



Faculty of Social Sciences Annual Plan 2023

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Dashboard

	Plan	Progn	Plan	Werk	Werk	Werk
Onderwijs	23/24	22/23	22/23	21/22	20/21	19/20
- Instroom BA (EOI)	570	563	548	513	497	829
- Instroom PM (EOI) (m.i.v. werk 20/21)	415	392	412	415	468	0
- Instroom MA (EOI)	710	771	705	792	666	645
- Instroom Totaal (EOI)	1.695	1.726	1.665	1.720	1.631	1.474
- % Internationale instroom	11%	11%	11%	17%	11%	11%

	Plan	Progn	Plan	Werk	Werk	Werk
Onderzoek	2023	2022	2022	2021	2020	2019
- Promoties #	17	18	23	10	29	15
- KNAW-lidmaatschappen, totaal #	1	1	1	1	1	1
- Nieuwe toekenn. VI/ERC/MC/OC	6	5	5	2	2	0
- Participatie H2020 (€k) (excl ERC)	600	600	550	1.040	422	138
- % Baten 2e Geldstroom	5%	5%	5%	7%	5%	6%
- % Baten 3e Geldstroom Onderzoek	11%	9%	9%	11%	12%	10%

	Plan	Progn	Plan	Werk	Werk	Werk
Valorisatie	2023	2022	2022	2021	2020	2019
- Actieve Spin-offs #	-	-	0	-	0	0
- Deelnemers aan ILO (PGO, HOVO etc) #	225	170	225	-	271	318
- Aantal keren genoemd in media	nvt	-	nvt	1.500	nvt	nvt

	Plan	Progn	Plan	Werk	Werk	Werk
HRM	2023	2022	2022	2021	2020	2019
- Fte (aangesteld per ultimo)	280	270	250	272	244	228
- % Gevoerde jaargesprekken (80%)	80%	78%	80%	-	80%	76%
- % WP tijdelijk < 4 jr. (22%)	25%	-	22%	-	23%	13%
- % BKO (85%)	90%	85%	88%	85%	90%	90%
- % Reg. Nevenwerkzaamheden	100%	61%	100%	-	84%	95%
- % Vrouwelijke hgl. (35%)	40%	38%	34%	35%	35%	29%
- % Ziekteverzuim	3,5%	4,3%	2,8%	3,2%	3,5%	3,4%
- % OBP	15%	16%	18%	15%	18%	18%
- % tijdelijke dienstverbanden / eigen fte personeel	50%	56%	58%	58%	58%	52%
- % Opleidingskosten/loonkosten (1%)	1,0%	0,6%	1,0%	0,3%	0,6%	1,0%
- % Verlofgoed/loonkosten (2,6%)	2,6%	2,5%	2,6%	2,7%	2,0%	1,9%
- % Kosten ingehuurd personeel/ kosten eigen persone	1,6%	1,3%	1,7%	1,2%	1,1%	0,8%

	Plan	Progn	Plan	Werk	Werk	Werk
Financiën	2023	2022	2022	2021	2020	2019
- Omzet (€m)	40,5	37,6	37,5	36,6	33,8	33,1
- 2e Geldstroom (€m)	2,1	2,0	2,0	2,4	1,7	2,0
- 3e Geldstroom Onderzoek (€m)	4,3	3,5	3,5	4,2	3,9	3,2
- 3e Geldstroom Onderwijs (€m)	0,45	0,6	0,6	0,2	0,1	0,3
- B.W. Collegegelden (€m)	0,6	0,8	0,8	0,7	0,5	0,4
- Resultaat (€m)	-1,0	-0,4	-0,5	0,4	0,5	0,5
- GPL (€k)	84,7	84,0	84,5	79,8	82,5	82,1
- Externe inhuur (€m)	0,4	0,4	0,4	0,3	0,2	0,1
- Fte (gemiddeld doorbelast)	276	268	250	262	231	218

1 Main Priorities for 2023

The Faculty of Social Sciences (FSS) is operating in the context of several strategic and structural shifts:

- At the level of the University, the executive board is reviewing the organizational architecture, as well as the academic talent architecture and is pushing for strategic initiatives to become more organically embedded in line management.
- Within the faculty, a newly formed faculty board and a return to campus raise new questions about the ambitions of FSS and about the way we engage with each other.
- The research output is significantly and sustainably boosted by the additional funding via the sectormiddelen that will help grow FSS by about 13 faculty members.
- The education portfolio is seeing a drop in first-year student enrollment across nearly all programmes, and especially in the master programmes.
- There is a simmering concern between faculty members about issues of safety, trust, and academic integrity with, e.g., 18% of faculty members experiencing unacceptable behavior (werkbelevingsonderzoek 2022) and with just 52% of those notifying managers or their work surroundings.

FSS will engage with the abovementioned changes and re-assert its FSS ambitions to stand out in the university and in society during the coming decade. Engagement will therefore be key. The faculty board intends to use 2023 as “year of engagement” to re-assert the ambitions of social sciences in the coming three to five years in line with its existing multi-year plan.

We see five multi-year *ambitions* for FSS. Beneath them are multiple *conditions*.

- A 1. Becoming a **leader** in the Netherlands in societal impact and innovation
- A 2. Becoming a **cultivator** for external financing
- A 3. Becoming a **cultivator** of growth in social science education
- A 4. Becoming a **contributor** in the VU for reward & recognition
- A 5. Becoming a **contributor** in the VU for life-long learning

Numerous conditions need to always be fulfilled for a well-functioning faculty above all the ability to conduct high-quality research and education at FSS as the condition *sine qua non* of academia, which in turn requires a sustained stream of 2G-funding. A full list of conditions is not unfolded here as we consider them to be everyday managerial tasks. Instead, two *conditions* are highlighted as they require additional leadership engagement from 2023:

- C. 1. Being a work environment of safety, academic integrity and attention to work pressure
- C. 2. Being a work environment of diversity and inclusion

Actions in 2023

For each of the multi-year ambitions, actions are thus derived for 2023.

Table 1. Immediate actions in 2023

Multi-year ambition	Immediate actions in '23
A1. Becoming a leader in the Netherlands in societal impact and innovation	A1.a Implement the new valorization/research architecture that was reached at FSS in Q3 of '22
	A1.b Create and implement action plans for policy impact, social innovation impact, media impact
	A1.c Create quarterly results-dashboard for each of the above
	A1.d Recruit senior faculty members in each department with outstanding social impact

Multi-year ambition	Immediate actions in '23
A2. Becoming a cultivator for external financing	A2.a Create and implement action plan for acquisition of 3G, 4G
	A2.b Create quarterly results-dashboard
	A2.c Create hub-spoke collaboration model with IXA-GO and DURF
	A2.d Pilot funding approaches with at least one department
A3. Becoming a cultivator of growth in social science education	A3.a Set-up external/peer review process for FSS education portfolio & processes
	A3.b Conduct external/peer review process of program portfolio & processes
	A3.c Conduct internal review of financial structure of program portfolio & processes
	A3.d Conduct internal review of pre-student and student experience
	A3.e Develop and finalize faculty-wide ambitions for educational portfolio and processes of the future
	A3.f Further implementation of active and blended learning
	A3.g Contribute to VU-wide review of academic year structure
A4. Becoming a contributor in the VU for reward & recognition	A4.a Consolidate the comprehensive careers policy that was reached in Q3 of '22
	A4.b Develop faculty-wide proposals for differentiated career-tracks
A5. Becoming a contributor in the VU for life-long learning	A5.a Transfer and incorporate 'School of Governance' into a multi-faculty and/or VU-wide organizational structure for life-long learning
	A5.b Successfully acquire two large retainers for customized programs in the public sector
Conditions	
C1. Being a work environment of safety, academic integrity and attention to work pressure	C1.1 Execute existing proposals to reduce work pressure
	C1.2 Conduct external review process for cultural/safety issues
	C1.3 Develop faculty-wide proposals for addressing cultural change
	C1.4 Create and implement action plans toward more consistent academic integrity
C2. Being a work environment of diversity and inclusion	C2.1 Establishing a gender-distribution goal at the level of senior academics
	C2.2 Develop departmental trainings for inclusion
	C2.3 Develop on-boarding best practices and tools

2 Alignment with strategy and multi-annual plan

The FSS annual plan for 2023 and its ongoing implementation of the multi-annual strategy are aligned with the spearheads of the University strategy, as shown below:

Table 2. Alignment of actions with University's strategy and multi-year plan

VU Speerpunten until '25	FSS Ambitions (including from multi-annual strategy)	FSS Actions in '23
Sustainable	Becoming a leader in the Netherlands in societal impact and innovation	<ul style="list-style-type: none"> - Include sustainability in the actions plans for policy impact, social innovation impact, media impact - Identify senior faculty members with sustainability impact - Implement current sustainability guidelines and expand them to include university-level issues (waste, energy) and education (all courses apply SDG)

VU Speerpunten until '25	FSS Ambitions (including from multi-annual strategy)	FSS Actions in '23
Diverse	Being a work environment of diversity and inclusion	<ul style="list-style-type: none"> - Consolidate comprehensive careers policy that was reached in Q3 of '22 - Develop faculty-wide proposals for differentiated career-tracks - Reduce the gender gap at the level of senior academics - Develop departmental trainings for inclusion - Develop on-boarding best practices and tools
Enterprising	<ul style="list-style-type: none"> - Becoming a leader in the Netherlands in societal impact and innovation - Becoming a cultivator of growth for social sciences education - Becoming a cultivator for external financing - Collaboration in next Aurora-bid 	<ul style="list-style-type: none"> - Create and implement action plans for policy impact, social innovation impact, media impact - Enhance 3G and 4G income - Recruit senior faculty members in each department with outstanding social impact
Future proof Education	Becoming an innovator in the social sciences for education	<ul style="list-style-type: none"> - Set-up external/peer review process for FSS education portfolio - Conduct external/peer review process of programme portfolio - Conduct internal review of financial structure of programme portfolio - Conduct internal review of student experience - Develop and finalize faculty-wide ambitions for educational portfolio of the future - Further implementation of active and blended learning - Contribute to VU-wide review of academic year structure
Life Long Development	Becoming a contributor in the VU for life-long learning	<ul style="list-style-type: none"> - Transfer and incorporate 'School of Governance' into a multi-faculty and/or VU-wide organizational structure for life-long learning - Successfully acquire two large retainers for customized programmes in the public sector
Focus and position in research	Becoming a leader in the Netherlands in societal impact and innovation	<ul style="list-style-type: none"> - Create and implement actions plans for policy impact, social innovation impact, media impact - Recruit senior faculty members in each department with outstanding social impact
Academic Reputation	Becoming an innovator in the social sciences for external financing	<ul style="list-style-type: none"> - Create and implement action plans toward enhancement of academic integrity
Impact through educational and research activities	<ul style="list-style-type: none"> - Becoming an innovator in the social sciences for education 	<ul style="list-style-type: none"> - Develop and finalize faculty-wide ambitions for educational portfolio of the future - Recruit senior faculty members in each department with outstanding social impact

VU Speerpunten until '25	FSS Ambitions (including from multi-annual strategy)	FSS Actions in '23
	<ul style="list-style-type: none"> - Becoming a leader in the Netherlands in societal impact and innovation 	
Digitalization	Transformation towards hybrid working	<ul style="list-style-type: none"> - Improvements in e-HRM support - Digital@VU next wave - Explore possibilities with SharePoint - Expand digital communication support - Review use of space to improve hybrid working facilities
Social Campus	Being a work environment of safety, academic integrity and attention to work pressure	<ul style="list-style-type: none"> - Set -up external review process for cultural/safety issues, conduct review - Develop faculty-wide proposals for addressing cultural change - Implement action toward enhancement of academic integrity - Session on social safety for all leaders - Implementation of project diversity and inclusion - Collaborate with Central to improve overall complaint procedures
Reward and Recognition	<p>Becoming a contributor in the VU for reward & recognition</p> <p>Reduce work pressure</p>	<ul style="list-style-type: none"> - Consolidate comprehensive careers policy that was reached in Q3 of '22 - Develop faculty-wide proposals for differentiated career-tracks
Effective and Agile Organization	Re-organize services in accordance with post-MARS trajectory	<ul style="list-style-type: none"> - Collaborate with Central to integrate service model and reduce staff rotation - Decentralize KDM (departments) - Clarify procedures with Project Control, IXA-GO - Simplify HR processes

Appendices

Appendix 1. Key questions to be discussed with the Executive Board

The portfolio holders and full faculty board of FSS would like to discuss a limited number of strategic issues with CvB. They are directional choices for 2023 and beyond. The faculty board prefers each of the first directions (stated separately for education, research, valorization, operations, and finances) but would like to discuss its preferences with CvB by contrasting them versus each of the second directions.

Education (tbd especially on 26 September in PO with portfolio holders)

Reform education to grow student numbers versus reform education to give structurally smaller cohorts a better experience

Research (tbd especially on 26 September in PO with portfolio holders)

Incentivize and hire for social impact versus incentivize and hire for research output

Raise standards of academic integrity versus experienced work pressure emerging from 'additional' activities to be carried out in the context of scientific integrity.

Valorization (tbd on 6 October in BO with full faculty board)

Grow 3G/4G income in the long term versus avoid development costs in the short term

Grow 3G/4G income in the long term versus increased pressure on perceived academic autonomy

Operations & Organization (tbd on 6 October in BO with full faculty board)

For 2023 focus on urgent operational needs inside the faculty versus invest into structural collaboration between faculties

Finances (tbd on 6 October in BO with full faculty board)

Use our reserves and fill an (non-structural) income drop versus reform our cost base and adapt to structurally lower income from education

Appendix 2. Budget

Outline of budget 2023

Table 3. Operational Results 2023

BEGROTING 2023	Realisatie	Plan	Prognose	CP begroting	Begroting	Begroting	Begroting	Begroting	Begroting
(bedragen in k€)	2021	2022	2022	2023	2023	2024	2025	2026	2027
BATEN									
<i>Interne baten</i>									
Toewijzing Onderwijs	12.117	12.622	12.622	12.705	13.195	14.177	14.153	13.932	13.690
Toewijzing Onderzoek	5.226	5.137	5.137	4.749	6.721	6.835	6.586	6.774	6.958
Toewijzing VUSAM I	9.496	10.889	10.889	10.756	11.879	11.716	11.581	11.612	11.620
Toewijzing Overig	1.002	63	521	0	-	-	-	-	-
Dekking uit vaste int leveringen (KDM)	0	0	0	0	-	-	-	-	-
Dekking uit variabele interne leveringen	727	700	700	700	800	800	800	800	800
Subtotaal interne baten	28.569	29.410	29.869	28.910	32.596	33.528	33.121	33.119	33.068
<i>Externe baten</i>									
College- en examengelden	710	750	750	700	600	650	700	700	700
Baten GS2	2.403	2.000	2.000	2.000	2.100	2.300	2.500	2.500	2.500
Baten GS3 onderzoek	4.197	3.500	3.500	3.500	4.300	4.300	4.300	4.300	4.300
Baten GS3 onderwijs	198	600	600	625	450	500	600	700	700
Overige externe baten	461	850	850	900	490	500	500	500	500
Subtotaal externe baten	7.968	7.700	7.700	7.725	7.940	8.250	8.600	8.700	8.700
TOTAAL BATEN	36.537	37.110	37.569	36.635	40.536	41.778	41.721	41.819	41.768
LASTEN									
<i>Personele Lasten</i>									
Loonkosten eigen personeel	-20.866	-20.772	-21.176	-21.500	-23.374	-24.100	-24.300	-24.300	-24.300
Overige eigen personeelskosten	-276	-350	-340	-400	-427	-450	-450	-450	-450
Kosten ingehuurd arbeid	-250	-351	-351	-340	-374	-400	-400	-400	-400
Subtotaal personele lasten	-21.392	-21.473	-21.867	-22.240	-24.175	-24.950	-25.150	-25.150	-25.150
<i>Overige primaire lasten</i>									
Afschrijvingslasten	0	0	0	0	-	-	-	-	-
Huisvestingslasten	-43	-90	-90	-90	-50	-90	-100	-110	-120
Inkomenoverdrachten	-208	-150	-150	-150	-100	-100	-100	-100	-100
Overige instellingslasten	-2.368	-2.000	-1.933	-2.000	-2.200	-2.250	-2.300	-2.300	-2.300
Subtotaal overige primaire lasten	-2.619	-2.240	-2.173	-2.240	-2.350	-2.440	-2.500	-2.510	-2.520
<i>Kosten van interne dienstverlening</i>									
KDM doorbelastingen	-11.840	-13.156	-13.248	-13.047	-14.419	-13.879	-14.114	-13.832	-13.774
Lasten uit variabele interne leveringen	-359	-700	-640	-700	-600	-650	-700	-700	-700
Subtotaal kosten interne dienstverlening	-12.199	-13.856	-13.888	-13.747	-15.019	-14.529	-14.814	-14.532	-14.474
TOTAAL LASTEN	-36.210	-37.569	-37.928	-38.227	-41.544	-41.919	-42.464	-42.192	-42.144
RESULTAAT EXPLOITATIE	327	-459	-359	-1.592	-1.008	-141	-743	-374	-375
RESERVES	9.041	8.161	8.682	7.093	7.673	7.532	6.790	6.416	6.041
Formatieplan	Realisatie	Begroting	Prognose	CP Begroting	Begroting	Raming	Raming	Raming	Raming
	2021	2023	2022	2023	2023	2024	2025	2026	2027
Aantal fte wp (incl. studentassistenten)	222,6	210,0	226,0	218,0	235,0	242,0	244,0	244,0	244,0
Aantal fte obp	39,0	40,0	42,0	41,0	41,0	42,0	42,0	42,0	42,0
Aantal fte totaal	261,6	250,0	268,0	259,0	276,0	284,0	286,0	286,0	286,0

Table 4. Outline of budget 2023 per primary process

Activiteiten begroting van de primaire processen (afgeronde bedragen in k€)	plan 2023	plan 2024	plan 2025	plan 2026	plan 2027		
ONDERWIJS							
Onderwijs eerste geldstroom	22.232	22.307	22.466	22.225	22.193		
Onderwijs derde geldstroom	550	600	700	800	800		
TOTAAL ONDERWIJS	22.782	22.907	23.166	23.025	22.993		
ONDERZOEK							
Onderzoek eerste geldstroom	11.971	12.012	12.097	11.967	11.950		
Onderzoek tweede geldstroom	2.100	2.300	2.500	2.500	2.500		
Onderzoek derde geldstroom	4.690	4.700	4.700	4.700	4.700		
TOTAAL ONDERZOEK	18.761	19.012	19.297	19.167	19.150		
Ondersteuning/bedrijfsvoering							
TOTAAL KOSTEN	41.544	41.919	42.464	42.192	42.144		
Formatieplan	real 2021	plan 2022	plan 2023	plan 2024	plan 2025	plan 2026	plan 2027
Aantal fte wp	222,6	210,0	235,0	242,0	244,0	244,0	244,0
Aantal fte obp	39,0	40,0	41,0	42,0	42,0	42,0	42,0
Aantal fte totaal	261,6	250,0	276,0	284,0	286,0	286,0	286,0

Disappointingly, FSS will face a decrease in attributed 1GS resources, leading to a negative yearly result of € 1.008k. The faculty board requests the executive board's support to offset this negative result with the faculty's reserves. We make this request on the assumption that the decrease in 1GS is not structural and will be reversed with an increase of marketing efforts for student recruitment and a review/reform of our education portfolio.

Income available for the faculty in 2023

When compared to 2022, the total income increases € 3.425k but is offset by an increase in KDM costs of € 1.263k, which results in an increase of available funds of € 2.162k:

- Increase in regular 1GS of € 211k, offset by a decrease of KDM compensation of € 274k, with results in a decrease of available funds for the faculty of € 63k
- Increase of policy resources coming from sectorgelden of €1.800k
- Increase of other 1GS resources of € 185k
- Increase of 2GS, 3GS and 4GS funds of € 240k

The reduction of €63k in available 1GS funds results from contradictory factors. The small increase of € 211k in regular 1GS funds is lower than expected and results from an increase in the quantities supporting the VUSAM parameters (€ 898k) that is mostly offset by a reduction of the VUSAM tariffs (€ 772k). On the one hand, the VUSAM model provides an increase of funds due to rising numbers of EC's, master diplomas and FTE's devoted to 2GS and 3GS projects; conversely, it leads to a reduction of funds due to falling numbers of bachelor- and PhD-diplomas (income from non-EU/EEA students and students enrolled in a second degree programme remains flat). More importantly, although there is an increase of €989k in the VUSAM compensations for KDM, this is not enough to compensate the total increase of KDM costs of € 1.263k leading to a negative effect in the available funds of € 274k. Moreover, the growth of salaries (4%) due to new CAO, means less available resources for primary activities of the faculty.

As FSS planned for growth in 1GS income in the next years, its structure was being adjusted with an increase in number of FTEs. This reduction of available funds is thus unplanned, and is considered not structural but temporary. Hence, FSS suggests not adjusting the cost structure for 2023 (as most costs are salaries, an

adjustment in the cost structure would contribute to increase the work pressure) and requests that its reserves be used to offset running costs of € 808k. Moreover, FSS would like to continue its financial support (to the extent of €110k and €90k respectively) for its research master and the tri-faculty programme PPE, neither of which earn their own cost yet. Consequently, the faculty asks the executive board to use its reserves in the total amount of € 1.008k. This will allow the faculty to invest the extra funds detailed below in an ambitious growth strategy.

Beyond the regular 1GS resources, FSS will receive a second stream of funds that are derived from the 'bestuursakkoord hoger onderwijs en wetenschap'. These funds include a first component that is a continuation of funds available in previous years as policy resources for education; these will comprise in 2023:

- Quality Funds for Education of € 1.427k (incl. indexation): junior teachers € 835k, and other activities € 592k (including the resources for the blended learning team).
- Funds to promote Active Learning and Student Wellbeing (NPO) of € 74k.

The 'bestuursakkoord hoger onderwijs en wetenschap' brings also a substantial budgetary difference, with the 'sectormiddelen' (€ 1.800k, already included in the budget) and the stimulation- and starter grants (€2.700k, not included in the budget). The €1.800k entail two different components. The first component of € 1.580k comes from the sectorplan submitted together with FGB for the SSH Domain. FGB and FSS agreed to a distribution scheme that confers 45% of these funds to FSS. The faculty intends to spend these funds as follows:

Table 4. Spending plan for sectormiddelen

Topic	Budget	FTE UD	FTE PD	FTE Other
Infrastructure	€ 150k	-	-	1
Resilience in Youth	€ 130k	1	-	-
The human factor in new technologies	€ 910k	7	-	-
Social inequality and diversity	€ 390k	3	1	-
Education Sciences	-	-	-	-
Total funds available for FSS	€ 1.580k	11	-	1

The second component comes from the participation of FSS in the cross-cutting topics that were selected for the VU: Communication, Information and Social Inequality and Education, Citizenship and Democracy. FSS expects to receive the amount of € 220k, to be spent in hiring 1 FTE UD and 1 FTE PD (this position will in the long-term be probably converted to another UD). So in sum the extra funds will be used in the long-term to increase the staff with 13FTE WP and 1 OBP.

Considering the information available at the moment, FSS anticipates receiving 9 starter and stimulating grants and from these we assume that 5 will be directed at starter grants and 4 will be directed at stimulating grants. FSS plans to give a permanent appointment to 11 UD's in 2023, from which 5 will be granted a starter grant. We believe that half of the "starter" UD's will collaborate with other UD's on one research project and so they are eligible for a top-up. The grant holders will have final word in deciding how to allocate the funds but we expect that they do this aligned with the faculty's priorities. We thus anticipate that 1/3 of the available amount will be spent on increasing the research time of scholars (thus on hiring colleagues to replace their teaching), 1/3 will be spent on hiring post-docs, and 1/3 will be spent on PhD positions.

Spending in 2023

In preparing the budget, the faculty first allocates funds to pay for central services and subsequently distributes the remaining funds internally to cover the structural operations of the departments and to invest in the ambitions of the faculty, as explained below.

Ambition 1. Becoming a leader in the Netherlands in societal impact and innovation

Becoming such a national leader will require 3 types of changes, each with its own impact on funding. All 3 types of change will be initiated in 2023 but require multiple years to come to fruition.

Firstly, the research architecture of the faculty will be revised to better reflect valorization: 0.3 FTE will internally be moved to the portfolio-holder research and an existing senior OBP staff member will be tasked as valorization officer with spearheading all operations covering valorization and impact. Secondly, the sectormiddelen will be used to add a significant number of faculty members whose profile explicitly includes valorization: 11 UDs will be added (considering the investment of the second component of the sectorplan, 2 more UDs will be hired to work in collaborations with the other faculties). The faculty will distribute starter and stimulating grants in the amount of € 2.700k. Therefore, while the funds from 1GS available for departments drop, the overall investment in research and societal impact increases.

Thirdly the (digital) research infrastructure to support faculty members will be expanded by € 150k following the commitments of the sectorplan. This investment will accumulate with the hiring of a project manager that is taking place at the end of 2022 and will start during 2023.

Ongoing, and budgetary unchanged (y-o-y) activities will be: the Graduate School for Social Sciences (€ 312k); the stewardship of the Governance for Society theme (€ 168k), and the collaboration with University of Twente and the KCO (€ 24k).

Ambition 2. Becoming a cultivator for external financing

FSS has performed well in acquiring 2GS funding but still lags behind its potential to acquire 3GS and did not experiment with acquiring 4GS. To become an innovator in the social sciences, we will include fund acquisition as a key task for the abovementioned valorization officer. Moreover, the dean and department heads will conduct fund acquisition pilots in sectors relevant to the social sciences. The faculty will hire a community manager to innovate alumni relations and acquisition of 4GS (€ 66k). Additional support is moreover created for faculty members for writing grants (€ 42k), and for managing acquired projects (€ 93k). In addition, the faculty hopes for the central support of a business developer under the VU's hub-and-spokes model.

Ambition 3. Becoming a cultivator of growth of social science education

First-year enrollment has dropped across all programmes to a larger extent than at VU generally, and apparently also relative to peer faculties in the Netherlands. This is a challenge to our educational identity and our financial stability. The faculty will therefore conduct a review of its educational portfolio and the admissions process, to determine causes and suggest remedies. The objective is to increase the student enrollment at FSS while keeping in mind that the VU as a whole wants to avoid further growth. This review requires budget reservations of €40k in 2023. In parallel we will increase marketing aimed at student recruitment. FGW, FSW, and the C&M department presented together a request for policy resources to improve the marketing efforts of programmes (the total request amounts to €70k, for a study to be conducted for both faculties).

Meanwhile, incremental innovations continue as follows: From the Quality Funds for Education, the faculty will invest in enlarging the teaching capacity (the departments are given additional budget for 13 FTE junior teachers – of which 12 fte junior teachers already got a position in 2022 or earlier). Important support will continue to come from the FSS blended learning team, which will receive around € 70k in 2023. For support related to student inflow, well-being and social bonding, FSS will receive € 74k in 2022. The university will also make relevant investments in new digital tools and space on the campus, which is reflected in the faculty's budget as an increase in the share of the costs related with IT, facilities (FCO), and student support (SOZ). The faculty will extend the FTEs in the education office to address the increasing need of students in

what relates to wellbeing. New tracks (without budgetary implications in 2023) might be added to existing programmes.

Moreover, FSS is committed to - jointly with other faculties and across VU – improving the planning, rostering and use of campus facilities in education.

Ambition 4. Becoming a contributor in the VU for Reward and Recognition

The faculty aims to become a contributor to the university's 'reward and recognition' aspiration, particularly to the development of diversified career tracks. FSS can engage now that the faculty has concluded its long-standing debate about its personnel policy by choosing organic personnel development (as opposed to a tenure policy) and by declaring to be open for diversified career tracks. The faculty will provide more HR support (0,2fte) to facilitate the consolidation of its organic personnel development and for more permanent contracts to employees with differentiated profiles.

Ambition 5. Becoming a contributor in the VU for life-long learning

The 'School of Governance' has at no time since its inception covered its own costs. The faculty will transition retainer clients (if any) and their programmes (if any) from FSS to a – yet to be determined – wider structure for LLO at VU. Direct costs for programme management in the narrow sense are expected to remain the same, while generic and development costs as well as third-party expenses are expected to be reflected in such an upcoming structure and thus outside of the FSS budget.

Condition 1. Being a work environment of safety, academic integrity and attention to work pressure

To become a safe work environment FSS will invest in two fronts: reducing the work pressure and transforming the organizational culture. To reduce work pressure, we will reinforce the academic and support teams with around 1 FTE and 25 FTE respectively, which implies an increase of salary costs in the amount of € 2600k. To transform the organizational culture we will bring an external consultant at the end of 2022, together with HR, to investigate problems, determine which aspects of our culture can best contribute to a safe environment, and elaborate an action plan to be implemented in the following years.

The investment in creating a safe environment is also connected to employee well-being. Here, the investment of the faculty is complemented by investments made at University level in what relates particularly to hybrid working. In our budget this investment can be seen in the increase in the KDM charges. To promote engagement and teamwork, the faculty makes reservations in the central budget of around € 15k and each department reinforces this with their own resources (the same amount was reserved in last years but not fully spent because of the pandemic).

Furthermore, we will spur a cultural change on academic integrity. Our ambitions re. academic and societal impact can only be accomplished in an environment with the highest standards of academic integrity. We are not there yet. Action plans will be created and implemented on the following issues: undue foreign interference, contract management processes, conflict of interests and knowledge of good practices and guidelines. Moreover, action plans will be aimed at developing good practices and prioritization of methodological rigour and external openness of the scholarly process. This will be, among others, supported by an update of the 2018 FSS data management policy.

Condition 2. Being a work environment of diversity and inclusion

During 2022 FSS was supported by the CvB with policy resources that were used to develop a project to integrate the different perspectives of diversity and inclusion. During 2023 the faculty will implement the different actions that were developed under this project, for which we reserve € 20k. We will also specifically reserve € 30k to finance 25% of the appointment of employees under the Participation Act at the departments/ units.

Alignment of FSS spending with the Joint Assembly's main concerns

FSS's priorities are aligned with the concerns of the Joint Assembly of the University, in all the points discussed below. Although the priorities of the Joint Assembly can't always be translated into specific budget items, they were taken into consideration in our choices regarding priorities. We present a brief reflection on how each point was considered in FSS's priorities and provide a link to the section in which more information can be found.

(1) Diversity and Inclusion

Becoming a diverse and inclusive workplace is defined as one of the fundamental conditions for the faculty. The faculty introduced new career policies that will enable more diverse profiles, leveraged the mixed-classroom, supported events on gender diversity, deepened the relationship with the International Talent Board and Diversity Officer, offered a permanent position to one employee under the Participation Act, and launched a program Diversity and Inclusion with the goal of integrating all scattered initiatives into a consistent policy/ procedures. During 2022 this project was supported with policy resources from the University and as explained above, during 2023 the faculty makes reservations of € 50k to support these initiatives.

(2) Sustainability

Sustainability is one of the three spearheads in the VU Strategy and last year the VU was the most sustainable university according to the *sustainabil*. During 2022 FSS approved sustainability guidelines focused on the dimensions of travelling and events and initiated a closer relationship with the Green Office and the Strategy team responsible for this priority at the VU level. At the end of 2022 we will launch an engagement campaign around these guidelines and to implement the actions we reserve € 10k in 2023's budget. For 2023, we will extend the guidelines to topics that are not covered (such as waste management, energy, data storage), strengthen sustainability as a research and valorization theme, and influence the content of our educational programs with input from the UNSDGs in the context of the education portfolio review. Active participation in ASI (Amsterdam Sustainability Institute) is one way of doing so. Regarding teaching, as part of the Social Science for Society (SS4S) courses, all FSS bachelor programs will give students the opportunity to follow an interdisciplinary course on how the social sciences can contribute to establishing a sustainable world.

(3) Blended learning

Blended learning is a tool to improve education and is part of our vision for active learning. The investment of the faculty during 2023 will be directed to this priority by using 1GS and sectorplan funds to reinforce the academic staff and the FSS's blended learning team and by using the Quality Funds for Education to provide more time to transform their courses. The investment of the faculty is complemented by the investment of the university in technology and facilities and in the assembling of cross-functional teams from IT, FCO, and SOZ, devoted specifically to select the best options and incorporate best practices into policies and guidelines. These central investments are reflected in the faculty's budget as part of the increase in the share of the costs related to IT, facilities (FCO), and student support (SOZ).

(4) Student welfare

Student welfare is a core concern for FSS, visible in the use of the funds to support student inflow, well-being and social bonding (€ 74k) and the extension of the academic advisors. Part of the Quality Funds for education are also used to improve student welfare (detailed information on these plans can be found in Appendix about Education). A large part of the supporting services to students is under the responsibility of a central department of the University (SOZ). It is important thus to note that the investment of the faculty in this point is complemented by the investment of the University. In the faculty's budget this is seen as an increase of 11% (€ 267k) in the share of costs for students' services (KDM SOZ).

(5) Hybrid working

During 2022 the faculty implemented a model of hybrid working in which employees and managers make agreements on how to work on campus and from home, considering the context of their own teams and also the integration with other teams. These agreements introduce high flexibility and decentralization in decisions about hybrid working. This will continue in 2023. This model's success is highly dependent on how space and technology are used, and the faculty will thus work in closely with the University's services responsible for HR, IT and FCO. Investments of around € 150k in improving the space on campus were initiated during 2022 and the benefits of these will be reflected in 2023. Further investments will be reflected in the faculty's budget such as an increase in the share of costs with facilities (KDM FCO).

(6) Work pressure

During 2023 we will focus on using the extra funds from OCW to increase the number of FTE available, not only in the academic staff (+ 11FTE) but also in the supporting staff (+ 1FTE). We will also continue to work (with the University) to reduce the length and/or the fragmentation of time during the academic year and we will also simplify the internal procedures to reduce the administrative burden. A point of concern is the MARS and IAM systems, which may still create extra need for support during 2023; we are therefore extending the supporting teams and will investigate the changes that this brings to the role of the secretariats in the different units.

(7) PhD policy

FSS has been improving the support to PhD candidates through the Graduate School of Social Sciences (GSSS), which operates as a cross-departmental unit with a budget of € 312k. The focus of the GSSS will be on well-being, supervision, timely completion of the thesis, and academic integrity (more information on these priorities can be found in Appendix 4 Research and Societal Impact).

(8) Social safety

The safety of our students and staff is pursued by complementary efforts provided by the University and the Faculty. At the level of the faculty, we nominated three confidential counselors with different specializations (staff relationships, PhD candidates, academic integrity) and we have been part of a study at university level with the aim of improving the procedures for handling complaints. Moreover, FSS is developing a code of conduct (aligned with the University) and will invest in clearer communication about existent policies and programs, more training to leaders, and general training for all employees.

(9) Language policy for co-determination (*medezeggenschap*)

It is important to the GV that the VU ensures that language is not an exclusion from co-determination. At the level of FSS this was achieved in the last years by having a language policy in which documents and discussions are held in English and translations are available when needed.

Appendix 3. Education

The faculty has the ambition to cultivate growth of education. By managing this well, we expect that growth will not impede the cultivation of quality at the same time. Good management means that we update our education both structurally as well as incrementally. The former pertains to the education portfolio and processes; the latter pertains to the education experience within our programmes.

Incremental improvements in the didactics of the FSS programmes have been ongoing for several years. They have served to sustain the high quality of the learning experience at the faculty, as has been reflected in all evaluations and accreditations. Nevertheless, progress seems to slow down, and execution has occasionally been lagging behind. Attention will therefore remain necessary to incrementally achieve a culture of continuously improving active learning, including mixed classroom techniques. In 2022, FSS has implemented a faculty wide teaching load model that we labeled as 'teaching norm model'. If courses or programmes extend the norm, this should be an impetus for reviewing or at least reflecting on its pedagogy and workload. Moreover, we intend to expand the involvement of students in teaching and reviewing of student products.

A newer, more structural review will be driven firstly by the question if the existing departmentally structured programme portfolio – that has been stable for two decades – still does justice to societal challenges that cut across departments; secondly, a marked decrease in student interest also requires the faculty to have a better look at the external stakeholders of our educational portfolio (i.a., future employers). We assume that with the chosen path of transdisciplinary and interdisciplinary education we already design programmes with an eye on the future. But fundamental issues remain to be reviewed: Does the educational portfolio fit the needs of future society and the labour market, does it have appeal to future students?

Reflections of 2022

Active & blended learning

All programmes have received budget from the quality agreements to innovate their curriculum toward active and blended learning. The intention was to innovate 36 courses. Notwithstanding, the execution of such innovation varies considerably: from a redesign of assignments in a particular year (e.g., the BSc Bestuurs- & Organisatiewetenschap) to the launch of completely new courses (e.g., in the MSc Communication Science).

Transdisciplinary and interdisciplinary education

Transdisciplinarity is essential to education at FSS as it connects students with their object of study, i.e., society. However, to become an innovator, the faculty must move beyond early successes of 2022 made in the BSc Sociology, SCA, MSc Communication Science and COM & BCO. We have set up a group of network coordinators who initiate and maintain contacts with external, societal stakeholders. But we are still not at the level we want to achieve. We will contact University Twente to share experiences with transdisciplinary education. Inter-faculty cooperation lags behind schedule. The intended initiatives for 2022 didn't materialize as new programmes. Fortunately, initiatives for interdisciplinary cooperation within the faculty showed to be more fruitful, e.g., the interdisciplinary SS4S-courses, the pan-departmental research master, and the collaboration between Communication Science and Sociology to develop R-skills.

Methodology courses

The M&T skills line has been reformed in Communication Science and Sociology. It still remains a challenge to connect these courses to theoretical courses.

Outlook for 2023

The faculty will conduct a review of its educational portfolio (where necessary in connection with similar reviews across VU, e.g., regarding a 'slimmer academisch jaar'). The majority of our programmes are

predominantly monodisciplinary while society's needs, and the labour market are moving to higher levels of interdisciplinarity. The review will start with a scan of the overall educational portfolio using a broad reference framework comprising (future) societal needs, relevant skills for the labour market, and the intellectual and pedagogical positions of the departments and the faculty. This review will also have an accelerating effect on the incremental implementation of active and blended learning: Once trans- and interdisciplinary are defining structures of our education, a pedagogy that best supports them will follow and will include active, blended learning as a road to achieving the types of qualifications needed in society of tomorrow.

Parallel to the structural review, the incremental expansion of active, blended and transdisciplinary education will continue.

More specifically, our actions for 2023 are:

Table 5. Actions for 2023 (Education)

Actions in Education	Problem, Opportunity, Goal	Milestones December 2023
Portfolio and process review	In line with TOV (Toekomstbestendige OnderwijsVormen), FSS aims to provide a package of programmes that is future proof, both content wise and pedagogy wise. The goal of 2023 is to review our portfolio in a pan-departmental process	A reform proposal for the educational portfolio and processes sufficiently discussed and supported inside the faculty and by external stakeholders.
Expansion of active pedagogies	The implementation of pedagogies that enable active learning, such as transdisciplinary assignments, project based learning, case-based learning, team-based learning, and mixed classroom techniques. Active learning will be supported by blended learning and ICT-tools that fit tools used in the labour market. Faculty's blended learning team is connected and supportive. Students will be involved in the development and teaching of courses, contributing to an academic community of learners.	<ul style="list-style-type: none"> • All programmes make further improvements with active pedagogies and experiment with a blend of ICT-tools. • SS4S courses are developed and evaluated. • MSc and BSc Sociology are entirely innovated. • Students are involved in the development of courses.
Expansion of transdisciplinary education	Transdisciplinary education will be further developed, e.g., students work on commissions of stakeholders outside the university. Each department has a network coordinator and there will be support for external stakeholder collaboration. FSS becomes aware of successful transdisciplinary programmes elsewhere.	<ul style="list-style-type: none"> • Renewed SS4S courses. • New courses in MSc CS, BSc SOC, MSc SOC, CSL-projects SCA and B&O. • Improved internship (more structure) in Resma SR, faculty's HP course relies on commissions of stakeholders, MSc track CS Political communication(CS) related to schools. • Wild pedagogy is further implemented in BCO & COM.
Expansion of interdisciplinary education	Collaboration with beta sciences is still a wish but requires time and effort. For 2023, we continue to explore our role in the creative technology program (collaboration with Twente). We make further steps with collaboration between the FSS departments, e.g., Communication Science and Public Administration in a new PA track.	<ul style="list-style-type: none"> • A go/no go for contribution to courses in Creative Technology. • Design of MSc track of PA with CS.

Actions in Education	Problem, Opportunity, Goal	Milestones December 2023
Innovation of methodology & research skills teaching	M&T skills education is further developed. This implies: BSc programs will improve the relation between methodology training and other courses, some BSc and MSc programmes include computational skills and either switch to R or add R to their courses, elaboration of the mixed methods concept, ample opportunity for students to practice with data available in organizations and the internet.	<ul style="list-style-type: none"> • Staff development regarding computational skills and R • A lively campus and online community to help students doing research: Stats café, helpdesk and thesis lab. • Some good examples of connections of M&T courses and substantive courses that can inspire others. • An improved articulation of a mixed methods line in the Research Masters. • B&O adopts algorithms in decision making processes.

3.1. Educational quality

NSE results

NSE results show overall good, but not outstanding levels of perceived overall quality. Compared with other faculties, FSS received the highest level of student satisfaction for academic skills and support for students that need extra support. In particular the bachelor Bestuurs- en Organisationswetenschap stands out. The new BSc Sociology received high levels of student satisfaction also in relation to labour market skills. This encourages us to move forward on the path of transdisciplinary education. Cultural Anthropology and Development Sociology also stands out on 4 scales. With regard to the master programmes we see that satisfaction of students of COM and SCA is high. We discussed this in the programme director's meetings in order to distill the keys to success, which turns out to be difficult. Both programmes are small which enables them to devote more attention to community building. The NSE results will be taken into account when reviewing our portfolio.

Midterm reviews and accreditation

We are currently implementing the recommendations from last year's mid-term reviews of the BSc and MSc of Political Sciences, the BSc Bestuurs- en Organisationswetenschappen and Bestuurskunde. In 2022 the Research Master Societal Resilience underwent its first midterm review during which many critical and helpful points were raised. Upcoming midterm reviews and accreditations are as follows:

Table 6. Schedule for midterms and accreditations

		Hand-in	Midterm	Site visit accreditation
B Politicologie	Ba	01/11/23	May 2021	March 2023
M Politicologie	ma	01/11/23	May 21	March 2023
M Societal Resilience	resma	01/11/23	Feb 2022	May 2023
B Bestuurs- en Organisationswetenschap	Ba	01/05/24	June 21	October 2023
M Bestuurskunde	ma	01/05/24	September 21	October 2023
M Culture, Organization and Management	ma	01/11/26	June 2023	January 2026
M Beleid, Communicatie en Organisatie	ma	01/11/26	June 2023	January 2026
B Communicatiewetenschap	ba	01/05/27	February 2024	October 2026

		Hand-in	Midterm	Site visit accreditation
M Communicatiewetenschap	ma	01/05/27	February 2024	October 2026
B Culturele Antropologie en Ontwikkelingssociologie	ba	01/05/27	February 2024	October 2026
M Social and Cultural Anthropology	ma	01/05/27	February 2024	October 2026
B Sociologie	ba	01/05/28	December 2023	October 2027
M Sociologie	ma	01/05/28	December 2023	October 2027

Quality of Staff

- FSS has at least 4 teachers waiting to get a place in an SKO-course. We want to recommend to provide more SKO-trajectories by LEARN!Academy.
- English language proficiency of our teachers can become an issue during future re-accreditations: 54% of the teachers are currently assessed either by EAC or the Taalcentrum on level C1 or higher.
- FSS implemented workshops with a wide range of topics in relation to online teaching. In addition to this, our dedicated LEARN! educational advisor organizes workshops and lunches for course development. In addition, we started organizing an Education Festival and workshops for good practices.
- The FSS blended learning team is still a driving force for innovations that aim to make education active and blended. However, we sometimes feel that teachers react somewhat reluctantly accept help. The team will keep going with presenting good practices, both in the FSS newsletter and on the website, with the offer to get a buddy if a teacher wants to copy this innovation.

Quality of educational support facilities

- FSS is very happy with the increase of the facilities for digital testing. If digital testing is not possible, we very much favour assessments with the use of online proctoring. We hope that in the near future legal and technical obstacles will be solved to make use of online proctoring possible.
- We encourage our teachers to use TestVision. This enables us to quickly convert to online testing if needed. However, if teachers do not use TestVision regularly, the use of the system remains a hurdle.
- Cursusdossiers and Canvas pages are assembled by the supporting staff to alleviate the workload for them.
- In 2023 we will organize consulting hours and workshops for Canvas and TestVision in weeks that teachers are preparing their course and assessment resp.

Quality Funds for Education (SVM)

FSS uses the quality agreements budget to enable teachers to explore new ways of teaching.

Table 7. Quality Funds for Education

Voor-nemen	Project	Doel	Beoogd resultaat 2022	Gerealiseerd resultaat 2022	Beoogd resultaat 2023	Beoogd resultaat 2024	Totale investering 2019-2024
1.a	Juniordocenten	Extra docenten tbv kleinschalig onderwijs	15 fte (junior)docenten in aanvulling op docenten. Regulier budget	Gerealiseerd: 15 fte docenten	ongeveer 16 fte (junior)docenten	19 fte juniordocenten in aanvulling op juniordocenten gefinancierd uit de reguliere begroting	€ 3.503k
1.b	Activerend en innovatief (incl digitaal) onderwijs	Activerend & blended onderwijs in alle cursussen, aansluitende toetsing (implementatie fac. toetsbeleid), theorie en vaardigheden geïntegreerd, sterk mentoraat, mixed classroom	36 cursussen zijn aangepast, en/of leerlijnen binnen cursussen aangebracht.	MSc SOC plan voor vernieuwing, BSc SOC jaar 2 herzien, in iedere opleiding cursussen vernieuwd of alumnibeleid opgezet voor transdisciplinair onderwijs (POL), team based learning in CW, Stats cafe etc.	Naast aanpassingen op cursusniveau, majeure aanpassingen mbt transdisciplinair, active learning in een aantal curricula	Alle cursussen zijn activerend gemaakt (dwz hebben de beschreven kenmerken)	€ 1.436k
3.c	Taalvaardigheid studenten	De internationale studenten willen wij een breed perspectief op de internationale en Nederlandse arbeidsmarkt bieden.	Nagenoeg alle internationale studenten volgen een basiscursus Nederlands	ongeveer 40 studenten hebben cursus gevolgd. Beleid moeten we intensiveren.	min. 50 studenten hebben Basic Dutch gevolgd	Nagenoeg alle internationale studenten volgen een basiscursus Nederlands	€ 26k
3.e	Aansluiting arbeidsmarkt, mentoraat	Career center opzetten met uitgebreid career platform, arbeidsvoorbereidende workshops en alumni die studenten begeleiden	Leerlijnen arbeidsmarktaansluiting in curricula. - oplossing voor toegankelijkheid career platform van buiten VU voor etalering CSL-projecten - Ongeveer 20 workshops per jaar, extracurriculair - Pilot alumni-buddyproject	Careerplatform goed gevuld en onderhouden. Ruim aanbod aan workshops (± 20 pj). Netwerkcoördinatoren aangesteld en facultair aangestuurd tbv onderhoud stakeholders. Leerlijnen onvoldoende, buddyproject wellicht in najaar	20 workshops per jaar, workshops ingedaald in opleidingen/mentoraat Eerste ervaringen met buddy project Career platform en EOS platform zijn gemerged, CSL-activiteiten worden naar buiten gecommuniceerd	- Goed gevuld career platform mbv student-assistenten die in de opleidingen werkzaam zijn. - Flexibel aanbod cursussen. - Alumnibuddyproject. - CSL projecten op career platform. - Inbedding in mentoraat	€ 252k
4.a	Portfolioverbet ering/ inhoudelijke vernieuwing	Up-to-date methodenonderwijs, incl. multimethodisch onderwijs. In kunnen spelen op maatschappelijke veranderingen w.o. onderwijs in sociale wetenschappen en technologie.	Aanpassing M&T-onderwijs Integratie M&T in theoretisch onderwijs in 4 curricula	her en der initiatieven, zonder de financiering van SVG.	Nieuwe track AI Governance in Master Bestuurskunde M&T onderwijs is verbeterd in 5 opleidngen	- Onderwijs in technologie en sociale wetenschappen: cursus/minor/ wellicht ba/ma. - Computatieve methoden/multimethodisch onderzoek in curricula. - Activiteiten ter reflectie op inhoud van de curricula.	€209k

Voor-nemen	Project	Doel	Beoogd resultaat 2022	Gerealiseerd resultaat 2022	Beoogd resultaat 2023	Beoogd resultaat 2024	Totale investering 2019-2024
4.a	Leerlijn multi-methodisch onderwijs	Dit project wordt per 2021 opgenomen in project Portfolioverbetering.	nvt			Dit project wordt per 2021 opgenomen in project Portfolioverbetering.	€ 22k
4.a	Community service learning/ trans-disciplinair	Facultaire ondersteuning voor opleidingen tbv uitrollen CSL/transdisciplinair onderwijs.	Meet ups over CSL Netwerkcoördinatorenoverleg Kerngroep voor transdisciplinair onderwijs/CSL.	facultaire netwerkcoördinator, stakeholdersevent.	Netwerkcoördinatoren-overleg CSL cursussen in 3 opleidingen, boven bestaande aanbod Kernteam om docenten met stakeholders en opdrachten te ondersteunen	Kerngroep beschikbaar voor advies transdisciplinair/CSL onderwijs mbv handleiding ontwikkelen transdisciplinair onderwijs. - Meet ups kennis delen. - Etalage op career platform. - Overleg netwerk-L13coördinatoren tbv effectieve samenwerking met stakeholders	€ 121k
4.b	Interdisciplinair onderwijs	Nieuwe, up-to-date interdisciplinaire cursussen in jaar 2. Gezamenlijk leren hoe interdisciplinair onderwijs goed vorm te geven en uit te voeren.	6 nieuwe SS4S cursussen.	6 nieuwe SS4S cursussen zijn gereed	2 nieuwe initiatieven voor interdisciplinair onderwijs	Voortdurende professionalisering mbt interdisciplinair onderwijs. In curricula enkele interdisciplinaire cursussen.	€ 139k
4.c	Internationale afstudeerrichtingen	Verstevigen internationale bachelors	nvt			Er zijn drie internationale bachelors tracks ontwikkeld en geïmplementeerd	€ 116k
5.b	Ondersteuning innovatief onderwijs, inclusief studylabs	Voortdurende kennisuitwisseling over tools en ontwerp online/blended onderwijs. Effectief gebruik van TestVision, Canvas en daaraan aangehangen tools.	ICT&O team van beleidsmedewerker, expert-docenten en sa-en. - Online workshops & spreekuren. - Bijeenkomsten ter ondersteuning judo's en sa-en vd afdelingen -Intervisie& meet ups	Spreekuren, non-stop chat en workshops. Extra ondersteuning TestVision. Verbetering in gebruik van TestVision (meer geavanceerd). Intervisie voor judo's. Website voor docenten over toetsing Podcasts & filmpjes	Spreekuren, non-stop chat en workshops. Aanbod uitbreiden naar experiment. Extra ondersteuning TestVision. Gebruik van meer functionaliteiten in TestVision Intervisie voor judo's. Onderhoud website, podcasts & filmpjes video-editing	- Kleine 'werkplaats' waar docenten met een student at their desk kunnen experimenteren met online onderwijs; - Menskracht voor video editing.	€ 300k
6.b	Docenten-professionalisering	Mogelijkheid voor docenten om zich te professionaliseren in didactische vaardigheden, nieuwe onderwijsconcepten, onderwijskundig leiderschap en nieuwe onderzoeksmethoden.	Docenten wordt een mogelijkheid geboden zich te professionaliseren. Vraag en aanbod wordt per jaar bij elkaar gebracht.	R-cursussen Story telling cursussen voor oa antropologen Cursus visualisering data SKE voor voorz. Ex.cie	Behoeften worden per jaar geïnventariseerd. lig R-cursussen Mixed classroom Redesign cursussen voor transdisciplinair, activerend onderwijs	Er is een levendige professionaliserings-cultuur bij FSW.	€200k

Table 7a. Quality Funds for Education

voor-nemen	WBS-nummer	Project	Nog in te zetten middelen				Nog in te zetten middelen			Begroting 2023	Begroting 2024	Totaal Plan 2021-2024	Totaal Plan 2019-2024	Prognose 2022	Begroting 2023	Begroting 2024
			Begroting 2022	Realisatie 2022 P4	Prognose 2022 P4	2022	Begroting 2019-2021	Realisatie 2019-2021	2019-2021							
FACULTEIT DER SOCIALE WETENSCHAPPEN																
1.a	H/261500.007	Juniordocenten	€ 792.562	€ 236.961	€ 766.661	€ 555.602	€ 484.336	€ 1.059.751	-€ 575.415	€ 834.821	€ 993.312	€ 3.151.990	€ 3.636.326	€ 802.731	€ 867.229	€ 1.020.998
1.a	Subtotaal 1.a meer docenten		€ 792.562	€ 236.961	€ 766.661	€ 555.602	€ 484.336	€ 1.059.751	-€ 575.415	€ 834.821	€ 993.312	€ 3.151.990	€ 3.636.326	€ 802.731	€ 867.229	€ 1.020.998
1.b	H/261500.001	Activerend, innovatief incl. digitaal onderwijs	€ 340.000	€ 19.950	€ 340.000	€ 320.050	€ 63.484	€ 292.201	-€ 228.717	€ 369.857	€ 433.253	€ 1.459.432	€ 1.496.386	€ 337.000	€ 353.000	€ 410.000
1.b	Subtotaal 1.b meer activerende onderwijsvormen		€ 340.000	€ 19.950	€ 340.000	€ 320.050	€ 63.484	€ 292.201	-€ 228.717	€ 369.857	€ 433.253	€ 1.459.432	€ 1.496.386	€ 337.000	€ 353.000	€ 410.000
Totaal thema 1 Onderwijsintensiteit			€ 1.132.562	€ 256.911	€ 1.106.661	€ 875.652	€ 547.820	€ 1.351.952	-€ 804.132	€ 1.204.678	€ 1.426.566	€ 4.611.422	€ 5.132.712	€ 1.139.731	€ 1.220.229	€ 1.430.998
3.c	H/261500.016	Taalvaardigheid studenten	€ 5.284	€ 1.150	€ 5.111	€ 4.134	€ 14.653	€ 6.070	€ 8.583	€ 5.284	€ 5.284	€ 19.933	€ 26.933	€ 5.000	€ 5.000	€ 5.000
3.c	Subtelling 3.c Taalvaardigheid studenten		€ 5.284	€ 1.150	€ 5.111	€ 4.134	€ 14.653	€ 6.070	€ 8.583	€ 5.284	€ 5.284	€ 19.933	€ 26.933	€ 5.000	€ 5.000	€ 5.000
3.e	H/261500.004	Aansluiting arbeidsmarkt / mentoraat	€ 63.405	€ 15.119	€ 61.333	€ 48.286	€ 26.389	€ 76.849	-€ 50.460	€ 63.404	€ 63.403	€ 237.150	€ 263.539	€ 60.000	€ 60.000	€ 60.000
3.e	Subtelling 3.e Overstap arbeidsmarkt		€ 63.405	€ 15.119	€ 61.333	€ 48.286	€ 26.389	€ 76.849	-€ 50.460	€ 63.404	€ 63.403	€ 237.150	€ 263.539	€ 60.000	€ 60.000	€ 60.000
Totaal thema 3 Studiesucces			€ 68.689	€ 16.269	€ 66.444	€ 52.420	€ 41.042	€ 82.919	-€ 41.877	€ 68.688	€ 68.686	€ 257.083	€ 290.472	€ 65.000	€ 65.000	€ 65.000
4.a	H/261500.011	Portfolioverbetering / inhoudelijke vernieuwing	€ 40.000	€ 0	€ 40.000	€ 40.000	€ 144.267	€ 111.366	€ 32.901	€ 21.135	€ 31.701	€ 113.244	€ 232.001	€ 10.000	€ 50.000	€ 30.000
4.a	Leerlijn multimethodisch onderwijs		€ 40.000	€ 0	€ 40.000	€ 40.000	€ 144.267	€ 111.366	€ 32.901	€ 21.135	€ 31.701	€ 113.244	€ 232.001	€ 10.000	€ 50.000	€ 30.000
4.a	H/261500.012	Community Service Learning / transdisciplinair	€ 21.135	€ 0	€ 21.135	€ 21.135	€ 56.441	€ 31.794	€ 24.647	€ 21.135	€ 21.134	€ 83.812	€ 114.743	€ 5.000	€ 35.000	€ 30.000
4.a	Subtelling 4.a Versterken profiel		€ 61.135	€ 0	€ 61.135	€ 61.135	€ 222.208	€ 166.367	€ 55.841	€ 42.269	€ 52.836	€ 197.056	€ 368.244	€ 15.000	€ 85.000	€ 60.000
4.b	H/261500.005	Interdisciplinair onderwijs	€ 43.000	€ 0	€ 43.000	€ 43.000	€ 44.579	€ 60.803	-€ 16.224	€ 18.000	€ 18.000	€ 119.816	€ 164.395	€ 43.000	€ 18.000	€ 18.000
4.b	Subtelling 4.b Interdisciplinair samenwerken		€ 43.000	€ 0	€ 43.000	€ 43.000	€ 44.579	€ 60.803	-€ 16.224	€ 18.000	€ 18.000	€ 119.816	€ 164.395	€ 43.000	€ 18.000	€ 18.000
4.c	Internationale afstudeerrichtingen		€ 0	€ 0	€ 0	€ 0	€ 116.193	€ 113.128	€ 3.065	€ 0	€ 0	€ 0	€ 116.193	€ 0	€ 0	€ 0
4.c	Subtelling 4.c Talentontwikkeling		€ 0	€ 0	€ 0	€ 0	€ 116.193	€ 113.128	€ 3.065	€ 0	€ 0	€ 0	€ 116.193	€ 0	€ 0	€ 0
Totaal thema 4 Onderwijsdifferentiatie			€ 104.135	€ 0	€ 104.135	€ 104.135	€ 382.980	€ 340.298	€ 42.682	€ 60.269	€ 70.836	€ 316.872	€ 648.832	€ 58.000	€ 103.000	€ 78.000
5.b	H/261500.006	Ondersteuning innovatief onderwijs, inclusief studylabs	€ 42.270	€ 4.446	€ 42.270	€ 37.824	€ 120.179	€ 141.493	-€ 21.314	€ 52.837	€ 63.403	€ 189.121	€ 309.300	€ 40.000	€ 50.000	€ 60.000
5.b	Subtotaal 5.b ondersteuning inn. Onderwijs		€ 42.270	€ 4.446	€ 42.270	€ 37.824	€ 120.179	€ 141.493	-€ 21.314	€ 52.837	€ 63.403	€ 189.121	€ 309.300	€ 40.000	€ 50.000	€ 60.000
Totaal thema 5 Onderwijsfaciliteiten			€ 42.270	€ 4.446	€ 42.270	€ 37.824	€ 120.179	€ 141.493	-€ 21.314	€ 52.837	€ 63.403	€ 189.121	€ 309.300	€ 40.000	€ 50.000	€ 60.000
6.b	H/261500.018	Docentprofessionalisering	€ 57.259	€ 0	€ 57.259	€ 57.259	€ 0	€ 0	€ 0	€ 69.982	€ 83.977	€ 211.218	€ 211.218	€ 39.184	€ 81.225	€ 79.470
6.b	Totaal 6.b ondersteuning innovatief lesgeven		€ 57.259	€ 0	€ 57.259	€ 57.259	€ 0	€ 0	€ 0	€ 69.982	€ 83.977	€ 211.218	€ 211.218	€ 39.184	€ 81.225	€ 79.470
Totaal thema 6 Docentkwaliteit			€ 57.259	€ 0	€ 57.259	€ 57.259	€ 0	€ 0	€ 0	€ 69.982	€ 83.977	€ 211.218	€ 211.218	€ 39.184	€ 81.225	€ 79.470
TOTAAL SOCIALE WETENSCHAPPEN			€ 1.404.915	€ 277.626	€ 1.376.769	€ 1.127.289	€ 1.092.021	€ 1.924.814	-€ 832.793	€ 1.456.454	€ 1.713.468	€ 5.585.716	€ 6.592.534	€ 1.341.915	€ 1.519.454	€ 1.713.468
VU-brede projecten, gehonoreerd																
voor-nemen	WBS-nummer	Project	Begroting 2022	Realisatie 2022 P4	Prognose 2022 P4	Nog in te zetten middelen 2022	Begroting 2019-2021	Realisatie 2019-2021	Nog in te zetten middelen 2019-2021	Begroting 2023	Begroting 2024	Totaal 2021-2024	Totaal 2019-2024	Prognose 2022	Begroting 2023	Begroting 2024
1.b	H/261500.015	Blended learning	€ 103.378	€ 25.546	€ 103.378	€ 64.318	€ 61.936	€ 53.738	€ 8.198	€ 74.432	€ 0	€ 165.314	€ 165.314	€ 68.378	€ 109.432	€ 0
			€ 103.378	€ 25.546	€ 103.378	€ 64.318	€ 61.936	€ 53.738	€ 8.198	€ 74.432	€ 0	€ 165.314	€ 165.314	€ 68.378	€ 109.432	€ 0

Moreover, several educational quality initiatives are funded through the Nationaal Programma Onderwijs as follows:

Table 8. Spending of NPO funds

Project	Saldo Nog te besteden middelen				Nog te besteden middelen			Begroting 2022	Totaal Begroot 2021/2022	Realisatie 2021 + Prognose 2022	Delta Begroot 21/22 vs Realisatie + Prognose	Prognose 2022	Begroting 2023	Begroting 2024
	Begroting 2022	Realisatie 2022 P4	Prognose 2022 P4		Begroting 2021	Realisatie 2021								
FACULTEIT DER SOCIALE WETENSCHAPPEN														
2e tranche Extra hulp in de klas	€ 0	€ 8.576	€ 49.692	-€ 49.692	€ 81.825	€ 32.133	€ 49.692	€ 0	€ 81.825	€ 81.825	€ 0	€ 49.692	€ 0	€ 0
Totaal Maatregel 3: Coronabaten	€ 0	€ 8.576	€ 49.692	-€ 49.692	€ 81.825	€ 32.133	€ 49.692	€ 0	€ 81.825	€ 81.825	€ 0	€ 49.692	€ 0	€ 0
Studieadvies en begeleiding	€ 182.067	€ 31.939	€ 182.067	€ 0	€ 161.837	€ 75.567	€ 86.270	€ 182.067	€ 343.904	€ 257.634	€ 86.270	€ 100.000	€ 168.337	€ 0
Onderwijsondersteuning Opleidingsniveau	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0
Life Skills Training	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0
Subtotaal M4.72 Welzijn studenten en sociale binding met de opleiding	€ 182.067	€ 31.939	€ 182.067	€ 0	€ 161.837	€ 75.567	€ 86.270	€ 182.067	€ 343.904	€ 257.634	€ 86.270	€ 100.000	€ 168.337	€ 0
Totaal Maatregel 4: Begeleiding Studenten	€ 182.067	€ 31.939	€ 182.067	€ 0	€ 161.837	€ 75.567	€ 86.270	€ 182.067	€ 343.904	€ 257.634	€ 86.270	€ 100.000	€ 168.337	€ 0
Vertragskosten Onderzoek	€ 216.275	€ 54.657	€ 207.400	€ 8.875	€ 216.275	€ 10.189	€ 206.086	€ 216.275	€ 432.550	€ 217.589	€ 214.961	€ 155.000	€ 150.000	€ 117.361
Totaal Maatregel 7: Vertraging Onderzoek	€ 216.275	€ 54.657	€ 207.400	€ 8.875	€ 216.275	€ 10.189	€ 206.086	€ 216.275	€ 432.550	€ 217.589	€ 214.961	€ 155.000	€ 150.000	€ 117.361
TOTAAL SOCIALE WETENSCHAPPEN	€ 398.342	€ 95.171	€ 439.159	-€ 40.817	€ 459.937	€ 117.889	€ 342.048	€ 398.342	€ 858.279	€ 557.048	€ 301.231	€ 304.692	€ 318.337	€ 117.361

3.2. Enrolment

The growing student numbers of the past years have come to a reversal more abrupt than seen across the nation and across VU: first year enrollment for bachelor- and especially master-programmes is dropping (y-o-y). This puts pressure on the financial sustainability of our educational portfolio. The review of our educational portfolio will also be geared toward such sustainability. The review must also be supported by more effective recruitment: communication and marketing strategies should be redesigned, including a plan and a purposefully used variety of tools.

Table 9. Total enrolment at FSS

Tabel inschrijvingen faculteiten										
FSW	2016/2017 def	2017/2018 def	2018/2019 def	2019/2020 def	2020/2021 def	2021/2022 def	2022/2023 prog	2023/2024 plan	2024/2025 plan	2025/2026 plan
Totaal 1cHO	2561	2409	2384	2456	2808	2991	2930	2930	2930	2930
waarvan:										
Reguliere studenten (inclusief premaster)	2535	2376	2354	2409	2722	2917	2869	2860	2855	2855
instellingstarief Niet-EER	10	17	20	37	74	67	48	55	60	60
Instellingstarief 2e diploma	16	16	10	10	12	7	13	15	15	15
Totaal aantal opleidingen	12	13	13	13	13	13	13	13	13	13
Aantal Engelstalige racks Bachelor	0	0	1	3	3	3	3	3	3	3
Aantal Engelstalige tracks Master	3	3	3	4	4	4	5	5	5	5

Table 10. First year enrolments, BSc and MSc

INSTROOM BA en MA (EOI/1cHO) alleen hoofdinschrijvingen		2015		2016		2017		2018		2019		2020		2021		2022 prog		2023 raming		2024 raming		2025 raming		
Fac	OPLEIDING	Landelijke opleiding	aantal	ontw. Aantal	aantal	ontw. Aantal	aantal	ontw. Aantal	aantal	ontw. Aantal	aantal	ontw. Aantal	aantal	ontw. Aantal	aantal	ontw. Aantal	aantal	ontw. Aantal	aantal	ontw. Aantal	aantal	ontw. Aantal	aantal	ontw. Aantal
FSW	B Bestuurs- en Organiseringswetenschap	VU B Bestuurs- en Organiseringswetenschap	160	-58	142	-18	89	-53	110	21	113	3	153	40	145	-8	153	8	145	-8	145	0	145	0
	B Communicatiewetenschap	VU B Communicatiewetenschap	89	-8	69	-20	48	-21	48	0	88	40	100	12	109	9	123	14	109	-14	109	0	109	0
	B Culturele Antropologie en Ontwikkelingssociologie	VU B Culturele Antropologie en Ontwikkelingssociologie	43	4	33	-10	22	-11	65	43	88	23	72	-16	82	10	58	-24	82	24	82	0	82	0
	B Politicologie	VU B Politicologie	69	2	54	-15	47	-7	49	2	102	53	119	17	140	21	111	-29	140	29	140	0	140	0
	B Sociologie	VU B Sociologie	21	-14	25	4	24	-1	24	0	34	10	56	22	59	3	60	1	59	-1	59	0	59	0
	M Beleid, Communicatie en Organisatie	VU M Beleid, Communicatie en Organisatie	81	22	169	88	173	4	158	-15	189	31	158	-31	189	31	150	-39	189	39	189	0	189	0
	M Bestuurskunde	VU M Bestuurskunde	81	15	109	28	103	-6	105	2	105	0	144	39	176	32	111	-65	176	65	176	0	176	0
	M Communicatiewetenschap	VU M Communicatiewetenschap	176	33	145	-31	130	-15	132	2	104	-28	130	26	139	9	116	-23	139	23	139	0	139	0
	M Culture, Organization and Management	VU M Culture, Organization and Management	61		65	-16	64	-1	74	10	79	5	86	7	90	4	81	-9	90	9	90	0	90	0
	M Political Science	VU M Political Science	32	-8	38	6	48	10	55	7	50	-5	80	30	127	47	98	-29	127	29	127	0	127	0
	M Social and Cultural Anthropology	VU M Social & Cultural Anthropology	27	27	36	9	24	-12	29	5	38	9	29	-9	30	1	32	2	30	-2	30	0	30	0
	M Societal Resilience	VU M Resms Societal resilience	0	0	0	0	0	0	0	7	7	15	8	14	-1	4	-10	24	20	30	6	30	0	
	M Sociologie	VU M Sociologie	22	0	31	9	32	1	31	-1	38	7	48	10	41	-7	57	16	41	-16	41	0	41	0
	PM Beleid, Communicatie en Organisatie	VU PM Beleid, Communicatie en Organisatie	106	-49	122	16	116	-6	123	7	113	-10	145	32	103	-42	97	-6	103	6	103	0	103	0
	PM Bestuurskunde	VU PM Bestuurskunde	61	3	72	11	60	-12	72	12	59	-13	135	76	72	-63	59	-13	72	13	72	0	72	0
	PM Communicatiewetenschap	VU PM Communicatiewetenschap	114	-32	116	2	115	-1	82	-33	82	0	105	23	83	-22	72	-11	83	11	83	0	83	0
	PM Culture Organization and Management	VU PM Culture, Organization and Management	21	-18	28	7	24	-4	32	8	36	4	35	-1	34	-1	21	-13	34	13	34	0	34	0
	PM Political Science	VU PM Political Science	2	-10	10	8	11	1	13	2	11	-2	25	14	25	0	28	3	25	-3	25	0	25	0
	PM Social and Cultural Anthropology	VU PM Social & Cultural Anthropology	25	4	11	-14	15	4	21	6	19	-2	14	-5	14	0	24	10	14	-10	14	0	14	0
	PM Sociologie	VU PM Sociologie	26	11	18	-8	18	0	19	1	22	3	27	5	35	8	34	-1	35	1	35	0	35	0
TOTAAL			1.237	-76	1.299	56	1.163	-130	1.242	79	1.377	135	1.676	299	1.707	31	1.489	-218	1.717	228	1.723	6	1.723	0

What follows are programme specific remedies to enrollment volatility.

- The BSc Sociology has been completely revised and therefore we strive for higher student numbers. It is rewarding for the staff if the entirely revised program becomes more attractive and the efforts pay off. We aim to attract 75 first year students yearly.
- The Research Master Societal Resilience offers an attractive programme but does not attract sufficient students. Following recommendations of the midterm review, we will rethink the title of the program, content and the recruitment strategy. Closing the programme remains as an ultimate solution only after all alternatives have been explored.
- The influx in both programs of Anthropology and notably the master lags. We feel that extra recruitment efforts do not render sufficiently. This encourages us to rethink its content.
- BCO has fluctuations in student numbers. After a steep rise in student numbers last year, student numbers decreased in 22-23. We can only accept this volatility if the department has ways of absorbing equally volatile work pressure.
- FSS faced a steep rise in international student component numbers. In 2021-2022, approx. 216 international students participated in our programmes. 20% acquired a basic level in Dutch. We aim to improve this rate. In 2022 we already started with alternative set ups of the Dutch language course, and we will expand these experiments.

Appendix 4. Research and Societal Impact

In the medium term, the Faculty of Social Sciences aims to play a leading role nationally in social impact and innovation. This ambition requires a persistent and ambitious execution of existing parts of the multi-annual plan 2020-2025 with regards to research, reputation and impact both with and for society.

For 2023 and beyond, this means execution in four areas:

1. The research architecture of the faculty will be revised to include valorization: a senior OBP staff member will be tasked as valorization officer with spearheading all operations covering valorization and impact.
2. The abovementioned structure will be more effectively used to showcase the quality of our research and co-create its impact. Visibility is key to further development and advancement of our research. The focus of 2023 will be to: strengthen the reputation of FSS researchers, their projects and societal impact; contribute to resolutions to grand societal challenges; gain public visibility, debate, co-creation and innovation; showcase academic integrity
3. The sectormiddelen are invested with impact at top of mind. FSS invests the additional resources for the so-called rolling grants (stimulerings- and starting grants) and the SSH sector plan resources in line with its ambitions. The extra funds are used to equal degree to **expand the research time** of existing faculty members as well as to invest in **hiring outstanding (permanent) faculty members** who stand out with regards to academic and social impact. Each new hire will be employed in one department, but will preferably be working across departments in the form of labs where transdisciplinary research, interdisciplinary research, and research innovation can be driven.
4. Our funding opportunities are widened and the research (funding) support structure strengthened. The focus of 2023 will be on:
 - Increasing 2/3G funding of research projects (Open Competition, Horizon Europe, etc.)
 - Increasing 4G funding opportunities in cooperation with DURF;
 - Professionalizing the external FSS network management as well as the internal hub-and-spoke relationships with IXA-GO, project control, UB/RDS, legal
 - developing a sustainable projectmanagement support structure for our researchers

Our ambitions for 2025 translated to a few quantitative indicators:

Table 11. Ambitions Research indicators

Onderzoeksindicatoren	Real 2017	Real 2018	Real 2019	Real 2020	Real 2021	Progn 2022	Plan 2023	Ambitie 2025
1 Aantal promoties	20	23	15	29	10	18	17	17
2 Aantal nieuwe toekenningen Vernieuwingsimpuls	1	3	2	1	0	3	3	3
3 Aantal nieuwe toekenningen ERC's	1	1	2	1	0	0	3	2
4 Aantal nieuwe toekenningen Marie Curie	0	2	2	0	1	1	2	2
5 Participatie H2020 (k€) (excl ERC en excl Marie Curie)	455	265	138	422	1040	600	600	750
6 Omvang baten 2de geldstroomonderzoek (M€)	1,5	1,7	2,0	1,7	2,4	2,0	2,1	2,5
7 Omvang baten 3de gelstroomonderzoek (M€)	2,3	2,4	3,2	3,9	4,2	3,5	4,2	4,7*

* incl. aandeel OZ in overige baten

4.1. Quality

Review cycles for all departments (political science and public administration separately) have all recently been concluded. The results reveal a good to excellent research landscape at FSS.

Table 12. Assessments research quality

Assesments (1-5)	SOC	SCA	POL	ORG	PA	CW*
Research Quality	2	2	1	2	2	'outstanding'
Societal Relevance	1	2	1	1	2	'head and shoulders above any comparable program'
Viability	2	2	3	2	3	Strong Future strategy, but a set of challenges to overcome (related to securing funds, stability PhD candidates, and diversity)

* Note: CW (CCCC program) is reviewed against the new SEP, thus only narratives of assessment rather than quantitative indicators.

We are proud of these assessments as they reconfirm the quality of our research, both in academia and in society. Importantly, the assessments expressly lead the way in which FSS can fulfil its ambition of becoming a leader in societal impact. Societal relevance was repeatedly emphasized as a unique strength of social sciences at the VU. But FSS was seen to be unnecessarily modest. Committees stimulated us to make our impact more visible to the outside world and to formulate a clear impact strategy.

Becoming a leader in impact will also help us overcome some challenges we see in the viability of our research, i.e., achieving a stable increase of our research budget (1G, 2G, 3G and 4G), creating a balance between rigorous and relevant social sciences for and with society, and creating a global reputation thus attracting young talent.

4.2. Impact

As described in the introduction, the faculty aims to become a leader in the Netherlands in societal impact and innovation and an innovator in the social sciences for external financing. We achieve this by increasing the co-production of socially relevant, critical and valued socio-scientific knowledge products and interventions; solicited and unsolicited, onstage and backstage – yet with a short-term and/or long-term contribution to explain, reflect, signal, foresee, inform and educate about developments and complex challenges our society faces.

To achieve the societal impact strategy's ambitions, we will roll out 5 courses of action:

1. Increase acquisition 3GS funding by 1) improving success rates on HE and other EU research proposals (such as Proof of Concept grants) with targeted support, early-process feedback and use of IMPACTER, 2) exploring/ integrating collaborations with social enterprises in the VU 'Valorization/ Impact Eco System' (like D-LAB, DURF, etc.)
2. Explore/ experiment with acquisition of 4GS funding by 1) formulating cases for support (narratives) specifying our strengths and ambitions on relevant complex social issues in such a way that convinces and inspires funds/ philanthropists to contribute, 2) professionalizing/ setting up a system for stakeholder management to better engage alumni and key-stakeholders in FSS events. 3) Piloting funding approaches in selected corporate sectors.
3. Improve media impact by: 1) developing a communication strategy that facilitates/ supports the research & innovation labs to improve monitoring and findability of research output, short-term and long-term societal use and societal recognition of research output, 2) building assessment methods of societal impact (public, instrumental, structural and transformative) using the (digital) infrastructure of ISR and VU to brand the labs on fields of FSS expertise, 3) Including societal impact-activities from both regular teaching (BA, MA, ResMa) and LLO courses.
4. Improve social innovation impact by 1) developing plans 2023 - 2026 with the research & innovation labs 2) setting up an 3GS/4GS funded, multi annual societal impact investment budget with partners like

DURF, D-LAB, social enterprises, 3) developing societal impact indicators of FSS socio-scientific knowledge and expertise (+ preparation VU/SSH societal impact dashboard in 2023).

5. Improve policy impact by 1) facilitating short-term instrumental impact to inform, foresee and signal policy makers 2) facilitating longer-term structural/ transformative impact to improve efficacy of interventions on complex social issues, build competences and professional skills on local, national and international (EU) levels.

4.3. Collaborations

In its aim to become a leader in societal impact, FSS can build upon its earlier achievements in managing complex and impactful collaborations. FSW is *penvoerder* for the following three organisations: Talma Institute, VU-UT Secure Societies and the profiletheme Governance for Society.

Talma Institute

For 2023, the Talma Institute has as its overall ambitions to consolidate existing partnerships as well as to expand and broaden its activities. This will be elaborated upon below.

- The Talma Institute will continue its collaborative partnership with Zorgverzekeraars Nederland (ZN). The ZN board has indicated (agreement-in-principle received in May 2022) that they want to continue the collaboration with the Talma Institute for a new term of four years, starting in January 2023 and a total budget of roughly € 3 million. Based on this agreement-in-principle, Talma and the Talma ZN Steering committee are currently negotiating the content and terms of the research program, the starting date we aim for is January 1, 2023.
- The Talma Institute wants to expand the number of health care researchers affiliated with Talma that work in the currently participating faculties: FSS and SBE. With regard to the FSS researchers, the Talma MT sees Talma as the ideal ‘hub’ for FSS healthcare researchers across departments. Connecting FSS healthcare researchers is therefore a top priority for Talma. Discussions with the Faculty Board and Valorization Director on this are ongoing, and discussions with department heads are being planned. The Talma MT hopes to be able to move forward in this regard in 2023.
- The Talma Institute also aims to expand the number of participating faculties. In 2022, a start has been made to explore collaboration with the VU School of Governance – which is an existing collaboration between FSS, SBE and the Faculty of Law, in both (post-graduate) education and research activities. Besides, the possibility for an MBA in Health Care Management, in which Talma researchers could teach, has been explored in 2022. These endeavors will be continued in 2023.
- The Talma Institute wants to consolidate and strengthen its visibility as a research institute in the field of healthcare, thereby also increasing its societal impact. The institute aims to do so by expanding its valorization activities and products for a broad(er) audience of practitioners and policy-makers (among others). The institute has gained experience with different kinds of valorization products in 2022, with wonderful results (see website for examples), and will build on this experience in 2023.
- The Talma Institute strives to expand the number of external sponsors to contribute to financing its research activities. To this end, the management and theme leaders will engage in (acquisition) activities to attract external funding from, for example, respectively individual municipalities or the overarching Association of Netherlands Municipalities (in Dutch: Vereniging van Nederlandse Gemeenten, VNG), and healthcare organizations in both “care” and “cure”. Such funding would most likely involve short-term and small scale research projects. Besides this, the Talma Institute also aims to participate in consortia and attract funding from organizations in the longer run, such as the Ministry of Health, Welfare and Sports, The Netherlands Organisation for Health Research and Development (ZonMW), or the Dutch Research Council (NWO), and attract larger multi-annual grants.

Profiletheme Governance for Society

As one of the four profile themes of the VU, Governance for Society focuses on how administrators in governments, organizations, and companies can contribute to an inclusive, fair and safe society (see [Governance for Society - More about - Vrije Universiteit Amsterdam](#)). GfS is led by three faculties, making it an interdisciplinary, interfaculty collaboration between the Faculty of Social Sciences (FSS), the School of Business and Economics (SBE), and the Faculty of Law (LAW).

In 2022 we appointed three figureheads for the profile theme Governance for Society (Associate Professors and recently appointed Professors who have a passion for connecting science with society). The figureheads strengthen the content and substance of the profile theme by forming a community through GfS Research Associates, publications, and academic and public lectures/meetings as well as acquiring new projects.

In 2023 the GfS-figureheads will:

- run the Research Associates program (i.e. GfS Akademie assistentenprogramma) in which promising Master's Students do interdisciplinary research and prepare for an academic career.
- develop a podcast series (professionally supported) and organize the annual GfS event in Pakhuis de Zwijger (for previous events see '[Stad in Spagaat](#)', '[Polderpraat](#)', and recently '[Meetmaatschappij](#)')
- each invite a Visiting Fellow (a top foreign scientist on the GfS theme), to spend a period of time at the VU.

VU-UT Coalition Creating Secure Societies

In 2022 a choice was made by the VU-UT coalition CSS to jointly focus on police as a field of research. Both partners have a long history in the police field and together we expect to have an even greater impact, especially by linking the social sciences with technology. In 2023 the coalition will:

- Create and mobilise a 'VU-UT community of police researchers'
- Create awareness about and cooperation with CSS among the police and other collaboration partners
- Clarify its strategic proposition and install a strategic advisory board
- Conduct 2/3 of its planned staff exchanges
- Applied for four seedmoney projects
- Have an accessible and discoverable website

Without being 'penvoerder' the faculty also engages in the following interdisciplinary collaborations:

Table 13. Interdisciplinary collaborations

Interdisciplinary research institutes	Relation to VU theme	Partner faculties
Network Institute	Connected World	Faculty of Science, Faculty of Humanities
A-LAB	Governance for Society	Faculty of Law, Faculty of Behavioral and Movement Sciences
Amsterdam Sustainability Institute	Science for Sustainability	Faculty of Science

4.4. Research by PhD-candidates

In 2023 the Graduate School of Social Sciences (GSSS) will make progress in the following areas:

- A major area of concern is quality of supervision. Policies have been decided, but to make improvements in practice, more action will be needed, including more consistent training of supervisors.

- Completion times vary considerably, and average completion time is too high. Initial policy remedies have been implemented and more rigorous advice to aspirant candidates is given early in their trajectory. However, these policies are insufficient, and GSSS has initiated a discussion about additional measures with the Research Assessment Board and the department heads.
- Additional compliance will be implemented on research integrity, e.g. with regards to author accountability, extra checks on ethical aspects of data collection, a test on plagiarism, and specific data accountability. These elements will also become part of the final portfolio that the Graduate School assesses.
- A simpler and more transparent tuition fee structure

Appendix 5. Human Resources

Table 14. Human Resources Priorities

HR priorities at FSS	Why?	Expected results in 2023
Work pressure reduction	The fast transformations in the workplace related to the pandemic but also to the changes in the HRM systems, the increase in the administrative tasks at the VU, the high competition in academic careers, and the uncertainty in the funding of the higher education sector have accumulated over the years and created a high work pressure that is not sustainable and is reflected in the answers of the employees in the WBO22.	<ul style="list-style-type: none"> • Implementation of changes in the career policy (WPs) • Negotiating a revision of the cadence of the academic year (together with VU) • Consolidation of new workload model (TNM) • Improvements in HRM system (coming from the VU)
Sustainable employability	Employment practices that rely on temporary positions increase the work pressure by generating many administrative controls, hinder the long-term planning of resources and more importantly, increase the feeling of insecurity among staff and do not allow the latter to actively engage as full members of the faculty. However, there are budget constraints and the need to ensure differentiation in profiles. The strategic personnel planning for both academic and support staff needs reinforcement.	<ul style="list-style-type: none"> • Improving the long-term workforce planning process of the departments • More permanent positions (particular attention to new policy for lecturers/Docenten)
Social safety	Building a safe environment is a key condition to achieve FSS's strategic ambitions.	<ul style="list-style-type: none"> • All heads of department and supporting units complete a course on social safety • Channels for employees to report issues of social safety are visible and accessible • Sessions on "Active Bystander" attended by 1/3 of employees
Award and Recognize	During the past years FSS tested a tenure-track and career model with pilots (21/22). During 2022 a different model was agreed with the Joint Assembly, which does not include the tenure-track option. The decisions need to be detailed and implemented during 2023. Moreover, some discussions may be taken to 2023, particularly the one related to profile differentiation.	<ul style="list-style-type: none"> • New career model implemented and linked to other HR models (specifically recruitment and performance evaluation) • Policy for profile differentiation aligned with VU's policy

HR priorities at FSS	Why?	Expected results in 2023
Diversity and Inclusion (including Participation Jobs)	Building a diverse and inclusive environment is a key condition to achieve FSS's strategic ambitions. During 2022 we developed an integrated plan and will need to implement the actions during 2023. For FSS the different aspects of diversity include gender, culture/ international employees and students, staff under the participation act, and other perspectives.	<ul style="list-style-type: none"> • Gender balance in senior academic positions improved • Target component figures for gender distribution among senior academics agreed • One more permanency position filled by a Participation Act employee • All heads of department and supporting units complete a course on inclusive leadership • Onboarding process reviewed to ensure reinforcement of inclusion • Diversity and Inclusion analytics dashboard developed together with central services and DO • Recruitment and promotion procedures adjusted to increase awareness and respect for diversity issues
Leadership	Leadership development must take central stage for FSS as a support for the other ambitions. FSS has been investing in leadership development and will continue during 2023 (e.g., courses in Leadership and Management Skills, Social Safety, Inclusive Leadership, Personal Leadership, and individual coaching).	<ul style="list-style-type: none"> • Leadership framework from VU translated into development paths for FSS leaders
Art of Engagement	Staff members feel a lack of engagement and a disconnection from their colleagues. The work culture is not always conducive to well-being and productivity. The onboarding process is particularly important and has not been properly developed during the corona years.	<ul style="list-style-type: none"> • Principles of Art of Engagement disseminated through a communication campaign • Case studies on art of engagement dilemmas are developed and used in pilot workshops (connected also with ethical dilemmas)
Hybrid working	FSS already works with flexible workplaces and hybrid working technology, but inefficiencies exist, and employee engagement is reduced by a long period of (solely) online working. We notice a change in how staff uses the physical space and in their work practices. Ensuring good conditions for hybrid working depends on working closely with the central teams of the university (HRM, IT, FCO).	<ul style="list-style-type: none"> • Changes implemented, after analyzing the results of a study on the use of physical space by departments • Create a platform for sharing guidelines and best practices • Project Digital@VU completed in the faculty

Appendix 6. Risk management





6.1 Risk appetite





Table 15. Objectives


Objective	Risk category	Risk appetite	Explanation
1) Growth in student intake	Strategic	Moderate to High	For FSW, it is important to attract more students. FSW is willing to take risks to do so, especially in the smaller programs. In the larger programs, our risk appetite is lower. After all, if the program changes too drastically, the market share could further decline instead of increase.
2) Reduce work pressure	Strategic	Moderate	The well-being of our employees and students is extremely important and reducing the workload is essential to achieve this. FSW is prepared, if necessary, to make choices where the workload is extremely high or the capacity is insufficient to provide the programmed education. These choices include the willingness to close programs, cancel courses when there is insufficient interest, and accepting delays in research output and grants acquisition when the work pressure is too high.
3) Attract and retain talent	Strategic	Moderate	One of the reasons for investing in research and its support is to strengthen our (international) position in research and to do so it is crucial to be able to attract and retain talent. We want to take moderate risks. For example, the faculty dares to take a risk in granting fast permanencies to top talent from outside in those departments where an impulse is needed to have sufficient quality and diversity in the long term. There, the costs can sometimes outweigh the benefits (in the short-term). At the same time, FSW realizes that it cannot invest in talent and diversity without limits, because sufficient resources must remain to provide the necessary teaching capacity.
4) Engagement with external parties	Strategic	Moderate	The last years have been fruitful in discussions about how academic integrity, academic freedom, and academic development interact with working with external parties (in terms of financial independence, conflicts of interest, and knowledge security). FSW has a moderate appetite to take risks on these matters. We want to create more connections with external partners but also aim at creating frameworks and guidelines that support and monitor these activities.

6.2 Inventory and analysis of the main risks

RISK OVERVIEW TABLE. Described in terms of (a) causes -> (b) possible event -> (c) consequence

Nr	Category	Risk	Description (a) -> (b) -> (c)	Potential impact	Trend	Trend explanation	Risk readiness	Mitigation measures	Link with strategic ambitions
1	Strategic	Attractiveness of programmes for prospective students	Student enrollment declined for 22/23 and may decline even further as a result of underperforming recruitment efforts. FSS will engage in a portfolio review but that may not be enough to bring student enrollment up in the short-term.	Decline in student enrollment, decline in revenue, cuts in staff and equipment.		The risk remains serious. Communication- and marketing has thus far been insufficient and needs to rapidly increase in quality and intensity.	Moderate to High	<ul style="list-style-type: none"> Extra effort on recruitment, including own campaign, videos and improving open days and information; updating study websites. Programme portfolio review 	Future Proof Education
2	Strategic	Attractiveness for research talent	As a result of a heavy teaching workload, declining 1GS, and more stringent requirements from grantors and funders, the available hours for research can drop. As a result, the faculty is unable to position itself adequately, to take advantage of opportunities within the academy and in contract research, and is unable to retain talented researchers.	Loss of talented staff, lowering our (research) reputation.		Even with new funds coming from the government, the risk remains as time will be needed to understand how these funds can be used for structural changes. The pressure on finances is not over and the new KDM model has less incentives for 3GS applications. There seems to be a positive trend in securing large-scale 2GS grants.	Moderate	<ul style="list-style-type: none"> Reinforced support to scientists when applying for grants. Improved strategic talent management. Stimulation of more substantial research projects by bundling resources in multi-year research programs instead of individual funds. New HR policy with more research time in the first two years. Use of extra funds from government to correct situations of high work pressure. 	Scientific Reputation Recognize and appreciate
3	Strategic	Low returns bachelor's and master's degree programs	Due to innovation and workload, insufficient attention has been paid to yields.	Decline in budget, decline in NSE, decline in student enrollment. May lead to increase in workload due to lower revenue and unpredictable workload per course due to large cohorts of non nominal students.		As a result of the combination of financial pressure, program renewal and high workload, there is the risk that educational quality reduces. As a result, the yields may drop, which leads to a reinforcement of the problems outlined. In addition, there is the question of what online education does to yields..	Low	<ul style="list-style-type: none"> A project to improve the thesis supervision has been set up with the help of the educational management resources. Monitoring with Student Analytics, more active learning and better perception of the program. Improving the connection with the labor market should also help to increase study motivation. Quality impulse in online education with the blended learning team. 	Future Proof Education
4	Strategic	Low returns of PhD tracks (average completion time is too high)	PhD trajectories take too long, cultural change for supervisors is needed, point of departure should be that 4 years is nominal	The well being of PhD candidates is at stake but also our (inter)national reputation. Also potential costs that are not compensated.		The risk is not increasing, as we are introducing improvements in the programme. However, it is still high.	Moderate	<ul style="list-style-type: none"> Initial policy remedies have been implemented (e.g. supervision). More rigorous advice to aspirant candidates is given early in their trajectory. 	Scientific Reputation

Nr	Category	Risk	Description (a) -> (b) -> (c)	Potential impact	Trend	Trend explanation	Risk readiness	Mitigation measures	Link with strategic ambitions
5	Avoidable	Insufficient support (and difficult talent market)	Due to the reorganization of services in combination with budget cuts, there is insufficient (stable) capacity at central and faculty level services. The labor market does not provide many options for recruitment.	The faculty may not be able to provide high quality core services (teaching, research, valorization) because academic staff is required to perform (too many) supporting tasks. Work pressure increases.		The risk is not increasing but it is still high. Due to a high turnover in Project Control, there was little continuity in support, resulting in a lack of specific knowledge of FSW and insufficient capacity. Because of corona and MARS, the HR support is still not sufficient. C&M still does not provide the necessary support for strategic communication (research). FCO and IT are still not fully coordinated in issues related to hybrid working.	Moderate	<ul style="list-style-type: none"> - FSW and services are trying to find ways of improving the relationships and consultation with each other. - FSW is hiring extra support staff in the faculty, to mitigate lack of resources (e.g. HR advising, business coordinator, secretary). 	Effective and Agile Organization
6	Avoidable	Lapses in academic integrity	Inconsistent awareness that standards of academic integrity are sharpening globally and that universities are held accountable more rigorously	Individual cases of deviation from standards can therefore spiral out of reputational control for the faculty		Globally, lapses in academic integrity/safety of scholars are becoming public faster and are (ab)used to judge the integrity of an entire institution.	Moderate	Action plans will be created and implemented on undue foreign interference, contract management processes, conflict of interests and knowledge of good practices and guidelines.	
7	Avoidable	Excessive work pressure	As a result of the accumulation of regular work, increased administrative requests, innovations in the field of education and research, extra work coming from corona, and very reduced support services in the faculty, the workload for employees is too high.	Problems with health and well-being, retention, and (long-term) absenteeism. Lack of quality in the core services (teaching, research, valorization).		Quite a few measures were taken, but the workload and the feelings of work pressure are still too high. The simultaneous changes in the systems contributed to the pressure. With the sectorplan resources, some relief will be introduced but the effects will take years to be noted.	Low	<ul style="list-style-type: none"> - New policy with more time allocated to research. - Deployment of additional resources to relieve workload (e.g. sectorplan). - More stability and extra capacity coming from junior lecturers with four-year contracts (SVM). - New teaching norms model. - Adjustment of thesis trajectories to reduce peaks. - Hiring of a psychologist for PhD students. 	Future Proof Education, Scientific Reputation
8	Avoidable	Simultaneous transformations in many systems	The implementation of multiple changes coming from different projects (MARS, TOLL) can largely disrupt the regular	Errors in several processes increase work pressure, lack of information, decrease in the quality of the planning and control cycle. The communication processes were also		After the interventions of the CvB, the problems are known and there is a planning on how to address them. However, the	Low	<ul style="list-style-type: none"> - The faculty is informed of the planned improvements and is involved in the organizational transformation. 	Flexible and agile organization

Nr	Category	Risk	Description (a) -> (b) -> (c)	Potential impact	Trend	Trend explanation	Risk readiness	Mitigation measures	Link with strategic ambitions
			operations, creating extra manual work, errors, lack of information, and increasing stress among employees.	damaged by the lack of reliable information on VUweb.		problems are still there and the need for extra administrative work did not reduce.		- Additional resources were deployed to reduce the pressure coming from the extra adm work.	
9	External	Corona pandemic	In addition to the effects described above, the Corona crisis also had effects on 2GS and 3GS and courses in LLO (the School of Governance was heavily affected). Although the pandemic is controlled at the moment, the risk is not over.	Decline in revenues, reorganization, layoffs, insufficient market for new initiatives like SoG.		The corona pandemic is still having its effects and there is no certainty that the winter will not bring new waves.	Low	- Commit to diversification, i.e. spreading revenues over different activities so as not to be too dependent on a development in a single market.	All, particular attention to Life Long Learning.

6.3 Risk graphic

Below is the extent to which the management of the risks requires additional attention.

