

Annual plan 2024 qualitative

Student and Educational Affairs

14th of September 2023



SOZ annual plan 2024: priorities

SOZ priorities for 2024

1. Strengthening connections – integral working
2. Operating in a financially sound matter
3. Increase visibility and impact of our services
4. Achieve information security level 3 in line with VU objectives

Reading guide

For each department and priority, the MT annually chooses up to three goals to explicitly monitor and report on. This report is therefore not a complete picture of SOZ's annual work. The products and services of SOZ are included in the [SOZ Products and Services Catalogue 2022](#). This catalogue is being updated to a more user-friendly version.

Student Development

Goals	Explanation
GV Priority Student Wellbeing	The Student Development department of SOZ contributes to the realisation of this priority with the help of so-called <i>studievoorschotmiddelen</i> (student loan funds) for the Student Wellbeing project, a remainder of NPO funds and funds for student wellbeing from the so-called <i>bestuursakkoord</i> (administrative agreement). The policy officer Student Wellbeing is happy to remain contact with the USR.
Evaluation of Profile Fund regulation	Evaluation of the Profile Fund regulation; starting date of the adapted regulation is 1st of September 2024.
Defining 'duty of care' for students, including a specification to stakeholders, as one of the elaborations of the VU vision on Student Wellbeing	Description 'duty of care' for students, including a specification to stakeholders. This description also forms input for the Social Security programme following the Berenschot report.

Student Administration

Goals	Explanation
Quality improvement of Student Desk design	Design of front desk more in line with customer needs (students, faculties). (Possible) topics: opening hours, communication channels, staff composition, simplify processes.
Achieve information security level 3	Describe information security processes; comply with AVG legislation; clean up old data.
Further embedding employee ownership of Student Administration team	Follow-up action after investing over the past two years in a stable team whose content knowledge is up to scratch.

Educational Policy and Advice

Goals	Explanation
Future forms of education (including Active Blended Education and A Broader Mind for Students)	This will be reported to the OPO. Transferred from Strategy to Educational Policy and Advice.
Language policy	Will be updated, partly in response to the discussion in the <i>Tweede Kamer</i> (House of Representatives) on internationalisation of the upcoming legislation proposal.
AI and education	Consequences of ChatGPT for education.

Process Management, Planning and Projects

Goals	Explanation
GV Priority Space Capacity	Together with faculties and services, opportunities are being explored and realized to optimize the use of teaching and exam rooms because of tightness.
Realisation projects	Several ongoing projects will be completed, and new ones started in 2024, including digital support for final papers, replacement of plagiarism system, replacement of digital test application and a follow-up on the application of retention periods.
Promote integrated services – research (integrated) services of the future	Together with faculties and services, it examines what the services of the future should look like so that they continue to meet the needs of students and lecturers. The results will be used to determine which processes and systems match these.

International Relations

Goals	Explanation
Internationalization Strategy – International Collaboration	Development of a VU framework with guiding principles on international collaboration.
Internationalization Strategy – International Collaboration	Creating a strategic partnership portfolio; investing in Aurora and the University Social Responsibility Network (USRN) as trusted networks and new partnerships, such as the NWIB network in Africa, the NL Knowledge House in Indonesia and the Knowledge Equity Network.
Internationalization Strategy – International Talent Management	Conducting a PhD life cycle project. VU Amsterdam offers the best possible support to incoming international PhD students from the orientation phase to the onboarding process, settling in and conducting science to becoming alumnus and finally VU ambassador.

International Mobility

Goals	Explanation
Promoting international student, study and employee success, diversity and inclusion	Greater emphasis on onboarding a diverse international (student/staff) intake. Based on intake ambitions of faculties and courses, we offer targeted information, advice around admission and a soft landing to prepare international students for a successful and rich study and life experience at VU Amsterdam, in Amsterdam and in the Netherlands.
Promoting international student, study and employee success, diversity and inclusion	Development and organisation of a management day for student associations to raise awareness of their own role and responsibility regarding topics such as inclusion and social safety, initially focused on the importance of international students for the educational culture at VU Amsterdam.
Promoting international student, study and employee success, diversity and inclusion	Making house supply more sustainable: encouraging the provision of rooms from outgoing exchange students to increase the supply of incoming exchange students.
Contribute to value creation international collaboration and networking	Expand opportunities for students to gain an international experience outside the regular Erasmus+ programme, for example by gaining an international experience without going abroad.
Contribute to sustainability goals SOZ and VU	Encourage exchange within Europe and rail travel, e.g. through the Green Travel Grant for Erasmus+ students.

Goals	Explanation
<p>Societal impact and inclusion goal: Strengthening the societal impact of VU research and education through CIS projects, courses and relevant initiatives</p>	<p>Contribution to VU impact through: <u>New and on-going projects/programmes:</u> e.g., STRIPES (Erasmus+ CBVET), TMT Ethiopia on Restorative Justice (Nuffic), EURIDICE Digital Society & Global Citizenship 2024-2027, HAPPY (Erasmus+ CBHE), Academic Freedom Program <u>New and on-going education:</u> e.g., Conflict Resolution & Mediation from a Multi-Disciplinary Perspective (Winter School); Feeding the Billions (Summer School); Environment & Development course (BSc-level); ICT4D and ICT4D in the Field (MSc-level); Bridging programme and pre-doctoral programme (PhD-level); <u>Upcoming events and publications:</u> e.g., Decolonisation conference; Integrating knowledge systems for Food Security in Africa (Springer SDG-series book).</p>
<p>Sustainability goal: Stimulating South-South and Triangular Cooperation (SSTC) between and within the Global South and Global North through projects and long-term programmes on multiple interconnected SDGs</p>	<p>Contribution to VU Sustainability targets through projects/programmes, for example: INSSPIRE on food systems transformation, extension of FAO Letter of Agreement on SSTC, AURORA European Alliance Phase 2 (Global outreach and CDS Task Teams), SUMBALA project about women entrepreneurship & innovation in Africa, Focus countries programs (Indonesia and South Africa).</p>
<p>Financial goal: Diversifying funding sources and start new projects from 3rd stream</p>	<p>Contribution to VU finance through projects funded by diverse donor programmes: e.g. EU Digital Europe Programme (EURIDICE project, 4 years), Nuffic OKP TMT+ (Burkina Faso, 1 year; Ethiopia, 1 year); Erasmus+ CBVET (STRIPES), Erasmus + CBHE (INSSPIRE); Erasmus EDU 2023 European Universities (Aurora).</p>

VU Analytics

Goals	Explanation
Knowledge transfer and standardisation within SOZ	Guiding OTIR team in working methods for quality assurance.
Knowledge transfer and standardisation within the Netherlands	Using bilateral cooperation and Npuls to advance Student Analytics across higher education.
Knowledge transfer and standardisation within the VU Amsterdam	Collaboration via Chief Data Officer on combining education data with Finance & HR.

Sports Centre VU

Goals	Explanation
Grant regulation in collaboration with Students Sports Council Amsterdam (SSA)	Development of a new grant regulation in collaboration with Students Sports Council Amsterdam (SSA).
Secure funding VUinBeweging for 2025	The aim is for VUinBeweging to be further filled out in the coming years and become a permanent part of the offer for staff and students.
Increase Sports Centre turnover by 5% (catering and sports)	Turnover of 2023 was at the level of 2019. It is expected that this growth continues.

Griffioen Cultural Centre

Goals	Explanation
<p>Achieve theatre attendance, course participation and rentals</p> <ul style="list-style-type: none"> - Goal theatre: 24.500 paid visitors - Goal course participation: 1.900 participants - Goal rentals: €70,000 turnover 	<p>Theatre: 1.000 extra vs goal 2023 Course participation: 250 extra vs 2023 Rentals: same to 2023</p>
<p>Communication ‘Culture on Campus’ and collaboration with cultural partners and Bar Boele. Objectives:</p> <ul style="list-style-type: none"> - Increase visibility and awareness of Culture on Campus - Increase in cultural visits, especially to the cinema (Rialto) - Improved attendance, turnover and financial result of Bar Boele <p>Cross-pollination between theatre, film, visual arts and catering</p>	<p>Unchanged, is multi-year target.</p>
<p>Sports&Culture collaboration (Sports Centre VU & Griffioen Cultural Centre) via VUinBeweging. Objectives:</p> <ul style="list-style-type: none"> - Get students and staff to exercise more through VUinBeweging - Offer ‘exercise courses’ especially for employees <p>Cooperation in back office, marketing and programme offerings</p>	<p>Unchanged, is multi-year target.</p>
<p>Due to retirement in December 2024 of current director (after 15 years): research into the most appropriate succession. Another embedding of Griffioen (and possibly Sports) within the VU will be included in that study.</p>	<p>Specifically for 2024 and probably also for 2025.</p>

Goals	Explanation
Priority GV Educational Innovation	Research supervised by Martijn Meeter has started, the CTL assists where necessary
Strengthen VU's educational profile by driving educational innovation (even more) and making it visible	The VU wants to raise its profile in the field of education so that it is visible (inter)nationally that we invest in our education and provide state-of-the-art education. The CTL will play a role in this as a discussion partner for faculty boards, forming strengthening networks, driving educational innovation and making good education visible
Further development of services	Services are basically in order and in line with VU's educational vision. Now it involves fine tuning the continuous development path, SoTL programme, guiding curriculum innovation, among others
Sustainable internal organisation	Attention for profiling CTL (what characterizes CTL), for merging Education Workshop and LEARN! Academy, for sustainable team structure, for financial basis from 2025 (in connection with new form of quality funding).

SOZ priorities 2024

Goals	Challenges	Our needs
Strengthening connection – integral working	Connection from SOZ with other services, with the faculties, to optimise our services. That suits VUture and we want to strengthen it.	Willingness of all stakeholders to work integrally.
Operating in a financially sound matter	Given the budget target, it is even more important to prioritise and (be able to) properly monitor progress towards financial exhaustion in 2024.	Financial insight per department.
Increase visibility and impact of our services	We do a lot, but it is not always known to the (end) user what we do, or we overload them with information. We want our message (service) to reach the right place at the right time.	Review of channel strategy has been initiated by C&M in close cooperation with faculties and SOZ. Depending on the outcome, what is needed for implementation will be determined.
Achieve information security level 3 in line with VU objectives	The size and diversity of items within SOZ creates some complexity. The aim is to provide SOZ with uniform guidelines and items.	Connection to iBewust (completed). CIB (CIB SOZ: Anfaira Doest). SOZ iBewust WG (Elroy Huijsman, Jetske Hijlkema, Corneel den Hartogh and Anfaira Doest).

HR-themes	Explanation	Which result is achieved by the end of 2024?
Sustainable employability	The Wellbeing & Development programme within SOZ has already started and will take further shape in 2024. The WBO revealed that career paths are unclear within SOZ. This will be addressed in 2024.	Talent policies have been developed and managers know the criteria for plotting employees in the <i>vlootschouw</i> (fleet review).
Diversity	Priority within SOZ (Colourful SOZ) focusing on diverse recruitment, inclusive communication and international holidays.	Diversity has become commonplace, allowing matters to be picked up or adjusted faster.
Leadership and Art of Engagement	Within SOZ, the principles are endorsed, and work is underway to put them into practice.	The principles are well known and serve to guide behaviour within SOZ.

Measures Risk Table

Risk (name)	Explanation/measure
<p>Available government tools to limit international inflows may lead to loss of diversity on campus, especially diversity from outside the EU.</p>	<p>Conscious handling of possible tools for controlling international inflow to preserve diversity (EU/non-EU) at education level.</p>
<p>Due to backlogs regarding (archive) systems and agreements on access and/or destruction, information security and privacy cannot always be guaranteed.</p>	<p>Join VU policy; shape collaboration between privacy champion and IT security liaison. <i>See also SSA and SOZ priorities.</i></p>
<p>Certain (IT) knowledge not embedded within organisation but with certain (often also hired) persons resulting in additional vulnerability. Difficult to find qualified staff.</p>	<p>Interventions in IT are needed concerning labour market situation, but we cannot do it alone.</p>