of the transactions are explained, as well as other information required to gain insight.

Explanatory notes on the cash flow statement

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

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Estimates

The preparation of the financial statements requires the Board of the University to make judgements, estimates and assumptions that affect the application of accounting policies and the reported value of assets and liabilities, income and expenditure. The actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. 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 financial statements have been prepared in accordance with the statutory provisions of Part 9 of Book 2 of the Netherlands 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 price. 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 value of the asset 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.

Comparison with preceding year

The accounting policies have not changed compared with the preceding year. The comparative figures have been adjusted in the 2019 financial statements. This adjustment has been made to maintain comparability between 2019 and 2018. The adjustment does not affect the results but only has an effect on the classification of the expenses (Personnel costs € 2,951,200 negative, Housing costs € 854,000 negative and Other expenses € 3,806,100 positive).

Tangible fixed assets

Buildings, premises, tangible fixed assets under construction and inventory & equipment are valued at the acquisition price or manufacturing price after deduction of straight-line depreciation over the estimated future useful life. Land is 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

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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 realizable value of the individual asset, the realizable value of the cash-flow generating entity to which the asset belongs is determined. 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 on the basis of the following principles:

Buildings

> Shell	:	depreciation in 60 years
> Front/interior finishing/installations	:	depreciation in 30 years
> Electronics/technical installations	:	depreciation in 15 years
> Specific investments	:	depreciation on the basis of useful life
> Premises	:	nil
> Construction costs sports grounds	:	depreciation in 10 years
> Other facilities on the premises	:	depreciation in 30 years

Inventory

> Inventory and equipment	:	depreciation in 3 to 10 years

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

The buildings and premises are valued at acquisition price less depreciation.
The inventory and equipment are valued at the acquisition price less depreciation.
Depreciation is taken on the basis of the following method:
> inventory etc. with an acquisition value below € 5,000 per piece is fully recognized in the statement of income and expenditure
> inventory etc. with an acquisition value of more than € 5,000 per piece is depreciated over the expected useful 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 based on the component approach.

Operating lease
The UG may have lease contracts where all, or almost all, of the advantages and disadvantages associated with the property are not with the UG. These lease contracts are recognized as operating leases. Lease payments are recognized on a straight-line basis in the statement of income and expenditure over the term of the contract, taking into account payments received from the lessor.

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Financial fixed assets

Participations

The net asset value is calculated according to the accounting principles that apply to these financial statements. Participations in which significant influence can be exercised on the business and financial policy, are valued according to the equity method on the basis of the net asset value. If the valuation of a participation is negative according to the net asset value, it is valued at nil. A provision will be made if and insofar as the UG in this situation accepts liability wholly or in part for the debts of the participating interest, or expressly intends to enable the participating interest to settle its debts. Participations in which no significant influence is exercised are valued at purchase price. In cases of a permanent impairment loss, valuation takes place 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 transactions will be explained, as well as other information required to gain insight.

Other receivables (loans to third parties)

Other receivables included in financial fixed assets include loans granted to third parties and are initially valued at the fair value and then valued at the amortized cost price, less the necessary provision for non-collectable debts.

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

Securities

The receivables belonging to financial fixed assets, whether in respect of loans or not, 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 Netherlands 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 downward value adjustment has ceased to be. 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 Netherlands Civil Code).

Inventories

The inventories are initially valued at the acquisition price or the manufacturing price; the subsequent valuation is at the lowest of the cost price or the realizable value. The realizable value 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 pertains to projects executed on behalf of third parties that were not completed on the balance-sheet date. The amount for projects in progress has been valued at the directly allocated costs for labour and materials, with a surcharge for indirect personnel costs.

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Any declared 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). Expected losses are recognized in the statement of income and expenditure as soon as they are known.

Given the size of the number of projects in the UMCG, starting in 2017, a mathematical approach for the UMCG R&D has been adopted to determine the interim result on projects instead of determining this for each individual project. The mathematical effect of the PoC method is applied to projects in the category of industry, top-ranking institutes and the European Commission (H2020 and FP7), which is derived from realized results on completed projects within these categories.

Projects that are not projects in the pure definition but are a multi-year commitment to a specific performance (clinical trials), are not treated as a project with a valuation on the basis of percentage of completion. The assumption is that the work will be invoiced after completion of these projects. The interim result amounts annually to the balance of the revenues minus the costs. This approach does not include a work in progress position 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 price is explained in the explanatory notes.
Provisions for non-collectability are deducted from the book value of the receivable.

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

Impairment
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 realizable value of the individual asset, the realizable value of the cash-flow generating entity to which the asset belongs is determined. An impairment exists if the book value of an asset is higher than the recoverable value; the recoverable value is the higher of an asset's net selling price and its value in use.

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

Allocated reserves (public)
The public allocated reserve has been created because of the ongoing experiment of PhD teaching.

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

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Allocated funds (public)
The funds under management are shown under the public allocated funds. These funds have been made available to the UG for the purpose of spending them within the framework of a specific objective.

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

Provisions
Provisions are valued at the nominal value of the expenditure that is expected to be necessary to settle the liabilities as at the balance sheet date. A provision is recognized in the balance sheet when there is a legally enforceable or actual liability resulting from an event in the past, of which a reliable estimate can be made and where it is probable that an outflow of funds will be required to settle that liability.

Unemployment contributions
The university bears the risk of redundancy pay liabilities. The provision for unemployment benefits is formed at the individual level for the future liabilities on the balance sheet date relating to former employees to whom the University has an obligation to provide redundancy pay. The provision is calculated on the basis of 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 duration of the UG's risk over the benefit payments. The mutation in the provision is recorded under the item Other staffing expenses.

Restructuring provision
The Restructuring provision was created at the individual level to cover the costs that are directly associated with restructuring. The UG makes a provision if a formalized restructuring plan exists at the balance sheet date and the restructuring will be carried out. The mutation in the provision is recorded under the item Other staffing expenses.

Own risk under the WGA scheme
The Own risk WGA provision was created for the obligations resulting from the fact that the University is the own-risk bearer under the Return to Work Scheme for the Partially Disabled (WGA), which falls under the Work and Income (Capacity for Work) Act (WIA). The provision has been created at the individual level for employees who receive a WGA benefit at the end of the financial year. The amount of the provision is determined on the basis of the WIA monthly wage in conformity with UWV's decision, taking into account the percentage of the replacement and the decreased benefit at the end of the initial wage-related benefit. The provision also takes into account the duration of the UG's risk over the benefit payments. The mutation in the provision is recorded under the item Other staffing expenses.

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Own-risk bearer ZW flex

As of 1 January 2015, the UG has become the own-risk bearer for the flexible premium under the Sickness Benefits Act (ZW). As a result, the University will itself bear the associated expenses for new entrants. A provision has been created for this in the financial statements. The provision is determined on the basis of the data of the individual participants over the term that the UG incurs risks with regard to the benefit payments. The amount of the provision is determined on the basis of the daily wage in accordance with Raet's decision. The provision for own-risk bearer ZW flex is part of the provision for own risk under the WGA scheme. The mutation in the provision is recorded under the item Other staffing expenses.

Staff with a long-term incapacity for work

The UG has created a provision at the individual level for obligations existing on the balance-sheet date for future (continued) payments to employees that – at the balance-sheet date – are expected to be completely or partially unable to perform work as a result of illness or invalidity. This estimate was made by the occupational physicians. Contributions from other parties have not been taken into account. The mutation in the provision is recorded under the item Other staffing expenses.

Anniversary provision

The anniversary provision is recognized at nominal value and is based on the average actual expenditure, at group level. The provision is calculated on the basis of a time horizon of 10 years.
The calculation of this provision does not take into account continuation and mortality probabilities. The mutation in the provision is recorded under the item Other staffing expenses.

The UG has a new anniversary scheme as of 1 January 2020. The scheme contains options. Since no historical data is available about these options, a reliable estimate of the amount of the provision based on the new scheme cannot be made yet. Therefore, the provision at the end of the financial year was still calculated on the basis of the average actual expenses for the old scheme.

Leave saving scheme

Between 2007 and 2012, employees of 50 years and older had the opportunity to save up to 120 hours per year for the gradual reduction of working time during the period prior to retirement, known as the leave saving scheme 50+.
With effect from 2013, employees have the option to save up to 72 extra holiday hours each year for a minimum of 3 and a maximum of 5 years, in addition to their regular holiday hours, to be used for a long-term, consecutive holiday period, referred to as the multi-year savings model. The UG has made a provision for the associated replacement costs. The provision is determined on the basis of the data of the individual participants (duration and salary expenses).
Until and including 2004, University labour conditions stipulated that employees were allowed to save up their reduced working hours (ADV) as to use them for early retirement. In case of premature resignation, the salary will continue to be paid and the replacement of the employee concerned will have to be arranged by the relevant units. The Financial Statements include a provision for leave saving in order to accommodate the financial commitments resulting from this. The mutation in the provision is recorded under the item "other staffing expenses".

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Transition provision

As from 1 January 2018, the CLA obliges the UG to pay transitional compensation.
In the financial statements for 2017, a provision has been created for this for the first time. The Balanced Labour Act came into force on 1 January 2020, which affects transitional compensation. The calculation as at the end of 2019 takes this into account by including on-call staff in the provision and by adjusting the term for which an employee is entitled to transitional compensation. The provision has been created at the individual level for employees with a temporary contract, taking into account the possibility of renewal of the contract. The calculation was made on the basis of the average percentage of renewed temporary contracts in 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”.

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 or nonvisual asbestos examinations of the buildings. These examinations were carried out by a specialized external agency. Based on these examinations, the agency made an estimate per building of the expected clean-up costs, including the costs of project management and final inspections. The mutation in the provision is recorded under the item “Other expenses”. The provision is a reliable estimate, albeit with some 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 when tendering, resulting in a lower offer in order to win the work. The provision is based on visual inspection. The actual clean-up may prove to differ from the estimate. In those cases where the actual costs of clean-up are clear and divert from the provision created, the provision will be adjusted. Finally, combining clean-up projects may produce economies of scale.

Project provision

The UMCG R&D has created a provision for expected losses on ongoing projects.
The expected losses on work in progress are immediately recognized in the profit and loss account. The level of the loss will be determined irrespective of whether the project has already started, the stage of realization of the project or the profit expected on other, not related projects.

Cyclotron dismantling

The provision for Cyclotron dismantling is created on the basis of the currently best estimate of future costs for termination (dismantling) of the AGOR Cyclotron (hereafter: cyclotron). Article 10.1 of the Regulations Radiation Protection (Basic Safety Standards) (Rbs, Regeling basisveiligheidsnormen stralingsbescherming), in conjunction with Article 10.8 of the Radiation Protection (Safety Standards) Decree (Bbs, Besluit basisveiligheidsnormen stralingsbescherming) stipulates that for a cyclotron that produces particles generating more than 8 MeV, a termination plan for that cyclotron is obligatory. The Bbs is effective as of 6 February 2019. The termination plan must indicate how the financial aspects of the termination are covered. The UG meets this legal obligation by creating a provision.
The provision is based on an internal report including an estimate of the costs drawn up by the UG’s radiation expert in consultation with the VGI (Property and Investment Projects Department). The internal report was checked by asking an external agency specializing in nuclear services for a second opinion. Based on the internal report and the second opinion of the external expert, the

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estimate ranges between € 6.6 million and € 16.6 million. The range can be explained by the uncertainties in, in particular, the quantity of concrete to be removed and the number of years of storage decay. At the moment, these uncertainties cannot reasonably be resolved by the University because they depend partly on guidelines and experience figures that are still being developed and because, at present, no pilot drilling can be carried out to obtain more certainty. With a view to the completeness of the provision (prudence), the UG prefers not to be at the lower end of the range. However, we are of the opinion that the maximum estimate of € 16.6 million is too high because we understand that it is more likely that the cost of dismantling will be lower because the guidelines extend the possibilities for reuse. The wider possibilities are expected to reduce the amount of concrete to be stored. The UG is of the opinion that based on these two considerations, the best estimate for the dismantling costs is currently € 11.6 million (this being the arithmetic average of the range).

Other provisions
The other provisions are recorded at the nominal value of the expenditures and liabilities 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.

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

3. Principles for the determination of the result

General
Income and expenditure have been allocated to the financial year they pertain to. Profits have only been included insofar as they were realized at the balance-sheet date. Losses and risks whose origin pre-dates the end of the financial year have been taken into account if they came to be known before the Financial Statements were drawn up.

Income
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 funding is recognized as income in the statement of income and expenditure in the financial year to which the funding pertains.

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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 UG uses operating grants and occasionally makes use of investment grants. Grants are recognized as income in the statement of income and expenditure in the financial year to which the expenses related to the grants pertain.

Royalties
Royalties are recognized in the profit and loss account according to the allocation principle in accordance with the content of the agreement, provided the royalty amounts are determinable and it is probable that they will be received.

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

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

Pensions
The University of Groningen has a pension scheme with the Stichting Bedrijfspensioenfonds ABP. The provisions of the Dutch Pensions Act apply to this pension scheme and contributions are paid by the University of Groningen 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 amounts to 97.8% as at 31 December 2019. The ABP's financial position as at 31 December 2019 has been assessed as inadequate by De Nederlandsche Bank. The coverage ratio should be at least 128%. The ABP needs to submit a plan to De Nederlandsche Bank to restore the coverage ratio. In January 2020, the ABP's coverage ratio stood at 94.1%.

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 accruals and deferred expenditure if it results in a repayment or a reduction of future payments. Premiums yet unpaid are recognized as liabilities on the balance sheet.

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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.
Land is 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 UG's core activities consist of government-funded teaching and research activities, which are financed for more than 70% by public funds, statutory tuition fees or other tuition fees or contributions by public benefit institutions for which no – or only a marginal – contractual consideration is required. The UG thus fulfils the requirement of activities and government-funding and is therefore eligible for exemption of corporate income tax. This exemption has been applied in the financial statements.

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 participating interests are recognized as soon as the UG has acquired the right to do so.

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4. Financial instruments and risk management

The UG does not use financial (trade) instruments in its operations other than the regular debtors and creditors.
The UG has no exposure with regard to financial risks in:

- price risks when valuing securities (financial fixed assets)
- forward exchange contracts
- concentration of interest, credit and cash flow risks with outstanding trade receivables
- bank credit facilities.

The UG operates mainly in the Netherlands and inside the European Union. Occasionally orders for specialist scientific equipment are placed in foreign currencies. No forward exchange contracts are used for the latter type of order.

The liquid assets are outstanding to financial institutions that have at least an A-rating.
De liquide middelen staan uit bij financiële instellingen die minimaal een A-rating hebben.

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ASSETS

FIXED ASSETS

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 2019					
Acquisition price	809.226,2	6.271,8	101.423,8	45.863,4	962.785,2
Cum. depreciations and impairments	-466.296,8	0,0	-52.362,3	0,0	-518.659,1
Book values	342.929,3	6.271,8	49.061,5	45.863,4	444.126,1
Mutations					
Investments	0,0	0,0	16.713,0	51.350,1	68.063,1
Disinvestments	-33,0		-8.276,7		-8.309,7
Depreciations	-23.996,0		-11.638,3		-35.634,4
Reclassification work in progress	22.775,7	326,4		-23.102,1	0,0
Depreciation of disinvestments	33,0		8.276,7		8.309,7
	341.709,0	6.598,1	54.136,1	74.111,4	476.554,8
Balance as at 31 December 2019					
Acquisition price	831.969,0	6.598,1	109.860,0	74.111,4	1.022.538,5
Cum. depreciations and impairments	-490.259,9	0,0	-55.723,9	0,0	-545.983,8
Book values	341.709,0	6.598,1	54.136,1	74.111,4	476.554,8

Explanatory notes:

- The acquisition price and the accumulated depreciations as at 1 January 2019 listed in the columns Buildings and Inventory & Equipment have been reduced, compared to 31 December 2018 as shown in the 2018 financial statements. This is due to the non-timely deletion of assets of which the book value was already nil at 31 December 2018. This does not affect the book value as at 1 January 2019.
- The amounts in the column Reclassification work in progress are mutations of completed projects.
- There are no restrictions on the ownership of the above tangible fixed assets.
- The recognized disinvestments are entirely related to decommissioning.

As regards the environmental risks such as asbestos in buildings, reference is made to the environmental provision that has been created. On this subject, see the explanatory notes to 2.2.

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1.1.3 Financial fixed assets

		Participation %	Book value as at 01/01/2019	Invest-ments 2019	Disinvest-ments 2019	Result 2019	Mutation provision 2019	Other mutations 2019	Book value as at 31/12/2019
1.1.3.2	Other equity								
	- 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
	- University of Groningen NW Germany GmbH - Papenburg (DE)	100%	21,3	0,0	0,0	0,0	0,0	0,0	21,3
	- LOFAR CV - Dwingeloo	11%	0,0	0,0	0,0	0,0	0,0	0,0	0,0
	- Other legal entities Participations RUG Houdstermaatschappij and Stichting AOG	0 - 100%	7.363,5	218,2	-254,9	742,4	29,9	-500,0	7.599,2
			7.390,8	218,2	-254,9	742,4	29,9	-500,0	7.626,4

The participating interest in Zernike Seed Fund B.V. at € 453.8 has been entirely depreciated per 31 December 2018.
In 2019, the Zernike Seed Fund BV was dissolved and the participation was written down to € 0.
The UG devalued its interests in LOFAR CV, at € 10K, in full in 2015.
In this respect, the UG is not at risk with respect to interest, cash flow and liquidity.

			Investments as at 01/01/2019	Additions 2019	Withdrawal 2019	Investments as at 31/12/2019
1.1.3.7	Securities					
1.1.3.7.4	Other securities	Deposits	21.500,0	0,0	0,0	21.500,0
			21.500,0	0,0	0,0	21.500,0

Securities concern fixed-yield liquid assets with a term of more than one year.
The amortized cost equals the nominal value.

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		Outstanding loans (funds lent) 01/01/2019	Granted loans 2019	Repayments / settlements 2019	Outstanding loans (funds lent) 31/12/2019	Interest rate	Remaining term in years
1.1.3.8	Other receivables						
	- GSZ Mayday		0,0	0,0	138,1	0,0%	onbepaald
	- GSZ Mayday		0,0	-1,7	30,0	4,0%	15
	- Stichting Behoud Groene Hortus		0,0	-10,0	1.510,7	0,0%	> 1
	- Stichting Behoud Groene Hortus (subordinated)		0,0	0,0	124,8	0,0%	> 1
	- UNICA installatie groep B.V.		0,0	-539,1	2.220,2	0,0%	5
	- Stichting Infoversum		0,0	0,0	54,6	2,5%	>1
	- Miscellaneous receivables of RUG Houdstermaatschappij B.V..	976,0	347,2	-283,9	1.039,3	div.	
		5.605,4	347,2	-834,8	5.117,8		

	Net as at 01/01/2019	Allocation 2019	Release 2019	Withdrawal 2019	Net as at 31/12/2019
Minus: Provision FFA Loans to legal entities	1.870,0	0,0	0,0	-11,7	1.858,3
	1.870,0	0,0	0,0	-11,7	1.858,3

These concern receivables from participations with a term of more than one year.
A security has been provided for the outstanding receivable on Mayday. No amortization has been applied to loans with an interest rate of 0%. The financial effect of this is € 305K, based on a discount rate of 1.7%.

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

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CURRENT ASSETS

1.2.1 Inventories

		31/12/2019	31/12/2018
1.2.1.2	Acquisition price consumer goods inventories (stock)	665,8	528,7
		665,8	528,7

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

1.2.2 Accounts receivable

			31/12/2019		31/12/2018
1.2.2.1	Accounts receivable	8.057,3		8.495,5	
	To be invoiced	73,6		0,0	
	Minus: Provisions for non-collectable debts	-367,6		-410,5	
			7.763,3		8.085,1
1.2.2.2	Receivables from OCW/EZ				
	Grants to be received		7,6		36,3
	Kasbeperkingen		361,0		701,8
1.2.2.6	Receivables from staff		56,1		88,3
1.2.2.7	Receivables from students/participants/course participants		235,0		149,4
1.2.2.10	Other receivables				
	Income to be received	37.290,4		50.845,3	
	Other receivables	57.675,4		59.904,3	
			94.965,8		110.749,6
1.2.2.12	Prepaid expenses		9.123,7		6.654,9
1.2.2.15	Miscellaneous receivables		150,3		166,3
			112.662,8		126.631,5

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

	2019	2018
Balance as at 1 January 2019	410,5	371,1
Withdrawal	-76,6	-67,8
Allocation	33,7	107,2
Balance as at 31 December 2019	367,6	410,5

The fair value of the receivables approximates their book value, given their short-term nature and the fact that provisions for doubtful debts have been formed where necessary.
The heading Other receivables includes the entry Working capital of UMCG R&D at € 57,551,000 (the previous year € 59,794,000). This is actually a claim against the AZG.

1.2.4 Liquid assets

		31/12/2019		31/12/2018	
1.2.4.1	Cash funds		13,2		24,2
1.2.4.2	Bank account credits				
	Bank account credits (general)	39.143,9		14.724,7	
	Deposits (<= 1 year)	26.000,0		66.000,0	
	Current accounts	210.367,2		221.945,2	
	Consolidated institutions	2.896,4		1.438,9	
			278.407,5		304.108,8
			278.420,7		304.133,0

- Liquid assets consist of cash funds, bank balances and call deposits with a term of one year or less and are at the free disposal of the institution;
- Current accounts include the bank balance of the Government Accounts Division and payments in transit;
- Consolidated institutions include the bank balances of the participating parties;
- The debit limit at the Ministry of Finance is € 33.5 million;
- The intraday limit at ABN-AMRO Bank amounts to € 100 million.

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LIABILITIES

2.1 Equity

		Balance as at 31/12/2018	Result 2019	Other mutations 2019	Balance as at 31/12/2019
2.1.1.1	General reserve	562.908,9	-3.718,5	7.089,5	566.280,0
2.1.1.2	Allocated reserves (public)	38.111,2	0,0	-7.089,5	31.021,6
2.1.1.3	Allocated reserves (private)	-1.524,9	150,8	0,0	-1.374,1
2.1.1.4	Allocated funds (public)	983,2	18,3	0,0	1.001,5
2.1.1.5	Allocated funds (private)	4.630,8	2.504,4	-500,0	6.635,3
	Totals	605.109,2	-1.044,9	-500,0	603.564,3

In accordance with the RJ guidelines, the table below includes last year's statement of movements for comparison:

		Balance as at 31/12/2017	Result 2018	Other mutations 2018	Balance as at 31/12/2018
2.1.1.1	General reserve	574.387,3	-383,1	-11.095,3	562.908,9
2.1.1.2	Allocated reserves (public)	26.149,0	0,0	11.962,2	38.111,2
2.1.1.3	Allocated reserves (private)	186,6	-919,6	-792,0	-1.524,9
2.1.1.4	Allocated funds (public)	1.065,4	-82,2	0,0	983,2
2.1.1.5	Allocated funds (private)	4.131,1	574,6	-74,9	4.630,8
	Totals	605.919,4	-810,2	0,0	605.109,2

Allocated reserves are reserves with a more limited spending option, with the restriction imposed by the Board of the University.
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 created because of the ongoing PhD students' experiment.
- 2.1.1.3 The allocated reserve (private) is intended to cover private activities.
- 2.1.1.4 The special-purpose funds (public) include funds under management.
- 2.1.1.5 The special-purpose funds (private) include the assets of the related parties.

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2.2 Provisions

		Balance as at 31/12/2018	Allocations 2019	With-drawals 2019	Release 2019	Reclassi-fication 2019	Balance as at 31/12/2019	Short-term part <1 year	Long-term part >1 year
2.2.1	Staffing provisions								
2.2.1.1	Staff and reorganization policies	1.181,8	331,7	-190,3	36,6	-610,6	749,1	155,7	593,3
2.2.1.1	Transition provision	1.831,0	2.141,5	-812,3	0,0	0,0	3.160,2	1.824,6	1.335,6
2.2.1.2	Leave saving	3.370,3	466,6	-267,6	-690,0	0,0	2.879,2	543,7	2.335,5
2.2.1.3	Own risk under the WGA scheme	1.990,2	950,0	-582,1	-545,0	0,0	1.813,1	576,2	1.236,9
2.2.1.4	Anniversary provision	4.950,0	467,9	-487,9	0,0	0,0	4.930,0	493,0	4.437,0
2.2.1.5	Unemployment contributions	4.462,8	1.958,4	-2.426,9	0,0	610,6	4.604,9	2.064,4	2.540,5
2.2.1.6	Long-term illnesses	1.260,7	930,7	-203,8	-980,2	0,0	1.007,3	1.152,8	-145,5
		19.046,8	7.246,8	-4.970,9	-2.178,7	0,0	19.143,9	6.810,4	12.333,5
2.2.4	Other provisions								
	Environmental risk	12.213,3	0,0	-531,1	607,5	0,0	12.289,8	1.000,0	11.289,8
	Project provision	3.455,3	0,0	-334,0	-3.121,3	0,0	0,0	0,0	0,0
	Cyclotron dismantling	11.600,0	0,0	0,0	0,0	0,0	11.600,0	0,0	11.600,0
	Other	13.500,0	0,0	-3.500,0	-500,0	0,0	9.500,0	2.375,0	7.125,0
		40.768,6	0,0	-4.365,1	-3.013,8	0,0	33.389,8	3.375,0	30.014,8
	Totals	59.815,4	7.246,8	-9.336,0	-5.192,5	0,0	52.533,6	10.185,4	42.348,2

2.4 Short-term debts

		31/12/2019	31/12/2018
2.4.4	OCW/EZ	35,8	35,8
2.4.7	Instalments pre-invoiced and received for projects	7.713,2	6.717,6

Below is the status of the projects in progress (PiP) and the invoiced instalments

		31/12/2019			31/12/2018		
		Work in progress	Invoiced instalments	Balance	Work in progress	Invoiced instalments	Balance
	PiP > instalments	-16.769,0	13.583,0	-3.186,0	-21.730,8	17.600,6	-4.130,2
	PiP < instalments	-19.731,3	30.630,5	10.899,2	-20.013,8	30.861,6	10.847,9
	Total	-36.500,3	44.213,5	7.713,2	-41.744,6	48.462,2	6.717,6
2.4.8	Creditors			6.688,2			10.637,5
2.4.9	Taxes and social security contributions						
	- Income tax		15.973,3			15.280,3	
	- Turnover tax		1.302,1			1.474,8	
				17.275,4			16.755,0
2.4.10	Debts in respect of pensions			4.617,8			4.164,5
2.4.11	Debts in respect of work by third parties			1.716,0			1.546,8
2.4.12	Other short-term debts			17.286,7			21.174,2
2.4.13	Tuition, course and exam fees received in advance			33.388,0			31.351,9
2.4.14	Grants received in advance from OCW/EZ			1.956,8			2.116,4
2.4.16	Amounts received in advance			120.034,0			115.327,3
2.4.17	Holiday pay and holidays						
	- Holiday allowance		10.821,4			10.207,1	
	- Holidays reservation		22.047,3			21.804,0	
				32.868,8			32.011,1
2.4.19	Miscellaneous receivables						
	- Graduation Fund		292,5			300,0	
	- Other		719,0			982,7	
				1.011,5			1.282,7
				244.592,2			243.120,9

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MODEL G Overview of earmarked target grants OCW

(amounts x € 1,000)

G1 Grants without a settlement clause

Description	Allocation		at the end of the reporting year, the performance is in conformity with the grant decision	
	Reference	Date	completed and finalized	not completed
PleitVRij	OO18-18	23/04/2018		X

G2 Grants with a settlement clause

G2-A Expiring at the end of the reporting year

Description	Allocation		Amount of the allocation	Grants received up to and including reporting year	Other incomes	Own contribution	Total costs as at 31/12/2019	Balance per as at 31/12/2019
	Reference	Date						
Supervision start teachers (BSL	804AO-46192	19/12/2013	400,0	400,0			-364,2	35,8
Professionalization of beginning teachers in the North of the Netherlands (INO	804AO-42807	13/05/2013	1.501,1	1.501,1	2,8	32,5	-1.536,4	0,0
National research into induction effects (LONIE)	804AO-46949	21/11/2013	3.054,6	2.932,6		0,5	-2.933,1	0,0
			4.955,7	4.833,7	2,8	33,0	-4.833,7	35,8

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Off-balance sheet assets and/or liabilities

Academic books

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

Multi-year financial liabilities

The UG has entered into investment commitments for an amount of € 243,102.3K.

The following multi-year liabilities have been entered (amounts in € 1,000):

	< 1 year	1-5 years	> 5 years
Personnel costs	1,921.5		
Building lease	2,426.3	3,461.7	3,265.0
Energy and water	4,142.5	9,692.2	
Cleaning costs	1,629.4		
Other housing costs	5,814.2	24,348.7	18,785.7
Inventory and equipment	1,381.0	2,762.1	
Telecommunications and Information Technology	4,607.4	2,484.0	
Travel and accommodation expenses	2,358.9	5,897.4	
Lease obligations	2,000.1	4,500.3	
Other expenditure	1,709.7	6,838.6	5,129.0
	27991.1	59,984.8	27,179.6

Other non-recognized liabilities

Concession contract including secondment contract

As from 1 January 2018, employees of the F&D department with a permanent employment contract at the UG will be seconded to supplier Beijk on the basis of a European tender procedure. The UG charges the salary costs to Beijk on a monthly basis. The contract stipulates that the UG cannot charge Beijk for staff members who are sick for longer than two weeks.

Guarantee of rental flow

With effect from 1 September 2018, the UG and Hanze UAS Groningen together guarantee a minimum rent per year on the third party operated student accommodation project at the former Suikerunie site in Groningen. The guarantee will be for a term of three years.

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Risks as a result of earthquakes

According to a government decision in March 2018, the gas extraction from the Groningen field will be phased out to eventually zero. By letter dated 10 September 2019, the government stated that the gas extraction will be phased out sooner than the original time path that was agreed in March 2018. Gas extraction in Groningen may possibly be reduced to zero mid-2022. This will substantially reduce the safety risk of earthquakes and earthquake damage. Despite the accelerated phasing out, building regulations have not been modified, which means that until 2023 assessments of earthquake risks must be carried out still. The policy principle is that by closing the gas valve the risk of earthquakes will be reduced substantially in a short period. This means that from 2023 (t3), no assessment of the loads caused by an earthquake needs to be carried out for the three UG campus sites. Agreements were made with the NAM on compensation of the additional building costs of the Feringa Building that is being built. The agreements made have been incorporated in a contract of settlement.
The earthquake issue is an integral part of the UG's property policy and implementation. In 2017, the survey of the Potential High Risk Building Elements (PHRBEs) per building was completed. The survey of the PHRBEs is part of the reinforcement task of the city of Groningen which falls under the responsibility of the National Coordinator for Groningen (NCG). The reinforcement task in the province of Groningen has slowed down considerably and the NCG focuses on the problems in the core risk area and not on the city of Groningen. It is not expected that the NCG will focus on the reinforcement task of the city in the period 2021 to 2023. A number of elements have been found to be in need of reinforcement. The reinforcement costs to be incurred by the UG will be reimbursed once they have been approved by the NCG.

Other

In the context of a possible violation of integrity, the UG has seized the bank account of a third party (Foundation) and has brought an action against it.

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Notes on the consolidated statement of income and expenditure

Amounts x € 1,000

3. INCOME

		Accounts 2019		Budget 2019		Accounts 2018	
3.1	**Government funding**						
3.1.1	Government funding OCW/ EZ						
3.1.1.1	- Government funding OCW (HE sector)		515.435,1		510.591,2		494.160,1
3.1.2	Other grants OCW/EZ						
3.1.2.1	Other grants EZ		454,3		201,9		654,6
3.1.3	Income transfer from government funding						
3.1.3.2	- Academic hospitals		-96.689,9		-94.656,9		-96.506,6
	Total government funding OCW/EZ		419.199,5		416.136,2		398.308,2
3.3	**Statutory tuition/course/exam fees**		0,0		0,0		0,0
3.3.4	Tuition fees HE sector (tuition fees charged in the current financial year)		76.029,3		68.300,0		69.134,4
	Educational liabilities (pre-invoiced tuition fees)		-33.901,0		0,0		-31.052,3
	Release educational liabilities (pre-invoiced tuition fees previous academic year)		31.085,2		0,0		30.119,5
	Total Tuition fees		73.213,4		68.300,0		68.201,5
3.4	**Income from work commissioned by third parties**						
3.4.1	Contract teaching						
3.4.1.1	- Faculties		7.713,4		9.448,5		8.195,0
3.4.2	Contract research						
3.4.2.1	- International organizations						
	- European Union	35.931,9		38.329,6		28.369,6	
3.4.2.2	- National public authorities	21.874,6		25.783,3		22.586,2	
3.4.2.3	- NWO	37.507,0		39.875,4		36.202,9	
3.4.2.4	- KNAW	581,3		109,1		224,9	
3.4.2.5	- Other nonprofit organizations	19.813,4		20.252,7		21.053,4	
3.4.2.6	- Companies	17.143,4		15.024,7		17.209,1	
			132.851,6		139.374,9		125.646,1
3.4.5	Other income from work commissioned by third parties		6.729,2		16.267,5		9.662,6
	Total income from work commissioned by third parties		147.294,2		165.090,9		143.503,6

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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 UG mainly receives grants for its operations. A substantially smaller amount concerns actual contracts from third parties, the so-called work in progress projects. These incomes are listed under 3.4.2.6 Companies and 3.4.5 Other income from work commissioned by third parties.

		Accounts 2019		Budget 2019		Accounts 2018	
3.5	**Other income**						
3.5.1	Income from lease		2.747,8		1.714,0		2.654,2
3.5.10	Other income						
	- Courses, conferences and symposia	4.717,1		3.713,5		3.944,4	
	- Company services	23.901,4		23.041,2		25.053,0	
	- Other incidental incomes	26.848,7		33.690,4		28.344,8	
			55.467,2		60.445,1		57.342,2
	Total other income		58.215,0		62.159,1		59.996,4
	Total income		697.922,1		711.686,2		670.009,8

Other incidental incomes consist mainly of: VAT refund as a result of pro rata, income sports’ centre, SEO resources, income summer schools, receivables from the Ubbo Emmius Fonds and grants of the province of Friesland.

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4. EXPENDITURE

		Accounts 2019		Budget 2019		Accounts 2018	
4.1	Staffing expenses						
4.1.1	Wages, salaries, social security charges and pension costs *)						
4.1.1.1	- Wages and salaries	362.949,4		366.900,7		346.924,3	
4.1.1.2	- Social security contributions	42.731,2		41.257,4		39.008,0	
4.1.1.5	- Pension contributions	55.565,1		56.429,6		49.729,9	
			461.245,7		464.587,6		435.662,2
4.1.2	Other staffing expenses						
4.1.2.1	- Mutation staff provisions	5.148,7		262,0		3.240,2	
4.1.2.2	- Expenses staff not in employment	18.920,1		6.407,1		15.103,3	
4.1.2.3	- Other staffing expenses	5.894,6		7.910,5		1.615,8	
			29.963,4		14.579,6		19.959,3
4.1.3	Payments received		-1.780,5		0,0		-1.141,1
	Total staffing costs		489.428,6		479.167,2		454.480,4

The average number of employees in 2019 was 6,318 FTE (2018: 6,115 FTE).

Average number of employees by category in FTE.

	2019	2018
Academic staff	3.667,5	3.567,3
Support staff	2.650,8	2.547,2
Group companies	-	-
	6.318,2	6.114,5

The number of staff employed by the UG working outside the Netherlands amounts to 0.3 FTE (2018: 1.0 FTE).

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

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		Accounts 2019		Budget 2019		Accounts 2018	
4.2	**Depreciations**						
4.2.2	Tangible fixed assets	35.634,4		37.619,2		36.247,8	
	Total of depreciations		35.634,4		37.619,2		36.247,8
4.3	**Housing expenses**						
4.3.1	Rent	4.322,4		3.373,2		5.202,7	
4.3.2	Insurance	546,9		574,6		521,5	
4.3.3	Maintenance	17.962,3		12.231,5		15.115,5	
4.3.4	Energy and water	8.721,1		9.788,8		8.667,3	
4.3.5	Cleaning costs	6.700,4		6.696,5		6.464,2	
4.3.6	Taxes and levies	3.161,3		3.666,3		3.419,0	
4.3.8	Other housing expenses	2.241,8		7.519,3		1.121,3	
	Total of housing expenses		43.656,2		43.850,2		40.511,4
4.4	**Other expenditure**						
4.4.1	Administration and management		3.982,2		1.230,2		1.578,0
4.4.2	Inventory and equipment						
	- Inventory and equipment	7.597,2		908,4		7.448,9	
	- Other	12.731,9		9.755,3		12.199,6	
			20.329,1		10.663,7		19.648,4
4.4.4	Mutation other provisions		-2.993,0		0,0		12.617,3
4.4.5	Other						
	- Telecommunications and Information technology	9.987,0		14.376,6		8.308,8	
	- Travel and accommodation expenses	15.437,0		12.715,9		13.939,6	
	- Publicity, representation and grants	15.072,7		15.100,6		15.808,3	
	- Specific costs of teaching and research	43.394,3		52.367,0		40.044,9	
	- Consultancy and service fees	5.825,4		7.994,6		10.328,9	
	- Other	21.904,9		43.077,5		18.057,8	
			111.621,4		145.632,2		106.488,5
	Total other expenditure		132.939,7		157.526,1		140.332,3
	Expenditure – total		701.658,8		718.162,7		671.571,9

Explanatory notes:
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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	Accounts 2019			Accounts 2018		
Breakdown auditor's costs	EY	KPMG	Total	EY	KPMG	Total
Remuneration audit financial statements	436,84	181,2	618,0	382,8	204,65	587,42
Remuneration other auditing assignments	205,79	11,6	217,4	86,8	38,59	125,37
Remuneration tax advice	89,97	-	90,0	-	0,00	-
Remuneration other non-auditing services	29,69	59,4	89,1	31,8	0,00	31,79
Auditing costs	762,3	252,2	1.014,5	501,3	243,2	744,6

The total fees charged to the legal person during the financial year for the examination of the financial statements, other audit orders, tax opinions and other non-audit services relate to the activities carried out during the financial year.

6. Financial income and expenditure

		Accounts 2019	Budget 2019	Accounts 2018
6.1.1	Interest income	154,5	0,0	185,7
6.2.1	Interest expense	0,0	0,0	0,0
	Net financial income and expenditure	154,5	0,0	185,7

The decrease in interest income is mainly due to the declining interest rate on these outstanding assets.

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8. Income from participations

	Accounts 2019	Budget 2019	Accounts 2018
Result UGNWG GmbH	0,0	0,0	-1,0
Result participation AOG Holding B.V.	648,0	0,0	226,0
Result participations RUG Houdstermaatschappij	1.889,3	0,0	341,2
Net result participations	2.537,3	0,0	566,2

RECAPITULATION Statement of income and expenditure

	Accounts 2019	Budget 2019	Accounts 2018
Income and expenditure operations			
Income	697.922,1	711.686,2	670.009,8
Expenditure	701.658,8	718.162,7	671.571,9
Net income and expenditure	-3.736,7	-6.476,5	-1.562,1
Financial income and expenditure			
Net financial income and expenditure	154,5	0,0	185,7
Result from participations			
Net result participations	2.537,3	0,0	566,2
Operating result	-1.044,9	-6.476,5	-810,2

Proposal for allocation of the net income and expenditure

Amounts x €1,000

The consolidated result of €-1,044,900 was realized for €2,655,200 from private activities (the UG group companies). The proposal is to add this result to the private allocation reserves and the private allocation fund.
The proposal is to distribute the consolidated result of €-1,044,900 as follows:

Addition general reserve	-3.718,5
Addition to allocated reserves (public)	0,0
Addition to allocated reserves (private)	150,8
Addition to allocated fund (public)	18,3
Addition to allocated fund (private)	2.504,4
Consolidated result	-1.044,9

The UG is a legal entity under the Higher Education and Academic Research Act and has no articles of association. There are therefore no special provisions imposed by the articles of association regarding the result appropriation.

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Events after the reporting date

In 2020, the outbreak of Covid-19 has developed a great speed. Measures that have been taken by various government bodies, such as the National Institute of Public Health and Environmental Protection (RIVM) to contain the virus have had an impact on the teaching and research activities and on the related support activities of the UG:

- Very limited opening hours of buildings
- Remote teaching and examination in the current academic year
- Undoubtedly, much of the academic research at the UG is being interrupted, especially in laboratories because of the very limited accessibility
- All activities and events are kept to an absolute minimum until 1 June 2020
- PhD ceremonies take place online.

We believe that the financial consequences of the above restrictive measures on the balance sheet and the results of the UG for the financial year 2019 are limited. However, the effects for 2020 and beyond cannot be quantified with certainty yet. We are therefore currently compiling various scenarios to calculate the consequences. In our calculations, we include a reduction of income due to a decrease in the number of international students and additional costs due to a delay in the scientific research. The VSNU (Association of Universities in the Netherlands) maintains close contact with the UG and other Dutch universities, identifying the consequences and discussing them with the relevant ministries and major research funders.

The impact of the Covid-19 pandemic on the UG's financial position will depend on the duration of the crisis. Furthermore, we would like to refer to paragraph 8 of the Management Report (continuity paragraph).

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MODEL E OVERVIEW RELATED PARTIES

Amounts x € 1,000

In the guidelines for the preparation of the financial statements, the Minister states that legal entities which form an economic unit together with the university:

> make up an economic unit, and
> are under the joint management of the economic unit, and
> the joint management has decisive control over the legal entities in question
> that must be consolidated in the financial statements.

The data of the majority interests and related parties with decisive control are derived from the final financial statements of 2018 of the participations concerned.

At the UG, it concerns the following legal entities:

Majority interest

	Legal form	Statutory office	Code activities	Equity 31/12/2018	Turnover 2018	Result 2018	Participation rate
Applied NanoSystems (Chamber of Commerce no. 02067460) Declaration Section 2:403 Civil Code: no Consolidated: yes	BV	Groningen	4	-3,8	0,0	13,0	100%
RUG Houdstermaatschappij (Chamber of Commerce no. 02058154) Declaration Section 2:403 Civil Code: no Consolidated: yes	BV	Groningen	4	5.501,5	0,0	289,6	100%
University of Groningen North West Germany GmbH Declaration Section 2:403 Civil Code: no Consolidated: no	GmbH	Papenburg (DI)	4	21,3	0,0	-1,0	100%

Explanatory note:
At the end of 2019, the RUG Houdstermaatschappij B.V. had participating interests in the following companies:

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Companies	Participating interest	Core activities
AGILeBiotics B.V.	17.3%	Development of antibiotics
Angteq B.V.	15.0%	Pharmaceutical and diagnostic advice and research
Biorion Technologies B.V.	8.4%	Drug delivery system
GnTel B.V.	8.2%	Telecommunication services
KNN Groep B.V.	20.0%	Advice on Environment and economy
Nederland Rusland Centrum B.V.	45.0%	Guidance bilateral contacts
Noord Tech Venture CV	3.3%	Investing in promising technology companies
PolyVation B.V.	49.0%	Polymer products for the medical industry
Pro Facto B.V.	6.0%	Public administration and legal advice
UC Promotion Groningen CV	33.3%	Researches human movement sciences degree programme
RUG UMCG investeringen B.V.	50.0%	Investing in promising technology companies
Lifelines B.V.	50.0%	Medical data collection
Ocean Grazer B.V.	35.0%	Developing generation and storage of energy
EV Biotech B.V.	9.2%	Developing high-quality molecules
BAI B.V.	34.0%	Innovation centre organic products
TBCertain B.V.	10.0%	Producing synthetic molecules
Kennis Conversie Fonds B.V.	100.0%	Investment fund
NTV Beheer B.V.	100.0%	Management company
Van Swinderen Huys B.V.	100.0%	Meeting and congress centre
UOCG Market B.V.	100.0%	Developing products and services for educational support

All companies have their registered offices in Groningen

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Other participating interests/capital interests

	Legal form	Statutory office	Code activities	Equity 31/12/2018	Turnover 2018	Result balance 2018	Participation rate
Lofar C.V. (Chamber of Commerce no. 04082149) Verklaring art. 2:403 BW: no Geconsolideerd: no	C.V.	Dwingeloo	2	0,0	0,0	0,0	11%
Stichting GN-IX (Chamber of Commerce no. 02074287) Declaration Section 2:403 Civil Code: no Consolidated: no	Stichting	Groningen	4	0,0	0,0	0,0	nvt

Decisive control

	Legal form	Statutory office	Code activities	Equity 31/12/2018	Turnover 2018	Result balance 2018	Participation rate
Stichting AOG (Chamber of Commerce no. 41011529) Declaration Section 2:403 Civil Code: no Consolidated: yes	Stichting	Groningen	1	4.200,7	0,0	225,9	nvt

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Other related parties

Name	Legal Form	Statutory Registered office	Code Activities
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 Leonardo da Vinci	Foundation	Groningen	4
Stichting Marketing Support Group	Foundation	Groningen	4
Stichting Nicolaas Muleriusfonds	Foundation	Groningen	4
Stichting voor Pedagogisch Onderwijs	Foundation	Groningen	4
Stichting Alumni van de Faculteit der Rechtsgeleerdheid	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 tot Bevordering van de Huisartsengeneeskunde Regio Noord Nederland	Foundation	Groningen	4
Stichting Ubbo Emmius Fonds	Foundation	Groningen	4
Stichting Nederlands Agronomisch Historisch Instituut	Foundation	Groningen	4
Stichting Centrum Groninger Taal en Cultuur	Foundation	Groningen	4
Stichting Academische Opleidngen Groningen	Foundation	Groningen	4

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

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Single financial statements 2019

Single balance sheet as at 31 december 2019

(after result appropriation)

ASSETS

		31/12/2019	31/12/2018
FIXED ASSETS			
	Tangible fixed assets		
1.1.2.1	Buildings	341.709,0	342.929,3
1.1.2.2	Premises	6.598,1	6.271,8
1.1.2.3	Inventory and equipment	54.135,0	49.060,0
1.1.2.5	In progress and prepayments	74.111,4	45.863,4
		476.553,6	444.124,6
	Financial fixed assets		
1.1.3.1	Participations in group companies	7.300,6	5.519,6
1.1.3.2	Other equity	27,3	27,3
1.1.3.3	Receivables from group comp.	0,0	0,0
1.1.3.7	Securities	21.500,0	21.500,0
1.1.3.8	Other receivables	2.220,2	2.759,4
		31.048,1	29.806,2
	Fixed assets – total	507.601,7	473.930,8
CURRENT ASSETS			
1.2.1	Inventories	665,8	528,7
1.2.2	Accounts receivable	112.535,3	126.512,6
1.2.4	Liquid assets	275.524,3	302.694,2
	Current assets – total	388.725,4	429.735,5
		896.327,1	903.666,3

LIABILITIES

		31/12/2019	31/12/2018
SHAREHOLDERS' EQUITY			
2.1.1.1	General reserve	566.280,0	562.908,9
2.1.1.2	Allocated reserve (public)	31.021,6	38.111,2
2.1.1.3	Allocated reserve (private)	-1.374,1	-1.524,9
2.1.1.4	Allocated funds (public)	1.001,5	983,2
2.1.1.5	Allocated funds (private)	2.280,6	424,5
	Total equity	599.209,6	600.902,9
Total equity			
2.2	Provisions	52.533,6	59.815,4
2.4	Short-term debts	244.583,9	242.948,0
	Borrowed capital – total	297.117,5	302.763,4
		896.327,1	903.666,3

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Single statement of income and expenditure for 2019

	Accounts 2019	Budget 2019	Accounts 2018
Consolidated result	-1.044,9	-6.476,5	-810,2
Less/Plus: Sales result within the group	0	0,0	-271,9
Less: Provision participating interest ANS B.V.	0,0	0,0	-13,0
Less: Result foundations	-648,4	0,0	225,9
Non-consolidated result	-1.693,3	-6.476,5	-1.321,1

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Notes to the single financial statements

Amounts x € 1000

General

The single financial statements were prepared in accordance with the statutory provisions of Part 9, Book 2 of the Netherlands Civil Code and the annual-reporting guidelines issued by the Dutch Accounting Standards Board. These provisions are applicable pursuant to the Annual Reporting Regulations for the Educational Sector. The financial statements have been prepared in euros (EUR, €).

The accounting principles for the non-consolidated financial statements and the consolidated financial statements are the same. 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 financial statements.

1.1.2 Tangible Fixed Assets

	1.1.2.1 Buildings	1.1.2.2 Premises	1.1.2.3 Inventories and equip..	1.1.2.5 Projects in progress	Total
Balance as at 1 January 2019					
Acquisition price	809.226,2	6.271,8	101.428,7	45.863,5	962.790,1
Cum. Depreciations and impairments	-466.296,8	0,0	-52.368,7	0,0	-518.665,5
Book value	342.929,3	6.271,8	49.060,0	45.863,5	444.124,6
Mutations					
Investments	0,0	0,0	16.713,0	51.350,1	68.063,1
Disinvestments	-33,0		-8.276,7		-8.309,7
Depreciations	-23.996,0		-11.638,0		-35.634,1
Reclassification work in progress	22.775,7	326,4		-23.102,1	0,0
Depreciation of disinvestments	33,0		8.276,7		8.309,7
	341.709,0	6.598,1	54.135,0	74.111,4	476.553,6
Balance as at 31 December 2019					
Acquisition price	831.969,0	6.598,1	109.864,9	74.111,4	1.022.543,5
Cum. Depreciations and impairments	-490.259,9	0,0	-55.729,9	0,0	-545.989,8
Book value	341.709,0	6.598,1	54.135,0	74.111,4	476.553,6

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1.1.3 Financial fixed assets

		Participation rate	Book value as at 01/01/2019	Investments 2019	Disinvest-ments 2019	Result 2019	Mutation facilities 2019	Other mutations 2019	Book value as at 31/12/2019
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%	5.519,6	0,0	0,0	1.856,0	0,0	-75,0	7.300,6
			5.519,6	0,0	0,0	1.856,0	0,0	-75,0	7.300,6

Explanatory note:
The interest in Applied Nanosystems B.V. has been entirely written down on account of its negative equity.

1.3.2	Participations								
1.1.3.2	Other equity								
	- Zernike Seed Fund B.V. - Groningen		0,0	0,0	0,0	0,0	0,0	0,0	0,0
	- Stichting GN-IX - Groningen		6,0	0,0	0,0	0,0	0,0	0,0	6,0
	- University of Groningen NW Germany GmbH - Papenburg (Dld)	100%	21,3	0,0	0,0	0,0	0,0	0,0	21,3
	- LOFAR CV - Dwingeloo	11%	0,0	0,0	0,0	0,0	0,0	0,0	0,0
			27,3	0,0	0,0	0,0	0,0	0,0	27,3

Explanatory notes:
The participating interest in Zernike Seed Fund B.V. at € 453.8 has been entirely depreciated per 31 December 2018.
In 2019, the Zernike Seed Fund BV was dissolved, and the participation was written down to € 0.
The university has a 11% participating interest in LOFAR CV. The initial contribution of € 10,000 has been entirely written down.

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		Outstanding loans (funds lent) 01/01/2019	Extended loans 2019	Repay-ments/ settlement 2019	Outstanding loans (funds lent) 31/12/2019	Interest rate	Residual maturity in years
1.1.3.3	Receivables from group companies						
	Applied NanoSystems B.V.	11,1	0,3	0,0	11,4	3,0%	1
	Stichting University Guesthouse	442,7	0,0	-442,7	0,0	2,0%	0
		453,8	0,3	-442,7	11,4		

	Provision receivables from group companies	Balance as at 01/01/2019	Allocations 2019	Release 2019	Balance as at 31/12/2019
	Applied NanoSystems B.V., Groningen	11,1	0,3	0,0	11,4
	Stichting University Guesthouse	442,7	0,0	-442,7	0,0
		453,8	0,3	-442,7	11,4

	Securities	Investments as at 01/01/2019	Acquisitions/ loans 2019	Mutation 2019	Investments as at 31/12/2019
1.1.3.7.4	Other securities; deposits	21.500,0	0,0	0,0	21.500,0
		21.500,0	0,0	0,0	21.500,0

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		Outstanding loans (funds lent) 01/01/2019	Extended loans 2019	Repay-ments/ settlement 2019	Outstanding loans (funds lent) 31/12/2019	Interest rate	Residual maturity in years
1.1.3.8	Other receivables						
	- GSZ Mayday	138,1	0,0	0,0	138,1	0,0%	indefinitely
	- GSZ Mayday	31,7	0,0	-1,7	30,0	4,0%	15
	- Stichting Behoud Groene Hortus	1.520,7	0,0	-10,0	1.510,7	0,0%	> 1
	- Stichting Behoud Groene Hortus (subordinated)	124,8	0,0	0,0	124,8	0,0%	> 1
	- UNICA installatie groep B.V.	2.759,4	0,0	-539,1	2.220,2	0,0%	5
	- Stichting Infoversum	54,6	0,0	0,0	54,6	2,5%	>1
		4.629,4	0,0	-550,9	4.078,5		

	Balance as at 01/01/2019	Allocation 2019	Release 2019	Withdrawal 2019	Balance as at 31/12/2019
Provision other receivables	1.870,0	0,0	0,0	-11,7	1.858,3

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1.2 Current assets

1.2.1 Inventories

		Account 31/12/2019	Account 31/12/2018
1.2.1.2	Acquisition price consumer goods inventories (stock)	665,8	528,7

1.2.2 Receivables

			Account 31/12/2019		Account 31/12/2018
1.2.2.1	Accounts receivable	8.057,3		8.484,4	
	To be invoiced	73,6		0,0	
	Minus: Provisions for non-collectable debts	-367,6		-410,5	
			7.763,3		8.073,9
1.2.2.2	Receivables from OCW/EZ		7,6		36,3
	Cash limitations		361,0		701,8
1.2.2.6	Receivables from staff		56,1		88,3
1.2.2.7	Receivables from students/participants/course participants		235,0		149,4
1.2.2.10	Other receivables				
	Income to be received	37.290,4		50.845,3	
	Other receivables	57.547,9		59.796,5	
			94.838,3		110.641,8
1.2.2.12	Prepaid expenses		9.123,7		6.654,9
1.2.2.15	Accrued assets		150,3		166,3
			112.535,3		126.512,6

Explanatory note:
The fair value of the receivables approximates their book value, given their short-term nature and the fact that provisions for doubtful debts have been formed where necessary.

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1.2.4 Liquid assets

		31/12/2019	31/12/2018
1.2.4.1	Cash funds	13,2	24,2
1.2.4.2	Bank account credits		
	Bank account credits (general)	39.143,9	14.724,7
	Deposits (=< 3 months)	26.000,0	66.000,0
	Current accounts	210.367,2	221.945,2
		275.524,3	302.694,2

Explanatory note:
Liquid assets consist of cash funds, bank balances and call deposits with a term 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 financial statements

	Balance as at 31/12/2019	Balance as at 31/12/2018
Non-consolidated equity	599.209,6	600.902,9
Group companies equity	4.347,4	3.756,3
Loan provision [funds lent] University Guesthouse Foundation	0,0	442,7
Loan provision [funds lent] Applied NanoSystems B.V.	11,1	11,1
Equity Applied NanoSystems B.V.	-3,8	-3,8
Consolidated equity	603.564,3	605.109,2

Explanatory notes:
The group companies equity relates to the equity of the Stichting Academische Opleidingen Groningen. This is not included as a participation in the non-consolidated financial statements. The created provisions have been eliminated in the consolidated financial statements as a result of the consolidation of both entities. The equity of Applied Nanosystems B.V. is negative, for which no provision was included in the non-consolidated financial statements. The negative equity must be included in the consolidated financial statements.

2.2 Provisions

The provisions are further explained in the explanatory notes to the balance sheet in the consolidated financial statements.

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2.4 Short-term debts

			31/12/2019		31/12/2018
2.4.4	OCW/EZ		35,8		35,8
2.4.7	Pre-invoiced and pre-received instalments for projects				
	work in progress	-36.500,3		-41.744,6	
	Invoiced instalments	44.213,5		48.462,2	
			7.713,2		6.717,6
2.4.8	Creditors		6.688,2		10.579,6
2.4.9	Taxation and social security contributions				
	- Income tax	15.973,3		15.280,3	
	- Turnover tax	1.305,5		1.507,9	
			17.278,8		16.788,2
2.4.10	Debts in respect of pensions		4.617,8		4.164,5
2.4.11	Debts in respect of work by third parties		1.716,0		1.546,8
2.4.12	Other short-term debts		17.275,1		21.026,2
2.4.13	Tuition, course and exam fees received in advance		33.388,0		31.351,9
2.4.14	Grants received in advance from OCW/EZ		1.956,8		2.116,4
2.4.16	Amounts received in advance		120.033,9		115.327,3
2.4.17	Holiday pay and holidays				
	- Holiday allowance	10.821,4		10.207,1	
	- Reservation for holidays	22.047,3		21.804,0	
			32.868,8		32.011,1
2.4.19	Miscellaneous receivables				
	- Graduation Fund	292,5		300,0	
	- Other	719,0		982,7	
			1.011,5		1.282,7
			244.583,9		242.948,0

The short-term debts all have a residual maturity of less than one year.

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Off-balance sheet assets and/or liabilities (non-consolidated)

The off-balance sheet assets and/or liabilities have been explained in the notes to the Consolidated Balance Sheet

Statement of income and expenditure

			Foundations with control		Participations		
		Non-consolidated results 2019	Stichting AOG	Stichting University Guesthouse	Applied Nano Systems BV	RUG Houdster-maatsch.	Conso-lidated results 2019
3	**Income**						
3.1	Government funding	419.199,5	0,0	0,0	0,0	0,0	419.199,5
3.2	Other government funding and grants	0,0	0,0	0,0	0,0	0,0	0,0
3.3	Statutory tuition/course/exam fees	73.213,4	0,0	0,0	0,0	0,0	73.213,4
3.4	Income from work commissioned by third parties	147.294,2	0,0	0,0	0,0	0,0	147.294,2
3.5	Other income	58.216,2	-1,3	0,0	0,0	0,0	58.215,0
		697.923,4	-1,3	0,0	0,0	0,0	697.922,1
4	**Expenditure**						
4.1	Staffing expenses	489.428,6	0,0	0,0	0,0	0,0	489.428,6
4.2	Depreciation of tangible fixed assets	35.634,1	0,0	0,0	0,0	0,3	35.634,4
4.3	Housing expenses	43.656,2	0,0	0,0	0,0	0,0	43.656,2
4.4	Other expenditure	132.850,9	0,1	-1,7	0,0	90,3	132.939,7
		701.569,8	0,1	-1,7	0,0	90,7	701.658,8
	Net income and expenditure	-3.646,4	-1,3	1,7	0,0	-90,7	-3.736,7

The average number of employees in 2019 was 6,318 FTE (2018: 6,114 FTE).
The number of staff members employed by the UG and working outside the Netherlands is 0.3 FTE (2018: 1.0 FTE).

6	**Financial income and expenditure**						
6.1	Financial revenues	97,1	0,0	0,0	0,0	57,4	154,5
6.2	Financial expenses	0,0	0,0	0,0	0,0	0,0	0,0
	Net financial income and expenditure	97,1	0,0	0,0	0,0	57,4	154,5
8	**Result from participations**	1.856,0	648,0	0,0	0,0	33,3	2.537,3
	Result	-1.693,3	646,7	1,7	0,0	0,0	-1.044,9

In the above statement of income and expenditure, the reconciliation between the result in the non-consolidated financial statements and the consolidated financial statements has also been accounted for. As regards the explanatory notes, reference is made to the notes in the consolidated financial statements.

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Senior officials in the public and semi-public sector (standards for remuneration) act (wnt)

As from 1 January 2013, the WNT has been applicable to publicly funded institutions such as the University of Groningen. The WNT includes a disclosure obligation.

For 2019, the maximum salary at the UG was established at € 194,000 (full-time). The maximum salary will be calculated in proportion to the duration and/or the scope of the employment contract in the calendar year. In the educational classification, the UG is grouped under G. Three criteria determine the classification. Based on the average of the total income in the years t-4 up to and including t-2, the UG gains 10 complexity points; for the number of students in the years t-4 up to and including t-2 4 complexity points; and for the number of types of degree programmes in the year t-2 5 complexity points. This adds up to 19 complexity points, resulting in classification G. The Supervisory Board established the classification 2019 on 17 December 2019.

The managing senior officials of our organization with an employment contract do not have an employment contract as a managing senior official with other institutions covered by the WNT (contracted since 1 January 2018).

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List of the salaries of senior officials

List of all senior official

Data 2019	J. de Vries	J. de Jeu	E. Sterken	E. Sterken
Job data	Chair	Vice-Chair	Rector Magnificus	Rector Magnificus
Job commencement and termination date in 2019	01/01 - 31/12	01 /01 - 31 /08	01 /01 - 28/02	01 /03 - 31 /08
Scope of employment contract (as a part-time factor in FTE)	1	1	1	1
Employment contract	Yes	Yes	Yes	Yes
Salary				
Salary plus taxable disbursements	172,069	131,480	39,123	87,283
Long-term benefits	20,973	14,369	3,593	10,509
Subtotal	193,041	145,849	42,71 6	97,792
Individually applicable maximum salary	194,000	129,156	31,358	97,797
- / - Amount unduly paid				
Total salary	193,041	145,849	42,716	97,792
Reason why the overrun is permitted		Transitional law	*	

Data 2019	J.A.W.M. Biemans	T.N. Wijmenga
Job data	Members of the Board	Rector Magnificus
Job commencement and termination date in 2019	01/09 - 31/12	01/09 - 31/12
Scope of employment contract (as a part-time factor in FTE)	1	1
Employment contract	Yes	Yes
Salary		
Salary plus taxable disbursements	43,884	53,137
Long-term benefits	6,732	7,017
Subtotal	50,616	60,154
Individually applicable maximum salary	64,843	64,843
- / - Amount unduly paid		
Total salary	50,616	60,154

* Transitional law and application of Article 3, paragraph 2, Regulation implementing the WNT, back calculation seven months accrued holiday allowance period June through December 2017 (paid out in May 2018) to calendar year 2017 and continue calculating back seven months accrual of holiday allowance annually to calendar year 2012.

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Job data	Chair	Vice-Chair	Rector Magnificus
Job commencement and termination date in 2018	01/10 - 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	39,156	183,712	181,217
Long-term benefits	4,825	19,901	19,830
Subtotal	43,981	203,613	201,047
Individually applicable maximum salary	47,638	189,000	189,000
- / - Amount unduly paid			
Total salary	43,981	203,613	201,047
Reason why the overrun is permitted		Transitional law	Transitional law

Gegevens 2018	J.A.W.M. Biemans	T.N. Wijmenga
Job data	n/a	n/a
Job commencement and termination date in 2018	n/a	n/a
Scope of employment contract (as a part-time factor in FTE)	n/a	n/a
Employment contract	n/a	n/a
Salary		
Salary plus taxable disbursements	n/a	n/a
Long-term benefits	n/a	n/a
Subtotal	n/a	n/a
Individually applicable maximum salary	n/a	n/a
- / - Amount unduly paid	n/a	n/a
Total salary		

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List of all supervising senior staff

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Job data				
Job commencement and termination date in 2019	Chair 01/01 - 31/12	Member 01/01 - 31/12	Member 01/01 - 31/12	Member 01/01 - 31/12
Salary				
Total salaries	20,000	15,000	15,000	15,000
Individually applicable maximum salary	29,100	19,400	19,400	19,400
- / - Amount unduly paid and not yet received back				

Data 2018				
Job data				
Job commencement and termination date in 2018	Chair 01/01 - 31/12	Member 01/01 - 31/12	Member 01/01 - 31/12	Member 01/01 - 31/12
Salary				
Total salaries	20,000	15,000	15,000	15,000
Individually applicable maximum salary	28,350	18,900	18,900	18,900
- / - Amount unduly paid and not yet received back				

Data 2019	H,J,E, van Balen
Job data	
Job commencement and termination date in 2019	Member 01/01 - 31/12
Salary	
Total salaries	15,000
Individually applicable maximum salary	19,400
- / - Amount unduly paid and not yet received back	

Data 2018	
Job data	
Job commencement and termination date in 2018	Member 01/01 - 31/12
Salary	
Total salaries	15,000
Individually applicable maximum salary	18,900
- / - Amount unduly paid and not yet received back	

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Data when applicable standard is exceeded

Salaries of non-senior staff

Data 2019	Professor	Dean	Professor
Job data			
Job commencement and termination date in 2019	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
Salary			
Salary plus taxable disbursements	234,044	190,479	179,698
Long-term benefits	20,009	21,991	21,626
Total remuneration	254,052	212,471	201,324
Individually applicable maximum salary	194,000	194,000	194,000
Compulsory explanation of the overrun	Royalty payment	Supplementary salary	Supplementary salary

Data 2018	Professor	Dean	Professor
Job data			
Job commencement and termination date in 2018	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
Salary			
Salary plus taxable disbursements	228,597	191,459	180,029
Long-term benefits	18,052	19,564	19,254
Total remuneration	246,649	211,023	199,283

Explanatory notes
In accordance with Section 6 of the (amended) policy guidelines for the application of the WNT (Beleidsregels toepassing WNT), the UG does not report on external non-senior officials.

Other information

Results appropriation

The UG is a legal entity under the Higher Education and Academic Research Act and has no articles of association. There are therefore no special provisions imposed by the articles of association regarding the result appropriation.

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Indicators and general information

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Indicators of financial position

			2019	2018
Capitalization factor	Total capital -/- buildings and premises / Total income + interest income	x 100	79.13	83.39
Staffing expenses/total expenses	Staffing expenses / Total expenses from ordinary business operations	x 100%	69.8%	67.7%
General reserve/income	General reserve / Total income from ordinary business operations	x 100%	81.1%	84.0%
Equity/income	Equity / Total income from ordinary business operations	x 100%	86.5%	90.3%
Provisions/income	Provisions / Total income from ordinary business operations	x 100%	7.5%	8.9%
Government funding/income	Government funding + other government / Contributions total income from ordinary business operations	x 100%	60.1%	59.4%
Other government contributions/income	Other government funding / Total income from ordinary business operations	x 100%	0.0%	0.0%
Investments in accommodation/income	Investment in buildings and premises / Total income from ordinary business operations	x 100%	7.4%	3.8%

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			2019	2018
Investment (inventory + equipment)/income	Income from investment in inventory and equipment / Total income from ordinary business operations	x 100%	2.4%	2.8%
Working capital/income	Current assets - / - short-term borrowed capital / Total income from ordinary business operations	x 100%	21.1%	28.1%
Investments (relative to equity)	Securities / Equity	x 100%	3.6%	3.6%
Contract activities/income	Income from work commissioned by third parties / Total income from ordinary business operations	x 100%	21.1%	21.4%
Contract activities/government funding	Income from work commissioned by third parties / Government funding	x 100%	35.1%	36.0%
Tuition fees/income	Tuition fees / Total income from ordinary business operations	x 100%	10.5%	10.2%
Financial income/expenditure	Financial income / Total income from ordinary business operations	x 100%	0.0%	0.0%
Receivables/income	Receivables / Total income from ordinary business operations	x 365 days	59	69
Short-term debts/income	Short-term debts / Total income from ordinary business operations	x 365 days	128	132

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			2019	2018
Solvency 1	Equity / Total		0.67	0.67
Solvency 2	Equity / Total equity		0.73	0.73
Liquidity (current ratio)	Current assets / Short-term borrowed capital		1.60	1.77
Liquiditeit (quick ratio)	Current assets excluding / Short-term borrowed capital		1.60	1.77
Profitability (gross margin)	Result from ordinary business operations / Total income from ordinary business operations	x 100%	-0.5%	-0.2%

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Academic year	2019-2020	2018-2019	2017-2018	2016-2017	2015-2016	2014-2015	2013-2014
Students							
Total	31,840	31,515	29,702	28,875	28,244	28,324	27,488
University of Groningen market share in the Netherlands	10.50%	10.70%	10.5%	10.8%	10.8%	11.0%	10.9%
Of which with foreign nationality	7,536	7,019	5,692	4,900	4,104	3,642	3244
Percentage of foreign nationalities at the University of Groningen	23.7%	22.3%	19.2%	17.0%	14.5%	12.9%	11.8%
Registration forms							
Full-time	31,432	31,081	29,227	28,376	27,708	27,693	26,790
Part-time	355	382	429	456	491	591	656
Dual	53	52	46	43	45	40	42
Registrations per education phase							
Propaedeutic phase	9,577	10,052	8,692	7,745	7,447	7,921	7945
Bachelor	12,182	11,424	11,249	11,499	11,244	11,073	10,676
Master	10,081	10,039	9,761	9,631	9,553	9,330	8,867
Intake of first-year students							
Bachelor	6,767	7,173	6,376	5,855	5,463	5,781	5,800
Master	2,020	1,036	869	987	874	818	832
Total	8,787	8,209	7,245	6,842	6,337	6,599	6,632
Market share	9.9%	9.7	9.1%	9.4%	9.4%	9.9%	10.1%
Achieved degrees							

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Academic year	2019-2020	2018-2019	2017-2018	2016-2017	2015-2016	2014-2015	2013-2014
Propaedeutic phase	Not yet known	*	*	3,981	4,311	4,444	4,344
Bachelor	Not yet known	4,196	4,030	4,258	4,060	4,186	4,093
University of Groningen market share	Not yet known	11.1%	11.1%	11.8%	11.5%	11.7%	12.2%
Master	Not yet known	4,407	4,195	4,203	4,014	4,166	3,889
University of Groningen market share	Not yet known	9.4%	9.4%	9.7%	9.6%	10.2%	10.2%
Funding							
Funded registrations	19,850	19,576	18,189	17,628	17,589	17,786	17,476
Funded degrees	Not yet known	7,703	7,459	7,579	7,435	7,574	7,369

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Calendar year	2019	2018	2017	2016	2015	2014	2013	2012
Research								
Academic staff in FTE	1.871	1.799	1.829	1.880	1.864	1.962	1.944	1.812
UG national market share	_	_	8,4%	8,8%	8,7%	9,2%	9,4%	8,9%
PhD theses	546	507	502	535	501	443	447	436
UG national market share	_	11,0%	10,6%	10,8%	10,6%	9,6%	10,0%	10,5%
Academic publications (other than PhD theses)	8.517	8.558	8.550	8.577	8.011	8.058	6.802	6.881
NWO grants	_	22	24	19	30	15	25	22
UG national market share	_	8,2%	9,7%	7,9%	12,2%	7,0%	10,0%	8,7%
UG employees (FTE) excluding UMCG								
Academic staff	2.407	2.339	2.296	2.302	2.289	2.230	2.130	2.059
Non-Dutch nationals	1078	1014	940	909	879	828	761	704
Admin./Support staff	1.972	1.909	1.809	1.711	1.693	1.644	1.593	1.557
Non-Dutch nationals	119	107	91	73	66	50	38	35
Professors	301	297	294	285	276	265	271	260
Associate professors	265	251	244	242	237	223	210	195
Assistant professors	517	483	438	409	392	377	361	352
Employed PhD students	703	688	737	778	810	801	738	690
Non-Dutch nationals	377	359	359	372	395	378	343	311
Other academic staff	616	616	583	588	575	564	551	562
Other staff	4	4	24	25	0	20	22	18
UMCG employees (FTE)								
Academic staff	1050	1026	1005	1051	1025	1015	988	915
Non-Dutch nationals	262	252	254	228	207	201	206	179
Admin./Support staff	637	620	614	581	565	557	550	531
Non-Dutch nationals	23	23	15	16	14	13	11	12
Professors	93	74	65	65	67	63	59	61
Employed PhD students	421	384	418	446	416	422	395	337
Non-Dutch nationals	162	148	153	135	125	121	123	107

Calendar year	2019	2018	2017	2016	2015	2014	2013	2012
Other PhD students								
Contract PhD students	1581	1556	1309	1016	892	876	854	589
Non-Dutch nationals	958	955	780	580	481	455	366	418
External PhD students	522	511	485	477	465	444	426	316
Non-Dutch nationals	340	314	289	272	251	230	182	104
Status unknown	117	126	127	130	171	201	317	17

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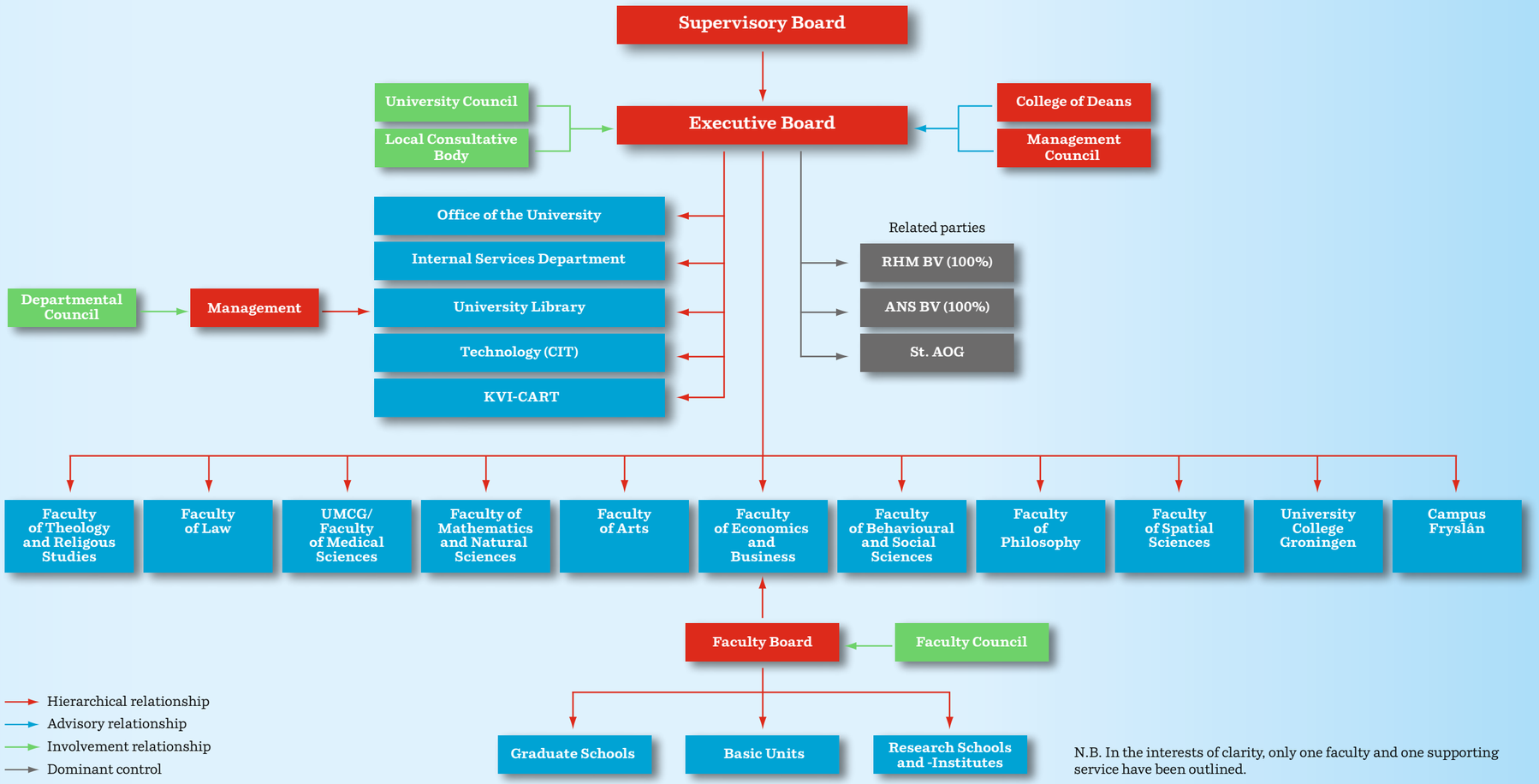
APPENDIX A

Overview of central organizations



N.B. In the interests of clarity, only one faculty and one supporting service have been outlined.

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APPENDIX B

Backgrounds of the Board members

I. Members of the Board of the University (on 31 December 2019)

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.

J.A.W.M. Biemans (member)

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 was a professor at the UMC Utrecht. 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). In 2012 she received an ERC Advanced Grant for her research on gluten and 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 prominently associated with the 'Organs on a chip' research programme, which was awarded a 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

T.H.J. T.H.J. (Chair)

Tjibbe Joustra (1951) studied Dutch law at the University of Groningen from 1970 to 1975. He began his career at the Ministry of Agriculture, Nature and Food Quality. He was appointed Secretary-General of the Ministry in 1987. From 2002 to 2004, he was Chairman of the Executive Board of the Institute for Employee Benefit Schemes (UWV, Uitvoeringsinstituut Werknemersverzekeringen). After this, he was the Dutch National Antiterrorism Coordinator for five years. From 2009 to 2011, he was Chairman of the Horticulture Board (Productschap Tuinbouw) and other organizations. On 1 February 2011 he was appointed chairman of the Dutch Safety Board (Onderzoeksraad voor Veiligheid) and in May 2019, after eight years, he stepped down.

H.J.E. van Balen

Heleen van Balen (1964) studied Law at the University of Groningen. She specializes in strategic legal management, higher education management and development, and governance, risk management and compliance (GRC). Heleen van Balen is the proprietor of Commutatio Group BV. She is currently project leader at SchoolpleinNoord, setting up a digital platform (vacancy website) and network organization for primary and secondary education in the three northern provinces in order to influence the labour market, cooperate and share knowledge so as to contribute to the development and quality of life in the northern region. She is also a lecturer in Leadership and Governance at the Hanze UAS Groningen. Heleen van Balen has extensive experience in governance and management. She is the Chair of the Giraffa network. She is also a member of the Board of Het Behouden Huys. In the Supervisory Board, she is the member with the particular trust of the University Council.

H.D. Post

Harm D. Post (1953) began his career in 1976 at the South Holland provincial authority, where he worked on traffic and transport policy in South Holland. From 1978 he held various management positions at Hanze Vervoer- en Techniekgroep in Groningen: he was Director of GADO (the Groningen bus company), GADO Touring (the Groningen coach company), and the taxi company GadoTax. He also worked for the owner of these companies in Ukraine. Harm Post then became Director of NoordNed Personenvervoer BV, a new bus and train operator owned by the UK-based transport multinational Arriva. In June 1999, under Post's leadership, NoordNed won the first public tender for railway lines in the province of Groningen. From 2001 until 2017 Post was director of Groningen Seaports, the company that manages two seaports, two inland ports and a railport. In 2017 he founded his own consultancy firm and won projects in the recycling and energy transition sector. In addition, he is a professional supervisor at five companies. He has always engaged in many administrative activities in addition to his work. For example, he is currently Chair of the Groningen Commercial Club (CCG), Honorary Consul for Norway, member of the board of Stichting Walkyre Echo's and member of the board of the Kinderboekenhuis Foundation in Winsum.

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 & 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 & Strategy, including Corporate Development & Investor Relations) on the Managing Board of ABN AMRO Group NV, ABN AMRO Bank NV

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and Fortis Bank (Nederland) NV (part of ABN AMRO Bank NV since 1 July 2010). Reehoorn stood down from the Managing Board of ABN AMRO at the end of 2017 after nine years and left the bank on 1 July 2018.

A.S. Roeters
Annette Roeters (1954) studied Dutch Language and Literature at the University of Groningen, and obtained her PhD in 1982.
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 for 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 Executive Board member and then Vice President of Windesheim University of Applied Sciences.

III Terms of office

The Board of the University

Administrator	Position	Start of appointment	End of appointment
J. de Vries	President	1 October 2018	1 October 2022
J.A.W.M. Biemans	Member	1 September 2019	1 September 2023
C. Wijmenga	Rector Magnificus	1 September 2019	1 September 2023

Supervisory Board

Administrator	Position	Start of appointment	End of appointment
T.H.J. Joustra	Chair	1 September 2012	1 September 2020
H.J.E. van Balen	Member	1 December 2016	1 December 2020
H.D. Post	Member	1 March 2013	1 March 2021
W. Reehoorn	Member	1 January 2014	1 January 2022
A.S. Roeters	Member	1 November 2015	1 November 2023

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IV. Other positions held (as per 31 december 2019)

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 B.V.	no
Vice Chair of the Executive Committee	Ubbo Emmius Fund	no
Member of the General Board	Ubbo Emmius Fund	no
Member of the Board	Groningen Confucius Institute	no
Member	The Groningen Agreement Steering Committee	no
Member	WIJS (Wijk Inzet door Jongeren en Studenten) Steering Committee	no
Member of the Executive Committee	Groningen National Programme	no
Member of the General Board	Groningen National Programme	no
Member	Economic Board Noord-Nederland	no
Member	VNSU Strategy, Public Affairs & Governance Steering Committee	no
Board member	Dutch Dutch Scientific Institutes Abroad	no
Member of the Supervisory Board	New Energy Coalition	no
Member of the International Supervisory Board	Energy Delta Institute	no
Member of the Board	Netherlands Energy Research Alliance	no
Director	Royal Holland Society of Sciences and Humanities (KHMW)	no
Board member	Netherlands-Caribbean Foundation for Clinical Higher Education (NASHKO)	no
Board member	European Medical School Oldenburg-Groningen	no
Member	The Guild of European Research-Intensive Universities	no
Member	Verbund Norddeutscher Universitäten	no
Member	House of Representatives Nominations Advisory Committee 2021	no

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person / positions	organization	salaried
J.A.W.M. (member)		
Member of the Supervisory Board	LOFAR Foundation	no
Chair of the Supervisory Board	RUG Houdstermaatschappij B.V.	no
Board treasurer	Business Generator Groningen Foundation	no
Vice Chair of the General Board	Academic Programmes in Groningen (AOG)	no
Member of the Steering Committee	VSNU – Business operations and Finances	no
Member of the Steering Committee	Epi-Kenniscentrum	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
Chair	Northern Knowledge Programme	no
Treasurer	The Island of Helpermaar Management Association	no
C. Wijmenga (Rector Magnificus)		
Member of the Supervisory Board	Groningen University Fund	no
Chair	Nicolaas Mulerius Fund	no
Chair of the Board	Eric Bleumink Fund	no
Member of the Board	Ubbo Emmius Fund	no
Member of the board	Royal Dutch Physics Society	no
Member of the of the Supervisory Board	RUG Houdstermaatschappij BV	no
Member of the board	Capaciteitsorgaan	no
Member	Fryske Akademy	no
Member	Royal Holland Society of Sciences and Humanities	no
Member	KNAW Selection Committee for new members	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	VSNU Steering Group for Education and Research	no

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T.H.J. Joustra	
Chair	Society and Safety Foundation
Chair	Research committee on inter-country adoption
Chair	National Library of the Netherlands
Chair	Personal Injury Council
Chair	Dutch Milk Foundation
Chair of the Board	AgriNL
Chair of the Advisory Board	G4S Group
Chair of the Supervisory Board	Meermanno
Chair of the Supervisory Board	Dutch public service broadcasters (NPO)
Chairman of the Supervisory Board	Netherlands School for Public Administration (NSOB)
Member of the Advisory Board	Dutch Data Protection Authority
H.J.E. van Balen	
Director/owner	Commutatio Group B.V.
Project leader	SchoolpleinNoord
Lecturer	Hanze UAS Groningen
Chair	Giraffa Netwerk, ZorgpleinNoord
Board member	Friends of the Behouden Huys Foundation
H.D. Post	
Chair	Groningen Commercial Club
Chair	Maggie's Foundation, Netherlands
Chair	GRQ Business Network
Chair of the Supervisory Board	Special Business Locations Groningen (part of Foundation for Ancient Churches)
Director	Lauwersoog Operating Company
Member of the Supervisory Board	Port of Harlingen
Member of the Supervisory Board	AG Ems
Member of the board	Perspective for Groningen 2025
Member of the board	Social Impact Day Groningen
Member of the board	Friends of Opmaat
Member of the board	Northern Culture Fund
Adviser	Wad Sustainable Foundation
Secretary	KinderBoekenHuis
Honorary Consul	Norway in the three northern provinces of the Netherlands

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person / positions	organization
W. Reehoorn	
Chair of the Supervisory Board	TopsportCommunity
Member of the Supervisory Board	Frans Hals Museum
Member/Director	Royal Holland Society of Sciences and Humanities (KHMW)
Member of the Board	Abe Bonnema Foundation
Member of the Board of Directors	National Bank of Greece
A.S. Roeters	
Member and 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	Advisory Panel for the Dutch Scientific Agenda 2019 and 2020 ('Research along routes by consortia')

university of groningen

Colophon

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