Annual Plan 2024
Faculty of Social Sciences

Faculty	Faculty of Social Sciences
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Versie	DEF
Status	Approved by CvB and FSW Joint Assembly
Compilers	Faculty Board, Department Heads, Business Controller, Director of Education, Head of Research Office, Senior Valorization Officer

Contents

Dashboard

Onderwijs	Plan 24/25	Progn 23/24	Plan 23/24	Werk 22/23	Plan 22/23	Werk 21/22	Werk 20/21
- Instroom BA (EOI)	460	419	570	443	548	513	497
- Instroom PM (EOI) (m.i.v. werk 20/21)	445	404	415	304	412	415	468
- Instroom MA (EOI)	725	639	710	587	705	792	666
- Instroom Totaal (EOI)	1630	1.462	1.695	1.334	1.665	1.720	1.631
- % Internationale instroom	10%	10%	11%	12%	11%	17%	11%

Onderzoek	Plan 2024	Progn 2023	Plan 2023	Werk 2022	Werk 2021	Werk 2020
- Promoties #	18	17	17	19	10	29
- KNAW-lidmaatschappen, totaal #	1	1	1	1	1	1
- Nieuwe toekenn. VI/ERC/MC + OC	10	8	6	6	2	2
- Participatie H2020 (€k) (excl ERC)			600		1.040	422
- % Baten 2e Geldstroom	5%	5%	5%	6%	7%	5%
- % Baten 3e Geldstroom Onderzoek	9%	10%	11%	9%	11%	12%

Valorisatie	Plan 2024	Progn 2023	Plan 2023	Werk 2022	Werk 2021	Werk 2020
- Actieve Spin-offs #	0	0	0	0	?	0
- Deelnemers aan LLO (PGO, HOVO etc)	nvt	nvt	225	148	?	271
- Aantal keren genoemd in media (Coost	nvt	500	nvt	554	1500	nvt

HRM	Plan 2024	Progn 2023	Plan 2023	Werk 2022	Werk 2021	Werk 2020
- Fte (aangesteld per ultimo)	280	262	280	257	272	244
- % Gevoerde jaargesprekken (80%)	80%	8%	80%	30%	?	80%
- % WP tijdelijk < 4 jr. (22%)	25%	39%	25%	38%	?	23%
- % BKO (85%)	85%	87%	90%	89%	85%	90%
- % Reg. Nevenwerkzaamheden	90%	0%	100%		?	84%
- % Vrouwelijke hgl. (35%)	38%	36%	40%	28%	35%	35%
- % Ziekteverzuim	3,5%	4,0%	3,5%	4,3%	3,2%	3,5%
- % OBP	15%	17%	15%	17%	15%	18%
- % tijdelijke dienstverbanden / eigen fte personeel	45%	48%	50%	50%	58%	58%
- % Opleidingskosten/loonkosten (1%)	1,0%	1,0%	1,0%	0,6%	0,3%	0,6%
- % Verloftegoed/loonkosten (2,6%)			2,6%	4,0%	2,7%	2,0%
- % Kosten ingehuurd personeel/ kosten eigen pers	2,7%	0,4%	1,6%	1,4%	1,2%	1,1%

Financiën	Plan 2024	Progn 2023	Plan 2023	Werk 2022	Werk 2021	Werk 2020
- Omzet (€m)	48,1	40,5	40,5	38,8	36,6	33,8
- 2e Geldstroom (€m)	2,1	2,1	2,1	2,3	2,4	1,7
- 3e Geldstroom Onderzoek (€m)	4,3	4,3	4,3	3,6	4,2	3,9
- 3e Geldstroom Onderwijs (€m)	0,1	0,5	0,5	0,3	0,2	0,1
- B.W. Collegegelden (€m)	1,1	0,6	0,6	0,8	0,7	0,5
- Resultaat (€m)	0,7	-1,0	-1,0	-0,3	0,4	0,5
- GPL (€k)	92,2	84,7	84,7	87,0	79,8	82,5
- Externe inhuur (€m)	0,7	0,4	0,4	0,3	0,3	0,2
- Fte (gemiddeld doorbelast)	276	276	276	258	262	231

1 Main Priorities for 2024

During the coming years, the overarching goal of the Faculty of Social Sciences is to significantly increase its embedding *in* as well as impact *on* society. The key developments on university-, interfaculty and faculty level will be leveraged to that end as explained in this first section.

In the previous year 2023, the faculty has laid four specific foundations for increasing its embedding and impact:

- Seven new Research & Innovation Labs (R&I Labs) were created in which – under the leadership of dedicated directors – high-impact research and citizen science can be conducted
- The entire education portfolio has been (internally and externally) reviewed with an eye on societal challenges and the attractiveness for students
- Three new specific academic career paths (loopbaanpaden) will have been created: for impact, research, and education
- An impact officer role has been created

In the coming year 2024, the faculty will therefore be dedicated to making the above-mentioned foundations actionable:

1. Through expanded grant-seeking behavior by faculty members and the efforts by the impact officer (with expanded support by a business developer at IXA-GO), we aim to diversify our income structure by increasing the applications for of 2G, 3G, and 4G by about 15% in both 2024 and 2025 and to increase the success rates by the same percentages. This will lead to volume growth at the earliest in the years thereafter, since a considerable part of possible earlier growth will be to substitute major grants (e.g., ERC) that are running out in the coming 24 months. Any additional growth is not yet incorporated into our multi-year financial projections where we instead use a conservative budgeting approach.
2. The R&I labs will demonstrably create additional opportunities for citizen science, media attention, and policy impact; this is further supported by the faculty members who will operate on the newly created impact track. A dashboard will reflect the variety of impact made.
3. The faculty will convert the recommendations of the education review into a new, more distinctive education portfolio with an eye on societal relevance, collaboration across disciplines and increased attractiveness for students; this is further supported by innovation-driving faculty members on the education track (with expanded support from Communication & Marketing). In parallel, and in the short term, increased recruitment communication will be deployed to increase overall enrollment figures by about 10% relative to 2023.
4. Overall – pending development conversations within departments - the Faculty of Social Sciences expects to have around 20%, 10%, and 10% of faculty members on the research-, education-, and impact-tracks respectively by the end of 2024.

There will be two constraints to the above, while there are equally two (possible) beneficial conditions.

The two constraints are:
- the legal limits likely to be introduced against foreign enrollment;
- the requirement to close a structural financial gap of €455k. The faculty will close the gap by – where necessary – reducing expenses, including on non-permanent teaching staff. These savings will need to be carefully balanced with the aim of limiting unnecessary work pressure.

Beneficial conditions are:
- the sectormiddelen, the starter- and stimulation grants, and the quality means for education that become part of the structural funding. These allow us to offer more continuing employment so that faculty members can better focus on conducting impactful research (especially within the sectorplan), expanding its fundability, and innovating our educational portfolio.

- an integration with the faculty of humanities and the faculty of religion & theology when judged on its strategic benefit, i.e., an increase of impact on - and embedding in - society plus the possibility to reap administrative efficiencies and to reinvest them into the faculty's external impact.

The regular efforts toward quality control and improvement continue in 2024:

- in education we will continue to implement active and blended learning by strengthening transdisciplinary and interdisciplinary education;
- in research the faculty will update its data management practices, streamline our research ethics processes, and increase the awareness of knowledge security ('kennisveiligheid') sensitivities.
- in work environment we will implement the new academic career policy (including the changes in the promotions procedures), extend the discussion of E&W to supporting personnel, implement the plans to reduce the number of temporary contracts with lecturers, strive for a diverse and inclusive workplace and improve the safety of the workplace. The possible need to reduce space will be met while keeping in mind the need for scholars to form networks and communities.

2 Alignment with strategy and multi-annual plan

The FSS annual plan for 2024 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 muti-year plan

VU Speerpunten until '25	FSS Ambitions & Actions in '24
Sustainable	Convert the recommendations of the education review into a new, more distinctive education portfolio with an eye on societal relevance, including sustainability The R&I labs will demonstrably create additional opportunities for citizen science, media attention, and policy impact, including on sustainability. Moreover, we will continue active participation in ASI (Amsterdam Sustainability Institute)
Diverse	Introduction of multiple career tracks in which hiring and promotions will happen
Enterprising	Attracting additional 2G, 3G, 4G Implementing impact-career track
Life Long Development	1-2 pilot programmes as part of VU-wide LLO
Focus and position in research	Increase all forms of societal impact: policy, social innovation, media impact Attracting additional 2G, 3G, 4G
Future proof Education	Convert the recommendations of the education review into a new, more distinctive education portfolio with an eye on societal relevance,
Impact through educational and research activities	Convert the recommendations of the education review into a new, more distinctive education portfolio with an eye on societal relevance The R&I labs will demonstrably create additional opportunities for citizen science, media attention, and policy impact; Recruit and/or appoint senior faculty members to an impact-career path in each department with outstanding social impact

VU Speerpunten until '25	FSS Ambitions & Actions in '24
Academic Reputation	Increasing the applications for of 2G, 3G, and 4G by about 15% in both 2024 and 2025 and to increase the success rates by the same percentages. The R&I labs will demonstrably create additional opportunities for citizen science, media attention, social innovation, and policy impact Update of data management practices, streamlining of research ethics processes, and increase of the awareness of knowledge security
Digitalization	Continue to expand active and blended learning
Social Campus	New academic career policy E&W for professional support staff Reducing temporary contracts
Reward and Recognition	Introduction of multiple career tracks in which hiring, and promotions will happen toward 20%/10%/10% of research-, education-, and impact-track careers.
Effective and Agile Organization	Explore integration of 3 faculties Re-organize processes in accordance with VUture trajectory

Appendices

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

The faculty board of FSS would like to discuss a limited number of strategic issues with CvB. They are directional choices for 2024 and beyond:

1. Short summary of FSW strategy, especially with regards to investments in impact
2. The multi-year financial projections including the time lag between investments and subsequent financial upswing
3. Initial reactions to the exploration assignment issued to the 3 faculties
4. Update on the education portfolio review and reform, including aspects of multidisciplinarity and faculty collaboration
5. Update on the development of the new career paths at FSW, including the implications for the strategic personnel plan
6. Update on the diversification of external financing at FSW, including possible risks implications for academic independence

Appendix 2. Budget

Outline of budget 2024

Table 3. Operational Results 2024

2600 BEGROTING 2024 (bedragen in k€)	Realisatie 2022	Begroting 2023	Prognose 2023	Begroting 2024	Begroting 2025	Begroting 2026	Begroting 2027	Begroting 2028
BATEN								
Interne baten								
Toewijzing Onderwijs	13.198	13.195	13.648	15.491	14.463	14.442	14.828	15.042
Toewijzing Onderzoek	6.204	6.721	7.003	7.561	7.425	7.630	7.555	7.551
Toewijzing KDM	10.889	11.879	11.879	16.248	15.806	15.882	15.966	15.990
Toewijzing Overig	118	-	377	324	310	-	-	-
Taakstelling	-	-	-	-455	-455	-455	-455	-455
Baten uit variabele interne leveringen	689	800	800	800	800	800	800	800
Subtotaal interne baten	*31.098*	*32.596*	*33.707*	*39.969*	*38.349*	*38.299*	*38.694*	*38.928*
Externe baten								
Collegegelden	832	600	756	1.137	900	900	900	900
Baten GS2	2.081	2.100	2.100	2.100	2.100	2.100	2.100	2.100
Baten GS3 onderzoek	3.665	4.300	4.100	4.300	4.300	4.300	4.300	4.300
Baten GS3 onderwijs	329	450	450	100	100	100	100	100
Overige externe baten	692	490	432	500	500	500	500	500
Subtotaal externe baten	*7.599*	*7.940*	*7.838*	*8.137*	*7.900*	*7.900*	*7.900*	*7.900*
TOTAAL BATEN	**38.697**	**40.536**	**41.545**	**48.106**	**46.249**	**46.199**	**46.594**	**46.828**
LASTEN								
Personele Lasten								
Loonkosten eigen personeel	22.257	23.374	24.498	25.545	25.090	25.090	25.090	25.090
Overige eigen personeelskosten	433	427	400	400	400	400	400	400
Kosten ingehuurde arbeid	301	374	100	700	300	300	300	300
Subtotaal personele lasten	*22.991*	*24.175*	*24.998*	*26.645*	*25.790*	*25.790*	*25.790*	*25.790*
Overige primaire lasten								
Huisvestingslasten	79	50	90	100	110	120	130	140
Inkomensoverdrachten	141	100	120	120	120	120	120	120
Overige instellingslasten	2.323	2.200	2.300	2.300	2.300	2.300	2.300	2.300
Subtotaal overige primaire lasten	*2.543*	*2.350*	*2.510*	*2.520*	*2.530*	*2.540*	*2.550*	*2.560*
Kosten van interne dienstverlening								
Vaste dienstverlening huisvesting (KDM)	4.313	4.718	4.718	6.582	6.676	6.720	6.671	6.671
Vaste dienstverlening IT (KDM)	2.262	2.764	2.764	3.094	3.179	3.261	3.288	3.288
Overige vaste dienstverlening KDM	6.555	6.936	6.936	7.890	7.949	7.957	7.770	7.770
Lasten uit variabele interne leveringen	301	600	600	600	600	600	600	600
Subtotaal kosten interne dienstverlening	*13.431*	*15.018*	*15.018*	*18.166*	*18.404*	*18.538*	*18.329*	*18.329*
TOTAAL LASTEN	**38.978**	**41.543**	**42.526**	**47.331**	**46.724**	**46.868**	**46.669**	**46.679**
RESULTAAT EXPLOITATIE	**-281**	**-1.007**	**-981**	**775**	**-475**	**-669**	**-75**	**149**
RESERVES	**8.223**	**6.235**	**7.242**	**7.010**	**6.535**	**5.866**	**6.460**	**6.015**
STARTER & STIM. GRANTS	**-**	**-**	**3.290**	**2.543**	**2.543**	**2.543**	**2.543**	**2.543**

Formatieplan	Begroting 2022	Begroting 2023	Prognose 2023	Raming 2024	Raming 2025	Raming 2026	Raming 2027	Raming 2027
Aantal fte wp (incl. studentassistenten)	210,0	235,0	228,0	235,0	235,0	235,0	235,0	235,0
Aantal fte obp	40,0	41,0	42,0	41,0	41,0	41,0	41,0	41,0
Aantal fte totaal	**250,0**	**276,0**	**270,0**	**276,0**	**276,0**	**276,0**	**276,0**	**276,0**

KENGETALLEN (formules o.b.v. bovenstaande gegevens)								
GPL (x € 1.000)	€ -89,0	€ -84,7	€ -90,7	€ -92,6	€ -90,9	€ -90,9	€ -90,9	€ -90,9
a. % WP	84,0%	85,1%	84,4%	85,1%	85,1%	85,1%	85,1%	85,1%
b. % OBP	16,0%	14,9%	15,6%	14,9%	14,9%	14,9%	14,9%	14,9%
Externe inhuur in % personele lasten VU	1,4%	1,6%	0,4%	2,7%	1,2%	1,2%	1,2%	1,2%

Table 4. Outline of budget 2024 per primary process

Hoofdlijn van de Begroting

Activiteiten begroting van de primaire processen (afgeronde bedragen in k€)	plan 2024	plan 2025	plan 2026	plan 2027	plan 2028
ONDERWIJS					
Onderwijs eerste geldstroom	25.595	25.500	25.500	25.500	25.500
Onderwijs derde geldstroom	800	800	800	800	800
TOTAAL ONDERWIJS	**26.395**	**26.300**	**26.300**	**26.300**	**26.300**
ONDERZOEK					
Onderzoek eerste geldstroom	14.486	13.974	14.118	13.919	13.929
Onderzoek tweede geldstroom	2.100	2.100	2.100	2.100	2.100
Onderzoek derde geldstroom	4.300	4.300	4.300	4.300	4.300
TOTAAL ONDERZOEK	**20.886**	**20.374**	**20.518**	**20.319**	**20.329**
Ondersteuning/bedrijfsvoering	**50**	**50**	**50**	**50**	**50**
TOTAAL KOSTEN	**47.331**	**46.724**	**46.868**	**46.669**	**46.679**

Formatieplan	real 2022	plan 2023	**plan 2024**	plan 2025	plan 2026	plan 2027	plan 2028
Aantal fte wp	234,0	234,0	235,0	235,0	235,0	235,0	235,0
Aantal fte obp	42,0	42,0	41,0	41,0	41,0	41,0	41,0
Aantal fte totaal	**276**	**276**	**276**	**276**	**276**	**276**	**276**

Income available for the faculty in 2024

When compared to 2023, the total regular income[1] increases € 6.561k but is almost totally offset by:

- the need to cover an increase of € 4.369k in KDM costs (increase in costs of energy, VU's new buildings, and FTE and salaries of staff working in the shared services of the university);
- the need to match the € 947k increase in personnel costs related with the CAO negotiations for 2024;
- the contribution of € 455k to the structural savings requested by the University;
- the need to cover € 1.008k operational costs that were not covered by 1GS in 2023 (the CvB allowed FSS to momentarily use its reserves).

The increase in regular 1GS funds in 2024 is explained by a € 3.135k increase of compensation for KDM costs and a € 2.002k positive evolution of the parameters in VUSAM (mainly coming from the delay in the compensation for the increase in educational activity in year 2021/22). This one-off increase in 2024 gives FSS the opportunity to prepare for the revenue reduction that is expected in 2025 (around €0,5M). To keep the results balanced in 2024 and thus contributing as much as possible to the savings of the University, FSS will fully incorporate in its operational result the costs of the research master (€ 229k). The negative result of the tri-faculty program PPE was covered by reserves in the past but has now reached a balanced result.

Beyond the regular 1GS resources, FSS will continue to receive funds derived from the 'bestuursakkoord hoger onderwijs en wetenschap' which comprise in 2024:

- Quality Funds for Education (SVM) of € 1.838k and funds to promote Active Learning (€ 34k);

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[1] Using the University's denominations, VUSAM A+B+I

- Funds to implement the 'sectorplan SSH' € 1.924k: faculty component of € 1.689k (from which € 1.528k to departments and € 160k to the new Social Analytics Lab) and interfaculty component (together with FGB for the SSH Domain) of € 235k.
- Funds to spend in starter grants (€ 1.477k) and incentive grants (€ 1.199k), which after a KDM correction amount cumulatively to € 2.543k.

Spending in 2024

In preparing the budget, the faculty first allocates funds to pay for the shared services of the university (KDM) 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. Taking the opportunity of a favorable financial situation in 2024, the faculty intends to make 1GS one-off investments of € 300k. We expect that the results of this investment will be visible after two years (increasing number of students and increasing 2GS/3GS/4GS funds) but we still do not include these positive results in the multi-year financial plan, thus following a conservative principle of budgeting.

Strengthening societal impact, quality and innovation of research
The revision of the research architecture of the faculty taken in 2023 and the extra resources allocated by OCW enabled FSS to structurally increase the support to research and valorization. In 2024 we consolidate the investment with ongoing investments in:
- creation of 7 Research & Innovation Labs
- full dedication of a senior officer to valorization and impact;
- reinforcement of permanent staff with 11 UDs working in departments and 2 UDs working in collaborations with the other faculties (sectorplan);
- reinforcement of the (digital) research infrastructure to support faculty members (sectorplan);
- implementation of 10 starter grants and 12 incentive grants that started in 2023.

During 2024, the investment is reinforced by a one-off investment of € 150k in support services for funding acquisition; and allocating 5 new starter grants and 3-4 new incentive grants. The acquisition of funding for contract research projects (2GS and 3GS) will increase (goal: 15%) but the income generated over the years is expected to remain at a stable level, taken the effect of replacement of current projects. The effects of an increase in 2GS and 3GS projects are mostly budget neutral (an increase in revenue is offset by an increase in personnel costs). The faculty still does not have revenue coming from 4GS. In addition, the faculty expects central support of a business developer (0.5 FTE) under the VU's IXA-GO hub-and-spokes model.

Ongoing, and budgetary unchanged (y-o-y) activities will be: the Graduate School for Social Sciences (€ 327k) and the research institute (€ 390k). The Talma Institute, a collaboration with SBE, is expected to remain self-funded.

On top of the funds that are allocated to the faculty, FSW will keep on coordinating a few budgets that are connected with central projects of the University. Such is the case for:
- the coordination of project LLO;
- the stewardship of the running theme Governance for Society;
- the coordination of the Collaboration with Twente University (VU-UT);
- the Knowledge Center Inequality (KCO)

For these projects, the faculty makes significant in-kind investments with the time allocated by its staff members (whose salaries are included in the regular budget) and may control the spending of extra funding (which is later included as a balanced revenue and cost, thus generating no results for the faculty).

Strengthening societal impact, quality and innovation of education

In 2023, the faculty conducted a review of its educational portfolio. Objectives of this review were to get insight in future trends and demands of the job market and to get an overview of themes that could be adopted in our programmes to make them future proof. We also wanted to better understand how attractive our programmes are and how to improve the attractiveness. In addition to this, we developed a format that allows us to quickly gain insight into a programme's financial health and the impact of changes in the pedagogy or enrolments on its financial health. Central in 2024 is the development of plans guided by the findings of the review and the start of the implementation of the consequent decisions. Although at this moment we still do not know the exact actions that will result from this study, in 2024 we make one-off budget reservations of €150k for external services of communication, with the intention to increase the student intake in the programs/ tracks that should take priority according to the review.

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 € 35k in 2024. 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). A new track will be added to the master program Public Administration, with a partial development investment from the Quality Funds for Education (SVM).

During 2024 the investment of the faculty in student welfare will increase, funded by the SVM (€1.838k to spend in 2024). Also, the investment in the mentoring program is now up to around €65k. In terms of budget, it is important to note that the largest part of the supporting services to students is under the responsibility of a central department of the University (SOZ) and thus the investment of the faculty is complemented by the investment of the University. In the faculty's budget this is seen as an increase of 6% (€ 174k) in the share of costs for students' services (KDM SOZ).

Strengthening the quality of the work environment

In 2024 the faculty continues the path initiated a few years ago to implement recognition and reward principles (E&W), reduce work pressure, and improve social safety, diversity and inclusion. Simultaneously, the faculty may have to address changes in connection with the results of project VUture, the discussions about a different constellation of faculties in the SSH domain, and the need to reduce the use of physical space as a consequence of the campus development plan (which entails a different m2 allocation model).

During 2023 the faculty actively participated in the E&W discussions in the University and adjusted its academic career policy to incorporate it. Simultaneously, a new career policy for the position of lecturer was also discussed, considering the E&W principles but also the need to combine permanent and temporary positions. First experiments were done, with pilots in recruitment and permanency of lecturers. During 2024 these decisions will be deployed into concrete changes in several HRM procedures: multi-year planning of the HR structure with different academic profiles, onboarding of new employees, promotions, and development. All these changes require a large effort from HR, heads of department, supervisors, and all the colleagues involved in selection and promotions committees. Overall, the way we work together will improve in the long run but this implies a procedural and cultural change that can, if left unattended, aggravate the work pressure of supporting and management staff during 2024 (and 2025).

These changes will intertwine with large efforts in recruitment and onboarding of colleagues to work in the 15 starter grants and more than 10 stimulating grants that will initiate or enter full speed in 2024. We expect that more than 10 new colleagues will be necessary to work (or replace colleagues that will work) on these projects. Streamlining the recruitment and onboarding will be a key priority.

In terms of the working environment, we will continue to strive to increase diversity and inclusion, as well as social safety and we will actively continue our sustainability campaigns. During 2024 we will conduct a study on gender-pay gap and improve the safety of the workplace by implementing the measures defined in the 2023's Risk Inventory and Evaluation report and after considering the results of the work survey (WBO at the beginning of 2024). For 2024, we make reservations of €20k to incentivize our policies on diversity, equity and inclusion and we will collaborate with the central HRM department to conduct a study on gender pay-gap. Additionally, FSW must hire around 3 FTE participation employees; to encourage this, we make reservations at faculty level to finance 25% of the appointment at the organizational units of FSW (€30k). for sustainability we make budget reservations of 10k.

We anticipate that a few elements may affect the working environment during 2024, coming from the results of project VUture, the exploration of potential collaboration of SSH faculties, and the reduction in available m2 addressed by the campus development plan. This is at a moment in which hybrid working still needs improvements and the problems coming from the changes in the systems are not fully solved. All these worries, studies and subsequent (potential) changes are being addressed together with other units of the university and some actions (or their implementation deadlines) are not under the direct control of the faculty. This not only creates uncertainty but also increases the need for coordination with central services.

To ensure the implementation of these changes and an increase in personnel numbers, a (temporary) reinforcement of HR personnel and a change management project will be arranged. This extra investment will come out of the one-off reservations for increasing research impact and educational program attractivity explained above.

Implementing the Sectorplan
FSS will follow the SSH agreements to spend €1.800k on 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	-	-
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 will receive the amount of € 220k, to be spent on hiring 2 FTE UDs. So, in sum the extra funds will be used in the long term to increase the staff with 13FTE WP and 1 OBP.

Reinforcing research with starter and incentive grants
The goals of this instrument introduced in the *Bestuursakkoord 2022*[2] are to stimulate untied research and to reduce the work, competition, and application pressure. At FSW we achieve these goals by distributing the grants in 2024 to:
- 5 scholars who meet the eligibility conditions of a starter grant (€ 1.500k) and a top-up to 2 of them that combine their projects together (€ 80k);
- 3 to 4 scholars who applied for competitive grants with excellent proposals but were not awarded by the financing agency at the end of the process (€ 1.000k);

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[2] *Bestuursakkoord 2022 hoger onderwijs en wetenschap*

- 1 to 2 scholars who wish to develop international networks that contribute to the development of untied research (€ 50k).

One important note is that while 17 grants were already distributed during 2023, the spending of these grants initiates only in the last trimester of the year, as replacements must be ensured for the time that scholars devote to these projects.

Contributing to the adjustment measures of the University

FSW will contribute to the multi-year budget adjustment of the University by reducing its operational costs under the regular 1GS in the amount of € 455k. This is a structural adjustment measure (also needed for the period of 2025 and beyond) and is already booked as a decrease in the 1GS revenue that the University allocates to the faculty. This structural adjustment will be achieved with the reduction of (temporary) employment contracts booked in the 1GS.

Table 5. NPO

NPO gelden VU per Maatregel; facultaire plannen		Nog in te zetten middelen 2021/2022	Realisatie 2023	Prognose 2023 P6	Nog te besteden middelen	Totaal Begroot 2021/2022	Realisatie 2021 + Realisatie 2022	Nog te besteden middelen 2021/2022		Door de eenheid ingevuld in jaarplan 2024
WBS-nummer	Project									Begroting 2024
	FACULTEIT DER SOCIALE WETENSCHAPPEN									
M4T1		€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0		€ 0
M4T1	*Subtotaal M4.T1 Soepele in- en doorstroom*	**€ 0**	**€ 0**	**€ 0**	**€ 0**	**€ 0**	**€ 0**	**€ 0**		**€ 0**
M4T2.0.D.1 H/261001.008	Studieadvies en begeleiding	€ 165.049	€ 42.519	€ 65.000	€ 122.530	€ 343.904	€ 178.855	€ 165.049		-€ 56.326
	Onderwijsondersteuning Opleidingsniveau	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0		€ 0
	Life Skills Training	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0		€ 0
M4T2	*Subtotaal M4.T2 Welzijn studenten en sociale binding met de opleiding*	**€ 165.049**	**€ 42.519**	**€ 65.000**	**€ 122.530**	**€ 343.904**	**€ 178.855**	**€ 165.049**		**-€ 56.326**
	Totaal Maatregel 4: Begeleiding Studenten	**€ 165.049**	**€ 42.519**	**€ 65.000**	**€ 122.530**	**€ 343.904**	**€ 178.855**	**€ 165.049**		***-€ 56.326***
M5										
M5		€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0		€ 0
	Totaal Maatregel 5: Stageoffensief	**€ 0**	**€ 0**	**€ 0**	**€ 0**	**€ 0**	**€ 0**	**€ 0**		**€ 0**
M6										
M6		€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0		€ 0
	Totaal Maatregel 6: Lerarenopleiding	**€ 0**	**€ 0**	**€ 0**	**€ 0**	**€ 0**	**€ 0**	**€ 0**		**€ 0**
M7T1.0.D.1 H/261000.022	Vertragingskosten Onderzoek	€ 136.506	€ 48.683	€ 75.000	€ 87.823	€ 432.550	€ 178.683	€ 253.867		-€ 90.860
	Totaal Maatregel 7: Vertraging Onderzoek	**€ 136.506**	**€ 48.683**	**€ 75.000**	**€ 87.823**	**€ 432.550**	**€ 178.683**	**€ 253.867**		**-€ 90.860**
	TOTAAL SOCIALE WETENSCHAPPEN	*€ 301.555*	*€ 91.202*	*€ 140.000*	*€ 210.353*	*€ 776.454*	*€ 357.538*	*€ 418.916*		*-€ 147.186*

Table 6: SVG

voor-nemen	WBS-nummer Project	Toewijzing 2023	Inzet middelen 2019-2022 in 2023	Begroting 2023	Realisatie 2023	Prognose 2023 P6	Nog in te zetten middelen 2023	Begroting 2019-2022	Realisatie 2019-2022	Nog in te zetten middelen 2019-2022	Begroting 2023	Begroting 2024	Totaal Plan 2021-2024	Totaal Plan 2019-2024	Door de eenheid in te vullen in jaarplan 2024 — Begroting 2024
	FACULTEIT DER SOCIALE WETENSCHAPPEN														
1.a	H/261500.007 Juniordocenten	€ 882.525	-€ 15.296	€ 867.229	€ 426.086	€ 867.229	€ 456.439	€ 1.808.193	€ 1.880.458	-€ 72.265	€ 882.525	€ 1.085.638	€ 3.151.990	€ 3.636.326	€ 1.020.998
1.a								€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0
1.a	*Subtotaal 1.a meer docenten*	*€ 882.525*	*-€ 15.296*	*€ 867.229*	*€ 426.086*	*€ 867.229*	*€ 456.439*	*€ 1.808.193*	*€ 1.880.458*	*-€ 72.265*	*€ 882.525*	*€ 1.085.638*	*€ 3.151.990*	*€ 3.636.326*	*€ 1.020.998*
1.b	H/261500.001 Activerend, innovatief incl. digitaal onderwijs	€ 390.992	-€ 37.992	€ 353.000	€ 33.656	€ 353.000	€ 357.336	€ 693.276	€ 585.881	€ 107.395	€ 390.992	€ 473.523	€ 1.459.432	€ 1.496.386	€ 410.000
1.b								€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0
1.b	*Subtotaal 1.b meer activerende onderwijsvormen*	*€ 390.992*	*-€ 37.992*	*€ 353.000*	*€ 33.656*	*€ 353.000*	*€ 357.336*	*€ 693.276*	*€ 585.881*	*€ 107.395*	*€ 390.992*	*€ 473.523*	*€ 1.459.432*	*€ 1.496.386*	*€ 410.000*
	Totaal thema 1 Onderwijsintensiteit	**€ 1.273.517**	**-€ 53.288**	**€ 1.220.229**	**€ 459.742**	**€ 1.220.229**	**€ 813.775**	**€ 2.501.469**	**€ 2.466.339**	**€ 35.130**	**€ 1.273.517**	**€ 1.559.161**	**€ 4.611.422**	**€ 5.132.712**	**€ 1.430.998**
											€ 0	€ 0			
2.b		€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 8.152	-€ 8.152	€ 0	€ 0	€ 0	€ 0	€ 0
2.b	*Subtotaal 2.b meer mentoren en tutoren*	*€ 0*	*€ 0*		*€ 0*	*€ 0*	*€ 0*	*€ 0*	*€ 8.152*	*-€ 8.152*	*€ 0*	*€ 0*	*€ 0*	*€ 0*	*€ 0*
	Totaal thema 2 Begeleiding studenten	**€ 0**	**€ 0**		**€ 0**	**€ 0**	**€ 0**	**€ 0**	**€ 8.152**	**€ 8.152**	**€ 8.152**	**€ 8.152**	**€ 0**	**€ 0**	**€ 0**
3.c	H/261500.016 Taalvaardigheid studenten	€ 5.586	-€ 302	€ 5.284	€ 3.530	€ 5.284	€ 2.056	€ 16.365	€ 8.370	€ 7.995	€ 5.586	€ 5.775	€ 19.933	€ 26.933	€ 5.284
3.c								€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0
3.c	*Subtelling 3.c Taalvaardigheid studenten*	*€ 5.586*	*-€ 302*	*€ 5.284*	*€ 3.530*	*€ 5.284*	*€ 2.056*	*€ 16.365*	*€ 8.370*	*€ 7.995*	*€ 5.586*	*€ 5.775*	*€ 19.933*	*€ 26.933*	*€ 5.284*
3.e	H/261500.004 Aansluiting arbeidsmarkt / mentoraat	€ 67.027	-€ 3.623	€ 63.404	€ 20.809	€ 63.404	€ 46.218	€ 136.732	€ 130.016	€ 6.716	€ 67.027	€ 69.296	€ 237.150	€ 263.539	€ 63.403
3.e								€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0
3.e	*Subtelling 3.e Overstap arbeidsmarkt*	*€ 67.027*	*-€ 3.623*	*€ 63.404*	*€ 20.809*	*€ 63.404*	*€ 46.218*	*€ 136.732*	*€ 130.016*	*€ 6.716*	*€ 67.027*	*€ 69.296*	*€ 237.150*	*€ 263.539*	*€ 63.403*
3.g	*Subtelling 3g. Studentenwelzijn*	*€ 0*			*€ 0*	*€ 0*	*€ 0*	*€ 0*	*€ 0*	*€ 0*	*€ 0*	*€ 0*	*€ 0*	*€ 0*	*€ 0*
	Totaal thema 3 Studiesucces	**€ 72.613**	**-€ 3.925**	**€ 68.688**	**€ 24.339**	**€ 68.688**	**€ 48.274**	**€ 153.097**	**€ 138.386**	**€ 14.711**	**€ 72.613**	**€ 75.071**	**€ 257.083**	**€ 290.472**	**€ 68.686**
4.a	H/261500.011 Portfolioverbetering / inhoudelijke vernieuwing	€ 22.342	€ 27.658	€ 50.000	€ 4.902	€ 50.000	€ 17.440	€ 179.165	€ 111.366	€ 67.799	€ 22.342	€ 34.648	€ 113.244	€ 232.001	€ 30.000
4.a	Leerlijn multimethodisch onderwijs							€ 21.500	€ 23.207	-€ 1.707	€ 0	€ 0	€ 0	€ 21.500	€ 0
4.a	H/261500.012 Community Service Learning / transdisciplinair	€ 22.342	€ 12.658	€ 35.000	€ 5.295	€ 35.000	€ 17.047	€ 72.474	€ 44.164	€ 28.310	€ 22.342	€ 23.099	€ 83.812	€ 114.743	€ 30.000
4.a	*Subtelling 4.a Versterken profiel*	*€ 44.685*	*€ 40.315*	*€ 85.000*	*€ 10.197*	*€ 85.000*	*€ 34.488*	*€ 273.139*	*€ 178.737*	*€ 94.402*	*€ 44.685*	*€ 57.747*	*€ 197.056*	*€ 368.244*	*€ 60.000*
4.b	H/261500.005 Interdisciplinair onderwijs	€ 18.000	€ 0	€ 18.000	€ 1.318	€ 18.000	€ 16.682	€ 128.395	€ 82.870	€ 45.525	€ 18.000	€ 0	€ 119.816	€ 164.395	€ 18.000
4.b								€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0
4.b	*Subtelling 4.b Interdisciplinair samenwerken*	*€ 18.000*	*€ 0*	*€ 18.000*	*€ 1.318*	*€ 18.000*	*€ 16.682*	*€ 128.395*	*€ 82.870*	*€ 45.525*	*€ 18.000*	*€ 0*	*€ 119.816*	*€ 164.395*	*€ 18.000*
4.c	Internationale afstudeerrichtingen					€ 0		€ 116.193	€ 113.128	€ 3.065	€ 0	€ 0	€ 0	€ 116.193	€ 0
4.c								€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0	€ 0
4.c	*Subtelling 4.c Talentontwikkeling*	*€ 0*	*€ 0*	*€ 0*	*€ 0*	*€ 0*	*€ 0*	*€ 116.193*	*€ 113.128*	*€ 3.065*	*€ 0*	*€ 0*	*€ 0*	*€ 116.193*	*€ 0*
	Totaal thema 4 Onderwijsdifferentiatie	**€ 62.685**	**€ 40.315**	**€ 103.000**	**€ 11.515**	**€ 103.000**	**€ 51.170**	**€ 517.726**	**€ 374.735**	**€ 142.991**	**€ 62.685**	**€ 57.747**	**€ 316.872**	**€ 648.832**	**€ 78.000**
											€ 0	€ 0			
5.b	H/261500.006 Ondersteuning innovatief onderwijs, inclusief studylabs	€ 55.856	-€ 3.019	€ 52.837	€ 18.422	€ 52.837	€ 37.434	€ 193.061	€ 178.020	€ 15.041	€ 55.856	€ 69.296	€ 189.121	€ 309.300	€ 63.403
5.b	*Subtoaal 5.b ondersteuning inn. Onderwijs*	*€ 55.856*	*-€ 3.019*	*€ 52.837*	*€ 18.422*	*€ 52.837*	*€ 37.434*	*€ 193.061*	*€ 178.020*	*€ 15.041*	*€ 55.856*	*€ 69.296*	*€ 189.121*	*€ 309.300*	*€ 63.403*
	Totaal thema 5 Onderwijsfaciliteiten	**€ 55.856**	**-€ 3.019**	**€ 52.837**	**€ 18.422**	**€ 52.837**	**€ 37.434**	**€ 193.061**	**€ 178.020**	**€ 15.041**	**€ 55.856**	**€ 69.296**	**€ 189.121**	**€ 309.300**	**€ 63.403**
											€ 0	€ 0			
6.b	H/261500.018 Docentprofessionalisering	€ 73.981	€ 7.244	€ 81.225	€ 602	€ 81.225	€ 73.379	€ 57.259	€ 22.802	€ 34.457	€ 73.981	€ 91.783	€ 211.218	€ 211.218	€ 79.470
6.b	+/261500.017	€ 0	€ 0	€ 0	€ 337	€ 0	-€ 337	€ 0	€ 2.981	-€ 2.981	€ 0	€ 0	€ 0	€ 0	€ 0
6.b	*Totaal 6.b ondersteuning innovatief lesgeven*	*€ 73.981*	*€ 7.244*	*€ 81.225*	*€ 939*	*€ 81.225*	*€ 73.042*	*€ 57.259*	*€ 25.783*	*€ 31.476*	*€ 73.981*	*€ 91.783*	*€ 211.218*	*€ 211.218*	*€ 79.470*
	Totaal thema 6 Docentkwaliteit	**€ 73.981**	**€ 7.244**	**€ 81.225**	**€ 939**	**€ 81.225**	**€ 73.042**	**€ 57.259**	**€ 25.783**	**€ 31.476**	**€ 73.981**	**€ 91.783**	**€ 211.218**	**€ 211.218**	**€ 79.470**
	TOTAAL SOCIALE WETENSCHAPPEN	**€ 1.538.652**	**-€ 12.673**	**€ 1.525.979**	**€ 514.957**	**€ 1.525.979**	**€ 1.023.695**	**€ 3.422.612**	**€ 3.191.415**	**€ 247.501**	**€ 1.546.804**	**€ 1.861.209**	**€ 5.585.716**	**€ 6.592.534**	**€ 1.720.557**
	Toewijzing MDB	€ 1.427.443			0,334680688			3.323.872			€ 1.427.443			6.433.457	
	VU-brede projecten, gehonoreerd	€ 111.209									€ 119.361				

voor-nemen	WBS-nummer Project	Toewijzing 2023	Inzet middelen 2019-2022 in 2023	Begroting 2023	Realisatie 2023	Prognose 2023 P6	Nog in te zetten middelen 2023	Begroting 2019-2022	Realisatie 2019-2022	Nog in te zetten middelen 2019-2022	Begroting 2023	Begrotjng 2024	Totaal 2021-2024	Totaal 2019-2024	Begroting 2024
1.b	+/261500.015 Blended learning	€ 78.685	€ 30.747	€ 109.432	€ 22.728	€ 109.432	€ 64.318	€ 61.936	€ 53.738	€ 8.198	€ 78.685	€ 33.901	€ 165.314	€ 165.314	€ 0
3.e	Career Services	€ 0		€ 0	€ 0	€ 0	€ 0	€ 10.000	€ 0	€ 10.000	€ 0	€ 0	€ 0	€ 0	€ 0
		€ 78.685	**€ 30.747**	**€ 109.432**	**€ 22.728**	**€ 109.432**	**€ 64.318**	**€ 71.936**	**€ 53.738**	**€ 18.198**	**€ 78.685**	**€ 33.901**	**€ 165.314**	**€ 165.314**	**€ 79.470**

Table 7: progress NPO & SVG

Voornemen	Faculteit	Project	Doel	Stand van zaken t.o.v. beoogd resultaat t/m 2024	Beoogd resultaat t/m 2024 (31 dec.)
1.a Meer docenten⬜	FSW	Juniordocenten	Extra docenten tbv kleinschalig onderwijs	Het betreffende budget wordt besteed aan (junior)docenten. Iedere afdeling krijgt op basis van ons allocatiemodel een deel van het hiervoor gereserveerde budget.	13 fte juniordocenten in aanvulling op juniordocenten gefinancierd uit de reguliere begroting
1.b Meer activerende onderwijsvormen⬜	FSW	Activerend en innovatief (incl digitaal) onderwijs	Activerend & blended onderwijs in alle cursussen, aansluitende toetsing (implementatie facultair toetsbeleid), theorie en vaardigheden geïntegreerd, sterk mentoraat, mixed classroomtechnieken	Ieder programma krijgt budget voor activerend, blended onderwijs. Per jaar worden cursussen vernieuwd, dan wel extracuurcullaire activiteiten georganiseerd om tot een stevige student community te komen.	Alle cursussen zijn activerend gemaakt (dwz hebben de beschreven kenmerken)
3.c Taalvaardigheid studenten⬜	FSW	Taalvaardigheid studenten	De internationale studenten willen wij een breed perspectief op de internationale en Nederlandse arbeidsmarkt bieden.	In 2023 zal het budget naar verwachting besteed worden. Dat betekent dat er + 43 cursussen zijn gevolgd. Dat zijn nog (lang) niet alle internationale studenten.	Nagenoeg alle internationale studenten volgen een basiscursus Nederlands
3.e Overstap arbeidsmarkt⬜	FSW	Aansluiting arbeidsmarkt, mentoraat	Career center opzetten met uitgebreid career platform, arbeidsvoorbereidende workshops en alumni die studenten begeleiden	Behaald zijn: goed gevuld career platform, flexibel aanbod van cursussen, momenteel wordt geprobeerd cursussen in te bedden in de programma's, een dediucated persoon die de cursussen organiseert en grotendeels geeft, dit jaar gaat eenalumnubuddyproject van start bij Antropologie	- 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 - Workshops indalen in curricula
4.a Versterken profiel⬜	FSW	Portfolioverbetering/inhoudelijke vernieuwing	Up-to-date methodenonderwijs, incl. multimethodisch onderwijs. In kunnen spelen op maatschappelijke veranderingen w.o. onderwijs in sociale wetenschappen en technologie.	In 2023 is een grootscheeps portfolio review geweest. Op basis daarvan worden in sept=dec 2023 keuzes gemaakt, ook mbt interdisciplinaire programma's, inc. technologie. Computationele methoden worden momenteel in de meeste curricula geimplementeerd. ANT, B&O zullen zich verder beraden hierover. Nieuwe track AI, data &	- Onderwijs in technologie en sociale wetenschappen: cursus/minor/ wellicht ba/ma. - Computationele methoden/ multimethodisch onderzoek in curricula. - Activiteiten ter reflectie op inhoud van de curricula.
4.a Versterken profiel⬜	FSW	Leerlijn multimethodisch onderwijs	Dit project wordt per 2021 opgenomen in project Portfolioverbetering.		Dit project wordt per 2021 opgenomen in project Portfolioverbetering.
4.a Versterken profiel⬜	FSW	Community service learning/transdisciplinair	Facultaire ondersteuning voor opleidingen tbv uitrollen CSL/transdisciplinair onderwijs.	Dedicated facultaire netwerkcoordinator, iedere afdeling hefet een netwerkcoordinator, DURF wordt gevuld, stakeholersbijeenkomsten 2x per jaar. Nog te gaan: etalage careerplatform (blijkt technisch moeilijk), CT&L wordt ingezet voor ondersteuning bij transdisciplianir onderwijs	- Kerngroep beschikbaar om docenten te adviseren over transdisciplinair/CSL onderwijs mbv handleiding ontwikkelen transdisciplinaal onderwijs. - Meet ups om kennis te delen. - Etalage op career platform. - Overleg netwerkcoordinatoren tbv effectieve samenwerking stakeholders buiten de VU.
4.b Interdisciplinair samenwerken⬜	FSW	Interdisciplinair onderwijs	Nieuwe, up-to-date interdisciplinaire cursussen in jaar 2. Gezamenlijk leren hoe interdisciplinair onderwijs goed vorm te geven en uit te voeren.	SS4S cursussen zijn ontwikkeld. Worden bijgesteld na eerste run voor volgend jaar.	Voortdurende professionalisering mbt interdisciplinair onderwijs. In curricula enkele interdisciplinaire cursussen.
4.c Talentontwikkeling⬜	FSW	Internationale afstudeerrichtingen	Verstevigen internationale bachelors		Er zijn drie internationale bachelors tracks ontwikkeld en geïmplementeerd
5.b Ondersteuning innovatieve onderwijsvormen⬜	FSW	Ondersteuning innovatief onderwijs, inclusief studylabs	Voortdurende kennisuitwisseling over tools en ontwerp online/blended onderwijs. Effectief gebruik van TestVision, Canvas en daaraan aangehangen tools.	Sterk Canvasteam dat helpt blended learning te implementeren en functionaliteiten TestVision te gebruiken. Eigen werkplaats blijft een probleem ivm ontbreken ruimte.	- Kleine 'werkplaats' waar docenten met een student at their desk kunnen experimenteren met online onderwijs; - Menskracht voor video editing.
6.b Ondersteuning innovatief lesgeven⬜	FSW	Docentenprofessionalisering	Mogelijkheid voor docenten om zich te professionaliseren in didactische vaardigheden, voor hen nieuwe onderwijsconcepten, onderwijskundig leiderschap en nieuwe onderzoeksmethoden.	Veel educatieve lunches, onderwijsfestival, helaas een nogal random budget gekregen	Er is een levendige professionaliseringscultuur bij FSW.

Appendix 3. Alignment of spending with the Joint Assembly's concerns

FSS's priorities are aligned with the concerns of the Joint Assembly, 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 and provide a link to the section in which more information can be found.

Addressing capacity issues
FSS remains attentive to the capacity problems in lecture rooms that the VU is facing with growing student numbers but is also studying how new forms of teaching interplay with the necessary m2 per student. In what comes to workspaces, we are still experimenting to understand what the ideal capacity is, considering the hybrid working model that has been implemented in the last years. The faculty will thus continue to work 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 2023 and the benefits of these will be reflected in 2024. Further investments will be reflected in the faculty's budget such as an increase in the share of costs with facilities (KDM FCO).

Sustainability
During 2024 FSS will continue to implement the sustainability guidelines approved in 2022 and to strengthen the relationship with the Green Office and the Diversity Officer. During 2023 we launched an engagement campaign around those guidelines, which has been used as an example in the University. For 2024, we make a structural investment of € 10k to be used in change management actions and in extending the guidelines to topics that are not covered (such as waste management, energy, data storage). 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.

Inclusive work and study environment
Becoming a diverse and inclusive workplace is defined as one of the fundamental conditions for the faculty. The faculty will continue to work in the implementation of career policies that enable more diverse profiles and leverage the mixed classroom. Together with HRM and the Diversity Office, FSS will conduct a study on gender pay-gap and participate in the design of a new framework for inclusive teams. We also intend to extend the number of positions occupied by employees under the Participation Act. The investment of the faculty in diversity-related actions for 2024 will be € 20k.

Innovation in Education
The GV wishes to critically monitor investments in education. The portfolio review FSS has conducted in 2023 is doing just that by reviewing the attractiveness and relevance of its programs, and, at a later stage, the pedagogy of the programs.

Evaluating collaborations
With the expansion of the faculty's societal impact and the diversification of external funding comes the need for greater accountability: The benefits of external collaboration in education and research must always be weighed against (perceived or real) risks to academic independence. The faculty will therefore - supported by the calls from the GV to maintain transparency – keep current an overview of external collaborations, including their financial volumes and periodicity.

Social safety
The safety of our students and staff is pursued by complementary efforts provided by the University and the Faculty. During 2023 we prepared the RI&E report in which improvement opportunities were identified. In 2024 we intend to implement these measures.

VUture change program

The faculty is working with the university in the VUture change program and will implement the actions that result from this collective effort.

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 and the extension of the academic advisors in the last years. 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 in the share of costs for students' services (KDM SOZ).

Workload

During 2023 we used the extra funds from OCW (sectorplan and a small component of starter/stimulation grants) to increase the number of FTE available, not only in the academic staff but also in the supporting staff (the effect of this in reducing the workload will be fully grasped during 2024). During 2024 we will introduce differentiated career paths (which help staff members to better connect their workload with the activities that they really develop in the day to day), and staff members will also be able to fully deploy the starter and stimulating grants. We will also continue to work (with the University) to reduce the length and/or the fragmentation of time during the academic year and simplify the procedures to reduce the administrative burden (connected with project VUture).

Attention to international students and staff

The large support to international students comes from SOZ and FSS is working directly with this service to improve support. At the faculty level, more attention is paid to improving the support to PhD candidates through the Graduate School of Social Sciences (GSSS). Here, 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 5 Research and Societal Impact). Considering international staff, FSS intends to improve the onboarding process and implement a framework to work with inclusive teams (together with HRM and the DO).

Appendix 4. Education

In 2023, the faculty conducted a comprehensive review of its portfolio of bachelor and master programmes. Key questions included whether faculty's education portfolio is well-equipped for the future and aligns with societal and academic demands and the needs of the job market. Alongside the emphasis on relevance, we investigated how attractive our portfolio is for (prospective) students. In the first semester of academic year 2023-2024, the faculty aims to determine the paths to be pursued, considering the financial viability of the portfolio. Although individual programmes that might not be financially solid could be maintained for strategic reasons, the entire package must be financially viable and resilient to volatile student numbers.

Consequently, in the upcoming year the faculty will focus on the decisions that will be made in the response to the portfolio review. The exploration of intensive collaborations or even mergers with other faculties such as FGW and FRT will provide an important context for these decisions.

Moreover, the faculty has already initiated innovations that will be implemented by September 2024 that align with the insights gained from the portfolio review. Starting in September 2024, we will introduce a new track AI, Data & Governance in the Master Public Administration. Additionally, the faculty's research master will operate under the new label *Social Sciences for a Digital Society* and its content will be better aligned with this new label. These innovations align with future themes highlighted by the portfolio reviewers, encompassing emphasis on interdisciplinary education, deliberate focus on AI, both content wise and in the didactics and transcapillary education aimed at bridging the gap between academia and the job market. By championing these innovations, we strive to strengthen our programme portfolio for the future while fostering closer collaboration among departments.

4.1 What did the faculty achieve in 2023?

Accreditations
We successfully completed the accreditation processes of five of our programmes: the Bachelor and the master Political Science, the bachelor Bestuurs- en Organisatiewetenschap, the master Public Administration and the research master Societal Resilience. The site visits and their preparations and the constructive discussions held with the visiting panels proved to be enlightening and motivating and helped us to find avenues for incremental innovations. The panels were -sometimes extremely- positive about our programmes. They recognized the dedication to provide students with personal, small scale learning environments. Additionally, some programmes were highly commended for their drive to innovate and pioneering and eagerness to collect feedback. The programmes have formulated action plans to implement the recommendations of the panels.

Portfolio review
As stated above, we conducted a thorough review of our portfolio review. This review consisted of different projects:
1. The relevance of the FSS programmes was assessed. To this end, the programmes themselves interviewed stakeholders mainly ensuing demands on our programmes. Second, we conducted desk research to gain insights into developments within the VU, on (inter)national level and anticipated policy changes, included those initiated by the Dutch administration.
2. Both students and an external agency did research on the attractiveness of our programmes and marketing. Subsequently, they provided recommendations to augment the attractiveness of our programmes and enhance their marketability.
3. FSS also crafted a format to get a quick insight into the consequences of adaptation of the didactic format, increase or decrease of student enrollments and thus the break-even point of a programme.

We feel that the review process was truly enriching. It not only improved awareness regarding the imperative of retaining and increasing societal relevance, it has also increased innovative energy and fueled fundamental discussions about the purpose of our programmes.

Active and blended learning
For several years FSS has maintained an active blended learning team with representatives of each department. The representatives are tasked with identifying potential pockets of innovation – courses where purposeful integration of ICT-tools can foster active learning. The Canvas team and the dedicated educational advisor of CT&L collaborate with the teachers to help them to design and implement the innovations. In 2023, the ongoing task of consistently updating the programmes has posed challenges. We find that the faculty's Education festival, the site visits for the accreditation and the ambitious attempts to develop a new track or revise an entire programme instead of a few courses in a programme have brought about curiosity and enthusiasm for innovation in other programmes. In 2023, each of the FSS programmes have been able to renew a couple of courses.   Looking ahead to 2024 our aim is to bring about more integrated innovations for larger parts of the programmes. In addition, we want to invest time in developments regarding Chat GPT. In 2023, FSS has already contributed to the Canvas page about Chat GPT (regulations, pedagogy for active and effective use) and we will continue to implement effective AI in our teaching and assessments in cooperation with initiatives on VU-central.

Transdisciplinary and interdisciplinary education
In 2023, FSS dedicated efforts towards enhancing stakeholder engagements to facilitate transdisciplinary education. We established a group of network coordinators who convene 4 à 5 times a year and this group of network coordinators organized two stakeholder meetings. The primary objectives of these gatherings are to foster stakeholder interest for cooperative projects with FSS, inform them about potential projects and to speed up dating with teachers who are looking for projects to embed in their teaching.
Furthermore, we improved our stakeholder management by using the database of DURF. Transdisciplinary projects are integrated into many of our programmes and we still strive to increase the transdisciplinary segments in our programmes. Currently, we are discussing the implementation of these projects in our curricula, e.g., the Research Master considers starting with a stakeholder project from the very beginning to underline its transdisciplinary approach. Also, the FSS honours course is built on transdisciplinary learning. Projects that already run are improved: the internship of the research master gained more structure, as intended. However, some envisioned projects still need to advance and are very much work in progress, such as the wild pedagogy in the courses of Organization Science and the development of the Master Sociology.
In 2023, the renewed Social Sciences for Society courses took place. These second-year interdisciplinary courses for bachelor students have been collaboratively developed by various departments and disciplines. All five bachelor programmes have their students enrolled in these courses that display the diverse contribution of the various disciplines that FSS covers in analyzing and solving societal problems. In most courses, a transdisciplinary element is incorporated.

Methodology & research skills
The use of R has been expanded in the faculty: Political Science is now integrating its use and the mastertrack AI, Data & Governance is entirety based on skills for conducting research using large databases and R. In the academic core courses, instruction is provided in both SPSS and R.
The FSS research master programme has already initiated discussions regarding the incremental implementation of mixed methods, as a unifying theme that runs through multiple courses.

4.2   What are the plans of FSW for 2024?

Central in 2024 is the development of innovation plans guided by the insights provided by the portfolio review. The objective of these plans is to establish a portfolio that is distinctive from other universities and has its own distinct identity. We intend to invest Quality Funds in the follow-up to the portfolio review. The overarching goal is to shape a portfolio that is ready for the future while boosting our student enrollments.

In the budgeting of the Quality Funds, portfolio innovation has been a project for some years. While this project experienced underspending until 2023, his project, we will catch up on the lag in 2024 and will spend Quality Funds on:

- exploring prospective interdisciplinary programmes and courses, which may involve collaboration with other faculties. Rethinking the content of some of our programmes also includes redefining their uniqueness compared to programmes at other universities (bachelors) and making tracks more distinctive and recognizable (masters);
- designing plans to enhance the long-term viability of our portfolio. The portfolio review has illuminated promising avenues, particularly in fields such as public administration, organization science and management in combination with data science, AI, health, sustainability, and security. These themes align with the interests of companies situated at the Zuidas and we assume that they are appealing to a broader target group of prospective students. In addition, we will rethink whether and how we want to move forward with part-time programmes to accommodate long life learning and to purposefully benefit from merging diverse groups of learners in one classroom;
- expanding transdisciplinary education, including projects for profit organizations and assignments that invite students to translate big societal issues into smaller problems and tasks and to work on concrete solutions. Assessments that reflect active, interdisciplinary, and transdisciplinary learning will be developed in our programmes and supported by our blended learning team and educational advisors;
- reflection on content and size (number of EC's) of the thesis;
- exploring ways to make the programmes more flexible, e.g., an extended common core that enable students to switch or combine programmes and parttime masters. The latter as one of the activities to reflect on the role of FSS in LLO/post graduate education.

In addition to these plans, FSS continues the paths that are already chosen in the previous years: active and blended learning, methodology training embedded in substantive, theoretical courses and updating the content and didactics of methods education to fit the needs of the job market and the changing demand of the academic world.

Actions in Education	Problem, Opportunity, Goal	Milestones December 2024
Designing plans on the major topics put forward by the portfolio review	A portfolio of programmes that is well-equipped for the future, both content-wise and pedagogy-wise. Decisions and concept plans regarding interdisciplinary and transdisciplinary education and the societal topics that render FSS its identity and adds to its distinctiveness.	A reform proposal for the portfolio and processes sufficiently discussed and supported inside the faculty and by external stakeholders, covering choices of interdisciplinarity, pivotal societal issues and transdisciplinary education in relation to problem solving skills.
	Implementation and hands-on experience with new societal topics in programmes, interdisciplinary cooperation on track and programme level and transdisciplinary education	Implementation of an AI, Data & Governance track in the master Public Administration that covers three distinctive tracks, a renewed Master Sociology that is distinctive from other masters Sociology and an adapted research master. All (re)newed programs align with the pedagogy of interdisciplinarity and transdisciplinarity.
	Rethinking the thesis in relation to demands of society and job market	A deliberate choice regarding limiting the size (and supervision demand) of the thesis in a few programmes.
Enhanced use of active pedagogies	Continuous innovation of our programmes whereby our staff experiments and explores new ways of active learning pedagogies (e.g., mixed classroom techniques, deliberate cooperation of part-timers and	All programmes make further improvements with active pedagogies and experiment with a blend of ICT-tools. Special focus on the use of AI technologies in education, supported by

Actions in Education	Problem, Opportunity, Goal	Milestones December 2024
	full-timers, project-based learning). Aims are engaged student learning, building of student communities and teaching that is connected to the demands of society and the job market. Rethinking education implies for FSS involving students in teaching and projects to co-create.	our blended learning team. This holds for effective use of AI such as Chat GPT in learning activities, assessment, and staff development with respect to the use of AI. MSc Sociology is renewed and aligned with the themes of the portfolio review. Active pedagogies very much relate to assessment and in particular assessments that support students in self-directive learning and that resemble real life tasks. In 2024, we want to have implemented more programmes assessments that reflect these requirements.
	Active learning requires up-to-date ICT-tools. We will do this in cooperation with VU-central supporting teams.	FSS aims to explore the possibilities of Microsoft office 365 and will provide teachers with help and workshops to fully benefit from this software. This also implies explorations of (new) facilities, such as the use of Microsoft Office 365 for educational portfolios.
Expansion of transdisciplinary and interdisciplinary education	Further implementation of transdisciplinary education, e.g., students work on commissions of stakeholders outside the university. Collaboration with beta sciences is still a wish but requires time and effort. We will take further steps with collaboration between the FSS departments.	Active learning courses in all programs. Improved internship (more structure) in Resma SR, courses in the MSc track CS Political communication (CS) related to secondary school education. Wild pedagogy is further implemented in BCO & COM. A new PA track (AI, data & Governance) in which Communication Science and Public Administration cooperate. We continue to explore our role in the creative technology program (collaboration with Twente).
Innovation of methodology & research skills teaching	Progress in M&T skills: methodology training relates to substantive courses, some BSc and MSc programmes include computational skills, elaboration of the mixed methods concept, many opportunities for students to practice with data available in organizations and the internet.	• 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.

4.3 Quality Funds, achievements in 2023 and revision of objectives for 2024

Overall, the expenditures of the Quality Funds are on track and so is the progress towards the aims we set for 2024. There are some deviations of the original plans.

- 1b. Active learning: we were asked to monitor the number of courses per year that implemented active, blended learning by VU-central. We found it both useless and impractical to count the courses that adopted an active and blended learning approach, in particular because it is not so black and white. Active learning takes various forms and while some courses show impressive examples of active learning, in day-to-day practice these good examples might not result in satisfactory learning. We monitor the expenditures on active learning and feel that we were able to adopt a vibe of innovation and renewal.
- 3c. Language courses for international students: language courses for international students will get a push because of the change of policy of the Dutch government.
- 3e. Labour market activities: we expected more facilities of Job Teaser than it can provide. We still aim to establish a window for our CSL projects to attract new stakeholders.
- 6b. Innovative teaching: the unexpected budget for professionalization turned out to be difficult to spend. We will broaden the package of courses and workshops to this end.

Voornemen	Faculteit	Project	Doel	Stand van zaken t.o.v. beoogd resultaat t/m 2024	Beoogd resultaat t/m 2024 (31 dec.)
1.a Meer docenten	FSW	Juniordocenten	Extra docenten tbv kleinschalig onderwijs	Het betreffende budget wordt besteed aan (junior)docenten. Iedere afdeling krijgt op basis van ons allocatiemodel een deel van het hiervoor gereserveerde budget.	13 fte juniordocenten in aanvulling op juniordocenten gefinancierd uit de reguliere begroting
1.b Meer activerende onderwijsvormen	FSW	Activerend en innovatief (incl digitaal) onderwijs	Activerend & blended onderwijs in alle cursussen, aansluitende toetsing (implementatie facultair toetsbeleid), theorie en vaardigheden geïntegreerd, sterk mentoraat, mixed classroomtechnieken	Ieder programma krijgt budget voor activerend, blended onderwijs. Per jaar worden cursussen vernieuwd, dan wel extracuricullaire activiteiten georganiseerd om tot een stevige student community te komen.	Alle cursussen zijn activerend gemaakt (dwz hebben de beschreven kenmerken)
3.c Taalvaardigheid studenten	FSW	Taalvaardigheid studenten	De internationale studenten willen wij een breed perspectief op de internationale en Nederlandse arbeidsmarkt bieden.	In 2023 zal het budget naar verwachting besteed worden. Dat betekent dat er ± 43 cursussen zijn gevolgd. Dat zijn nog (lang) niet alle internationale studenten.	Nagenoeg alle internationale studenten volgen een basiscursus Nederlands
3.e Overstap arbeidsmarkt	FSW	Aansluiting arbeidsmarkt, mentoraat	Career center opzetten met uitgebreid career platform, arbeidsvoorbereidende workshops en alumni die studenten begeleiden	Behaald zijn: goed gevuld career platform, flexibel aanbod van cursussen, momenteel wordt geprobeerd cursussen in te bedden in de programma's, een dediucated persoon die de cursussen organiseert en grotendeels geeft, dit jaar gaat een alumnubuddyproject van start bij Antropologie	- 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 - Workshops indalen in curricula
4.a Versterken profiel	FSW	Portfolioverbetering/inhoudelijke vernieuwing	Up-to-date methodenonderwijs, incl. multimethodisch onderwijs. In kunnen spelen op maatschappelijke veranderingen w.o. onderwijs in sociale wetenschappen en technologie.	In 2023 is een grootscheeps portfolio review geweest. Op basis daarvan worden in sept=dec 2023 keuzes gemaakt, ook mbt interdisciplinaire programma's, inc. technologie. Computationele methoden worden momenteel in de meeste curricula geimplementeerd. ANT, B&O zullen zich verder beraden hierover. Nieuwe track AI, data & Governance in Master Bestuurskunde	- Onderwijs in technologie en sociale wetenschappen: cursus/minor/ wellicht ba/ma. - Computationele methoden/ multimethodisch onderzoek in curricula. - Activiteiten ter reflectie op inhoud van de curricula.
4.a Versterken profiel	FSW	Leerlijn multimethodisch onderwijs	Dit project wordt per 2021 opgenomen in project Portfolioverbetering.		Dit project wordt per 2021 opgenomen in project Portfolioverbetering.
4.a Versterken profiel	FSW	Community service learning/transdisciplinair	Facultaire ondersteuning voor opleidingen tbv uitrollen CSL/transdisciplinair onderwijs.	Dedicated facultaire netwerkcoordinator, iedere afdeling hefet een netwerkcoordinator, DURF wordt gevuld, stakeholersbijeenkomsten 2x per jaar. Nog te gaan: etalage careerplatform (blijkt technisch moeilijk), CT&L wordt ingezet voor ondersteuning bij transdisciplianir onderwijs	- Kerngroep beschikbaar om docenten te adviseren over transdisciplinair/CSL onderwijs mbv handleiding ontwikkelen transdisciplinair onderwijs. - Meet ups om kennis te delen. - Etalage op career platform. - Overleg netwerkcoordinatoren tbv effectieve samenwerking stakeholders buiten de VU.
4.b Interdisciplinair samenwerken	FSW	Interdisciplinair onderwijs	Nieuwe, up-to-date interdisciplinaire cursussen in jaar 2. Gezamenlijk leren hoe interdisciplinair onderwijs goed vorm te geven en uit te voeren.	SS4S cursussen zijn ontwikkeld. Worden bijgesteld na eerste run voor volgend jaar.	Voortdurende professionalisering mbt interdisciplinair onderwijs. In curricula enkele interdisciplinaire cursussen.
4.c Talentontwikkeling	FSW	Internationale afstudeerrichtingen	Versteviging internationale bachelors		Er zijn drie internationale bachelors tracks ontwikkeld en geïmplementeerd
5.b Ondersteuning innovatieve onderwijsvormen	FSW	Ondersteuning innovatief onderwijs, inclusief studylabs	Voortdurende kennisuitwisseling over tools en ontwerp online/blended onderwijs. Effectief gebruik van TestVision, Canvas en daaraan aangehangen tools.	Sterk Canvasteam dat helpt blended learning te implementeren en functionaliteiten TestVision te gebruiken. Eigen werkplaats blijft een probleem ivm ontbreken ruimte.	- Kleine 'werkplaats' waar docenten met een student at their desk kunnen experimenteren met online onderwijs; - Menskracht voor video editing.
6.b Ondersteuning innovatief lesgeven	FSW	Docentenprofessionalisering	Mogelijkheid voor docenten om zich te professionaliseren in didactische vaardigheden, voor hen nieuwe onderwijsconcepten, onderwijskundig leiderschap en nieuwe onderzoeksmethoden.	Veel educatieve lunches, onderwijsfestival, helaas een nogal random budget gekregen	Er is een levendige professionaliseringscultuur bij FSW.

4.4   Enrolment and study success

The growing student numbers of the past years, and in Corona times, have come to a standstill, not only in our faculty but also at other universities. This held for 2022-2023, and though student enrolments increased in 2023-2024, we still think that we need a greater market share to get a stable financial position. The review of our educational portfolio and the plans that are guided by the review are geared toward such sustainability. We intend to adapt our recruitment strategies and want to apply a wider variety of communication and marketing tools.

Tabel X: Overview of portfolio of FSS

FSW	2016/2017 def	2017/2018 def	2018/2019 def	2019/2020 def	2020/2021 def	2021/2022 def	2022/2023 def	2023/2024 plan	2024/2025 plan	2025/2026 plan	2026/2027 plan
Totaal aantal opleidingen	12	13	13	13	13	13	13	13	13	13	13
Aantal Engelstalige racks Bachelor	0	0	1	3	3	3	3	3	3	3	3
Aantal Engelstalige tracks Master	3	3	3	4	4	4	5	5	6	6	6

Tabel XX: First year enrollments, BSc, MSc and Premaster

OPLEIDING (INSTROOM BA en MA (EOI/1CHO) alleen hoofdinschrijvingen)	Landelijke opleiding	2015 aantal	2015 ontw. Aantal	2016 aantal	2016 ontw. Aantal	2017 aantal	2017 ontw. Aantal	2018 aantal	2018 ontw. Aantal	2019 aantal	2019 ontw. Aantal	2020 aantal	2020 ontw. Aantal	2021 aantal	2021 ontw. Aantal	2022 aantal	2022 ontw. Aantal	2023 ra aantal	2023 ontw. Aantal	2024 raming aantal	2024 ontw. Aantal	2025 raming aantal	2025 ontw. Aantal	2026 raming aantal	2026 ontw. Aantal
B Bestuurs- en Organisatiewetenschap	B Bestuurs- en Organisatiewetenschap	160	-58	142	-18	89	-53	110	21	113	3	153	40	145	-8	138	-7	85	-53	100	15	110	10	110	0
B Communicatiewetenschap	B Communicatiewetenschap	89	-8	69	-20	48	-21	48	0	88	40	100	12	109	9	109	0	109	0	110	1	110	0	110	0
B Culturele Antropologie en Ontwikkelingssociologie	B Culturele Antropologie en Ontwikkelingssociologie	43	4	33	-10	22	-11	65	43	88	23	72	-16	82	10	52	-30	47	-5	60	13	75	15	75	0
B Politicologie	B Politicologie	69	2	54	-15	47	-7	49	2	102	53	119	17	140	21	98	-42	120	22	130	10	130	0	130	0
B Sociologie	B Sociologie	21	-14	25	4	24	-1	24	0	34	10	56	22	59	3	51	-8	58	7	60	2	65	5	70	5
M Beleid, Communicatie en Organisatie	M Beleid, Communicatie en Organisatie	81	22	169	88	173	4	158	-15	189	31	158	-31	189	31	143	-46	146	3	155	9	175	20	175	0
M Culture, Organisation and Management	M Culture, Organization and Management	81		65	-16	64	-1	74	10	79	5	86	7	90	4	78	-12	100	22	110	10	110	0	110	0
M Bestuurskunde	M Bestuurskunde	81	15	109	28	103	-6	105	2	105	0	144	39	176	32	101	-75	109	8	130	21	130	0	130	0
M Communicatiewetenschap	M Communicatiewetenschap	176	33	145	-31	130	-15	132	2	104	-28	130	26	139	9	109	-30	116	7	125	9	125	0	125	0
M Political Science	M Political Science	32	-8	38	6	48	10	55	7	50	-5	80	30	127	47	83	-44	67	-16	75	8	75	0	75	0
M Social and Cultural Anthropology	M Social & Cultural Anthropology	27	27	36	9	24	-12	29	5	38	9	29	-9	30	1	27	-3	28	1	40	12	40	0	40	0
M Sociologie	M Sociologie	22	0	31	9	32	1	31	-1	38	7	48	10	41	-7	53	12	57	4	60	3	60	0	65	5
RM Societal Resilience	M Resma Societal resilience		0		0		0		0	7	7	15	8	14	-1	4	-10	16	12	30	14	30	0	30	0
PM Beleid, Communicatie en Organisatie	PM Beleid, Communicatie en Organisatie	106	-49	122	16	116	-6	123	7	113	-10	145	32	103	-42	95	-8	111	16	120	9	130	10	130	0
PM Bestuurskunde	PM Bestuurskunde	61	3	72	11	60	-12	72	12	59	-13	135	76	72	-63	59	-13	71	12	85	14	85	0	85	0
PM Culture Organization and Management	PM Culture, Organization and Management	21	-18	28	7	24	-4	32	8	36	4	35	-1	34	-1	21	-13	89	68	80	-9	80	0	80	0
PM Communicatiewetenschap	PM Communicatiewetenschap	114	-32	116	2	115	-1	82	-33	82	0	105	23	83	-22	72	-11	40	-32	60	20	65	5	70	5
PM Political Science	PM Political Science	2	-10	10	8	11	1	13	2	11	-2	25	14	25	0	26	1	30	4	30	0	30	0	30	0
PM Social and Cultural Anthropology	PM Social & Cultural Anthropology	25	4	11	-14	15	4	21	6	19	-2	14	-5	14	0	24	10	28	4	30	2	30	0	30	0
PM Sociologie	PM Sociologie	26	11	18	-8	18	0	19	1	22	3	27	5	35	8	34	-1	39	5	40	1	40	0	40	0
TOTAAL		1.237	-76	1.293	56	1.163	-130	1.242	79	1.377	135	1.676	299	1.707	31	1.376	-331	1.462	86	1.630	168	1.695	65	1.710	15

Some details with respect to enrollments:

- The BSc Sociology has been completely revised. This has resulted in higher student satisfaction, but enrollments can still be improved. We aim to adapt our marketing strategies for this programme.
- The Research Master Societal Resilience offers an attractive programme but does not attract sufficient students. Following recommendations of the site visit panel, the title of the program will be adapted for September 2024. Starting from October, we will market this programme under the new label Social Sciences for a Digital Society. The content and the recruitment strategy will be tweaked to this new label.
- 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 as one of the activities of the portfolio review.
- FSS faced a steep rise in international student numbers. In 2021-2022, approx. 216 international students participated in our programmes but the envisioned policy changes on national level may impact heavily on the influx of international bachelor students. We value the influx of international students. It contributes to our mixed classroom pedagogy, FSS wants to prepare both Dutch and international students for the international demands of the job market. Therefore, we aim to implement projects with universities abroad. Alongside internationalization, a full cultural experience also covers being able to understand and speak some Dutch. We therefore continue with our policy to encourage international students to learn Dutch, at least on basic level.

Completion rates and study success

- As previously indicated, some programmes within FSS are considering a reevaluation of the thesis. While our students' academic abilities are highly valued, there is a growing recognition that a thesis of 24 or 18 EC does not correspond with the demands of the labour market. Additionally, study success is highly determined by completion of the thesis. We have therefore decided to initiate discussions about alternative methods of assessing academic skills that better mirror the tasks that students will encounter on the labour market.

4.5   Education quality

NSE
The NSE results of 2023 were good overall and sometimes outstanding. Compared with other faculties, FSS received the highest level of student satisfaction for academic skills. The BSc Sociology received prominent levels of student satisfaction, including labor market skills. We interpret this as a reinforcement for our choice to implement more transdisciplinary education. Regarding the master programmes, we see that satisfaction of students of the master Culture, Organization and Management is high. We discussed the findings in the programme director's meetings to distill the keys to success. Often small programmes get higher student satisfaction rates, but in our faculty small ones turn out not to be a guarantee of success.

Midterms and accreditation
As mentioned above, five FSS programmes had been reaccredited in 2023. The site visits and its preparations were informative and gave energy and most importantly yielded positive results. The masters Beleid, Communicatie and Organisatie and Culture, Organization and Management organized a midterm review, again with positive results and valuable recommendations for improvement or rethinking educational choices. In 2024, only two midterms are scheduled: one for the bachelor and master Communication Science and a midterm for the bachelor Cultural Anthropology and Development Sociology and the master Social Cultural Anthropology.

Quality of Staff
- FSS has at least 3 teachers waiting to get a place in an SKO-course.
- We strive to get more teachers assessed for English language proficiency; 54% of all FSS teachers are currently assessed either by EAC or the Taalcentrum at level C1 or higher.
- FSS implemented workshops with a wide range of topics in relation to online teaching and Chat GPT. In addition to this, our dedicated LEARN! educational advisor organized workshops and lunches for course development. In 2024, FSS will continue to organize education lunches about topics such as authentic assessment, educational use of Chat GPT, interdisciplinary teaching, stakeholders' management, and the design of transdisciplinary education. Moreover, we want to provide intervision sessions for new teachers at department level.
- The FSS blended learning team is still a driving force for innovations that aim to make education active and blended. The team started to approach teachers proactively, considering the results of evaluations. This approach is successful and meets with enthusiasm. The team presents good practices monthly, both in the FSS newsletter and on the website, with the offer to get a friend if a teacher wants to follow up on a specific innovation.
- There is continuous support for teachers to improve the use of Canvas, TestVision and the implementation of active and blended learning available for teachers. Teachers can reach out by chat and e-mail and get the same day or shortly after messaging an appointment.

Appendix 5. Research and Societal Impact

The Faculty of Social Sciences aims to play a leading role nationally in social impact and innovation. Becoming a leader in impact will create a balance between rigorous and relevant social sciences, lead to diversified streams of income and create a global reputation focusing on social sciences for and with society, thus being attractive for young talent that cares. This ambition requires a persistent and ambitious execution of existing parts of the multi-annual plan 2020-2025 with regards to research, impact and reputation both with and for society.

For 2024 and beyond, this means execution in four areas:

1. After having revised the research architecture of the faculty to include valorisation and societal impact, the senior impact officer spearheads all operations on valorisation and impact.

2. The new research and impact structure is used to display the quality of our research and co-create its impact. Visibility is key to further development and advancement of our research. The focus of 2024 will be to 1) strengthen the reputation of FSW researchers, their projects and societal impact; 2) engage in mission-oriented research to tackle grand societal challenges; 3) gain public visibility, policy impact, co-creation and citizen science, and social innovation; 4) display academic integrity.

3. The Incentive- and Starter grants (Stimulerings- en Startersbeurzen) are being invested in line with its ambitions. We evaluated the inaugural rounds of Starter and Incentive grants (Ex-post grants, Ex-ante, and internationalization grants) and will implement its lessons learned in the next round of 2024. This sustained support will enable our scholars to embark on ambitious research endeavours and contribute to the enrichment of our academic community. 2024 will be a year that the effects of the allocation of *Sectormiddelen* as well as the Starter and Incentive grants will bear fruit.

4. Our funding opportunities are widened, and the research (funding) support structure strengthened. We see a steady increase in research grants and contract research of which fte's on research grants doubled, and fte's on contract research increased with 37% (compared to 2017). However, looking forward to '25 and '26 several major grants will conclude. Hence, in 2024, we maintain a significant focus on acquiring new projects to replace the larger ones and diversifying the sources of income.

SEP table E3: Funding *(former SEP table D3c)*

Faculty of Social Sciences	2017		2018		2019		2020		2021		2022	
	Fte	%	Fte	%	Fte	%	Fte	%	Fte	%	Fte	%
Direct funding (1)	33.88	48%	35.14	44%	32.29	41%	31.97	36%	33.16	35%	31.77	34%
Research grants (2)	20.04	29%	28.85	36%	29.08	37%	32.30	36%	37.29	40%	39.09	42%
Contract research (3)	15.85	23%	15.79	20%	17.79	22%	25.57	28%	23.04	25%	21.84	24%
Total funding	**69.77**	**100%**	**79.78**	**100%**	**79.16**	**100%**	**89.84**	**100%**	**93.49**	**100%**	**92.70**	**100%**

The possibilities to showcase our societal impact by a FSW societal impact dashboard will give a renewed focus in 2024 on:
- Diversifying streams of income while consolidating 1G/2G, reinforce 3G funding and developing 4G funding opportunities (in cooperation with DURF);
- Professionalizing the external FSW relation management as well as the internal hub-and-spoke relationships with IXA-GO, project control, UB/RDS, legal;
- improve information structures by simplifying and clarifying processes;
- further strengthening our support for research and impact by structuring support to the R&I labs and disciplinary research programs.

Our ambitions for 2025 translated to a few quantitative indicators:

Table 11. Ambitions Research indicators

	Onderzoeksindicatoren	Definities
1	Aantal promoties	Aantal succesvolle promoties in 1 kalenderjaar
2	Aantal ingediende voorstellen/nieuwe toekenningen Vernieuwingsimpuls	Het aantal VI-subsidies dat is toegekend in het rapportagejaar (*Open Competitie aantallen toegevoegd*)
3	Aantal ingediende voorstellen/nieuwe toekenningen ERC's	Ibid.
4	Aantal nieuwe voorstellen/nieuwe toekenningen Marie Curie	Ibid.
5	Participatie H2020 (k€)	De omvang van de aan de faculteit toegekende middelen van een H2020 project
6	Omvang baten 2de geldstroomonderzoek (M€)	Totale omvang facultaire baten 2de geldstroom onderzoek
7	Omvang baten 3de gelstroomonderzoek (M€)	Idem 3de geldstroom onderzoek

	Onderzoeksindicatoren	Real 2018	Real 2019	Real 2020	Real 2021	Real 2022	Progn 2023	Plan 2024		Ambitie 2026
1	Aantal promoties	23	15	29	10	19	17	18		
2a.	Aantal ingediende voorstellen Vernieuwingsimpuls +Open Competitie					15+2	11+9	20		
2b.	Aantal nieuwe toekenningen Vernieuwingsimpuls + Open Com	3	2	1	0	4+2	2+5	8		
3a.	Aantal ingediende voorstellen ERC's					2	5	5		
3b.	Aantal nieuwe toekenningen ERC's	1	2	1	0	0	1	3		
4a.	Aantal ingediende voorstellen Marie Curie					1	2	2		
4b.	Aantal nieuwe toekenningen Marie Curie	2	2	0	1	1	1	1		
5	Participatie H2020 (k€) (excl ERC en excl Marie Curie)	265	138	422	1040					
6	Omvang baten 2de geldstroomonderzoek (M€)	1.7	2.0	1.7	2.4					
7	Omvang baten 3de gelstroomonderzoek (M€)	2.4	3.2	3.9	4.2					

	Valorisatie en Impact	Real 2018	Real 2019	Real 2020	Real 2021	Real 2022	Progn 2023	Plan 2024		Ambitie 2026
1										
2										
3										

5.1. Quality

All programs were externally assessed in 2019/2020. These audits reconfirmed the quality of our research, both in academia and in society. In fact, s*ocietal relevance was repeatedly emphasized as a unique strength of social sciences at the VU. But FSW 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.* We took 2023 to assess our disciplinary research programs with **lightweight midterm reviews**. Lightweight because we revised the research architecture to include for valorisation and societal impact, and the new funding is coming into effect. These midterms inform us on the strategic steps to take to guarantee the viability of our research, i.e., by maintaining and achieving a stable increase of our research budget (1G, 2G, 3G and 4G), creating an inspiring cross pollination between rigorous and relevant social sciences for and with society spearheaded by the R&I labs, and making our societal impact more visible to ourselves and the outside world. In doing so, we aim to establish a worldwide reputation as social scientists that contribute to a better world and planet that will be attractive to young talent.

Research Integrity
At FSW we believe that scientific excellence cannot be attained without research integrity. We therefore designated 2023 the year of research integrity. In 2023, we identified the following four main themes for research integrity in the faculty:
- Transparency & Data Management
- Ethics & Managing conflicts of interest
- Knowledge security
- Social Safety and Inclusion

With these themes in mind, we identify the following priorities for 2024:

- **Data Management for Impact.** The principles of Open Science hold the promise to increase the impact of research by making methods and results more widely available. However, in Social Sciences this is often hampered by the need to protect the privacy of our respondents. Building on discussions we had in 2023 throughout the faculty, we will invite experts in data (re-)use to the faculty to discuss what data management strategies we can follow to increase the benefits to society from our research, while still respecting the interests of our respondents. These experts will comprise people from funders, experts in knowledge co-creation and scholars.
- **Streamlining ethics procedures:** On the topic of ethics, one key aim of the faculty is to streamline procedures around identifying ethics issues and conflicts of interest. We will work together with the University Library to develop new tools that integrate the various tasks required of researchers, with aim of decreasing the workload of researchers.
- **Knowledge security** We expect 2024 to be a dynamic year with respect to the topic of knowledge security. We aim for (1) increasing awareness, (2) including a *kennisveiligheid* module in the FSW ethics self-check, and (3) including a *kennisveiligheid* module enrollment GSSS. As a faculty with considerable academic expertise on the topic of organizational risk management, we will contribute extensively to the creation and implementation of policies on this topic. (See Appendix 9 for action on raising awareness)

5.2. Impact

As described in the introduction, the faculty aims to become a leader in the Netherlands in social impact and innovation and an innovator in the social sciences for external financing. To achieve the societal impact strategy's ambitions in 2024, we will roll out 3 main courses of action:

1. Diversification of external money streams:
   - Increase number of applications with 15% (FSW 2022: 41 applications), improve quality of application's impact sections and broaden range of 3G applications;
   - Develop collaboration between R&I labs and the social enterprise sector with IXA, DURF and Enterprise NL;
   - Explore/ experiment with acquisition of 4GS funding by developing 4G pilot projects, and by setting up the required 4G infrastructure in joint effort with R&I labs, DURF and VU fund.

2. Improve media-, social innovation-, and policy-impact
   - Media:
     a) developing an FSW/ R&I lab communication & media strategy,
     b) showcase R&I lab (social) media activities, increase awareness and visibility of current media impact.
   - Social Innovation:
     a) implementing the 2023 - 2026 plans with the Research & Impact labs to facilitate and highlight citizen science and co-creation,
     b) including/ aligning FSW department's efforts on stakeholder engagement (both in research & Education),
     c) Aligning R&I lab impact activities with VU and external impact ecosystem
   - Policy:
     a) systematic searching of policy- and research agendas on government levels,
     b) showcasing R&I labs, increasing awareness and visibility of current policy impact.

3. Improve visibility of current and new impact activities
   - Refining validated societal impact indicators and automated data collection for the FSW societal impact dashboard
   - Working out/ implementing the FSW societal impact dashboard.

5.3. Collaborations within the VU ecosystem

In its aim to become a leader in social impact, FSW 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 profile theme Governance for Society.

Talma Institute
In 2024, the Talma Institute's goals are to enhance existing partnerships, broaden its scope, and bolster its presence. Details below:
- Talma aims to enhance its profile as a healthcare research institute. This involves widening its outreach through valuable products and activities for practitioners and policymakers. Leveraging prior success, the Institute will expand valorization efforts in 2024.
- The Institute plans to amplify its healthcare research talent in FSW and SBE faculties. It envisions Talma as a pivotal hub for FSW healthcare researchers, with ongoing conversations among department heads and the Faculty Board.
- The Institute is exploring further collaboration with the VU School of Governance, building on prior connections between FSW, SBE, and the Faculty of Law. Prospects like an MBA in Health Care Management, with Talma researchers contributing, will also be considered to pursue.
- The Talma Institute will continue to extend its partnership with Zorgverzekeraars Nederland (ZN). ZN's board has greenlit an extension through 2023-2027, with a budget of around €2.2 million.
- Efforts to secure external funding will intensify. The Institute will engage in acquisition activities to attract support from municipal bodies, healthcare organizations, and associations like the VNG. Talma will pursue both short-term, focused projects as well as larger-scale partnerships to attract multi-annual consortia funding such as from ZonMW, NWO, and the Ministry of Health. That this strategy is successful is demonstrated by the recently received HORIZON grant of about €6 million (of which approximately €800K for Talma-researchers).

Profile theme **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 (FSW), 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 2024 the GfS-figureheads will:
- develop a podcast series (professionally supported) and organize three annual GfS events in Pakhuis de Zwijger (for previous events see 'Stad in Spagaat', 'Polderpraat', and recently 'Meetmaatschappij')
- Set up an event series with Rialto in terms of future proof science communication, in which academics, students and citizens (constituencies from Rialto) are invited for topical sessions with film/documentary and panell discussions.
- each invite a Visiting Fellow (a top foreign scientist on the GfS theme), to spend a period of time at the VU.
- In joint effort with DURF, we strive for collaboration between R&I labs of the faculty and labs within other GfS faculties.

VU-UT Coalition Creating Secure Societies
In 2022 a choice was made by the VU-UT coalition Centre for secure Societies (CSS) to jointly focus on police as a preferred partner and herewith the field of research. Both the UT and VU 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. We adapted, strengthened our strategic proposition, and installed a strategic advisory board with Chief Police Amsterdam & East Netherlands, and representatives of the Police Academy, and Ministry of Law & Security

In 2024 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
- Conduct 2/3 of its planned staff exchanges and appoint a double professorship.
- Apply for four seedmoney projects
- Elaborate plans for combined Education (LLO, Minor, Master)

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

5.4. Research by PhD-candidates

In 2024, the Graduate School of Social Sciences (GSSS) will make progress in the following areas:
- Completion times vary considerably, and average completion time is too high. The reduction in PhD delays remains therefore a priority of the Graduate School. Given the complex interplaying factors that contribute to delays, and which can vary from project to project, addressing this issue requires a long-term, consistent effort. FSW and the GSSS have already designed and im-plemented a few measures with a view to reducing completion delays and we will continue our efforts in this respect on a par with monitoring the effect of already implemented measures.
- The quality of the supervisory relationship is crucial to a successful PhD trajectory and ensuring sufficient time available for supervision is of utmost importance in this regard. We aim to facilitate super-visors bet-ter in terms of time by more adequately reflecting the task in the faculty task allocation model. At this stage, only a fourth of the total time that should be allocated for supervision is compensated in the TNM. In the coming year, we aim to work towards assessing how this situation can be improved and what scenarios are sustainable to develop a workable solution in the longer term.
- Reduce administrative burdens – simplify and streamline forms and procedures. The GSSS has over the past few years implemented thorough procedures. As a next step, we will do an inventory to better tailor, target and simplify some of our processes to ensure they do not become overly burdensome and bureaucratized.

PhD trustee
Our faculty has a PhD trustee, who works independently of the GSSS. In addition to this, the position of PhD advisor is fulfilled by the two program managers of the GSSS, who jointly carry out this role, in addition to their program manager tasks.
https://vu.nl/en/employee/research-support/phd-candidate-advisor#FSW
In terms of time available on this role, we have estimated that +/- 280 hours per year in total are spent by the two program managers specifically on PhD advisor tasks.

In terms of initial findings, we consider the PhD advisor fulfills an especially important role within the GSSS. This role has been in place at FSW for many years already. Our experience shows that in addition to intake, half-way assessment and exit talks, it is beneficial to have check-in talks with PhD candidates every year, but more resources are needed to be able to undertake structured annual talks. It is hoped the recent hiring of new GSSS staff, which expands our capacity somewhat, will allow us to commence to implement annual talks for FSW PhDs on a structural basis.

How many promotions are expected in 2024?
We can only provide an estimate at this stage, also based on previous years. Information registered in Hora Finita indicates 13 projects have an end date of 2024. Given delays, it is likely not all of these projects will materialize in 2024 graduations, while some PhDs projects with end dates in 2023 (and earlier) will spill over and graduate in 2024.
Looking at past numbers, we see the three-year moving average is between 19 and 26 defended projects in the years 2009-2022 (18 defended projects yearly on average in the past 4 years, 2019-2022, albeit with quite some fluctuation: 10 defended in 2021 while 19 defended in 2022) (Report GSSS 2017-2023).
For 2023, the latest numbers registered at the end of July this year indicate 17 PhD projects so far have either graduated (10) in 2023 or are pending defense having been approved by the supervisor and/or also the committee (7).
It is reasonable **to project 18 expected promotions for 2024** as a realistic estimate.

Appendix 6. Human Resources

Table 14. Human Resources Priorities

HR priorities at FSS	Why?	Expected results in 2024
Workload 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 still not sustainable.	• Implementation of changes (E&W) in the career policy (WPs) • Increase in FTEs WPs, with improved recruitment procedures for replacements in starter and incentive grants • Negotiating a revision of the cadence of the academic year (together with VU) • 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.	• Improving the long-term workforce planning process of the departments • More permanent positions for Docenten
Social safety	Building a safe environment is a key condition to achieve FSS's strategic ambitions.	• 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
Recognize and Reward	During the past years FSS eliminated the tenure-track option and discussed a new career model aligned with the E&W policy of the University. The new model, focused on UD-UHD-HL needs to be implemented during 2024. The discussion was extended in 2023 also to Docenten and needs to be extended in 2024 to OBPs.	• New career model implemented and linked to other HR models (specifically recruitment and performance evaluation) • Implementation of E&W policy for Docenten and initiation of E&W discussions for OPBs
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 during 2023	• Study on gender pay-gap implemented (together with HRM) • Gender balance in senior academic positions improved

HR priorities at FSS	Why?	Expected results in 2024
	discussed actions with DO (inclusive teams project) and HRM (gender pay-gap).	• 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 2024 (e.g., courses in Leadership and Management Skills, Social Safety, Inclusive Leadership, Personal Leadership, and individual coaching).	• 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.	• 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. We have noticed a change in how staff use 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).	• 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 • Next step in Digital@VU with the digital champions
Sustainable travel policy	During the last years FSW developed a sustainability policy that includes a policy for sustainable travel aligned with the University. A communication campaign was implemented. There is the need to develop and control concrete indicators/measures.	• Together with sustainability officer develop concrete measures and control mechanisms.

Appendix 7. Risk management

7.1 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. If the program changes too drastically, the market share could further decline instead of increase. The national discussion on (de-)internationalization will provide an important context for our decisions.
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 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.

7.2   Inventory and analysis of the main risks

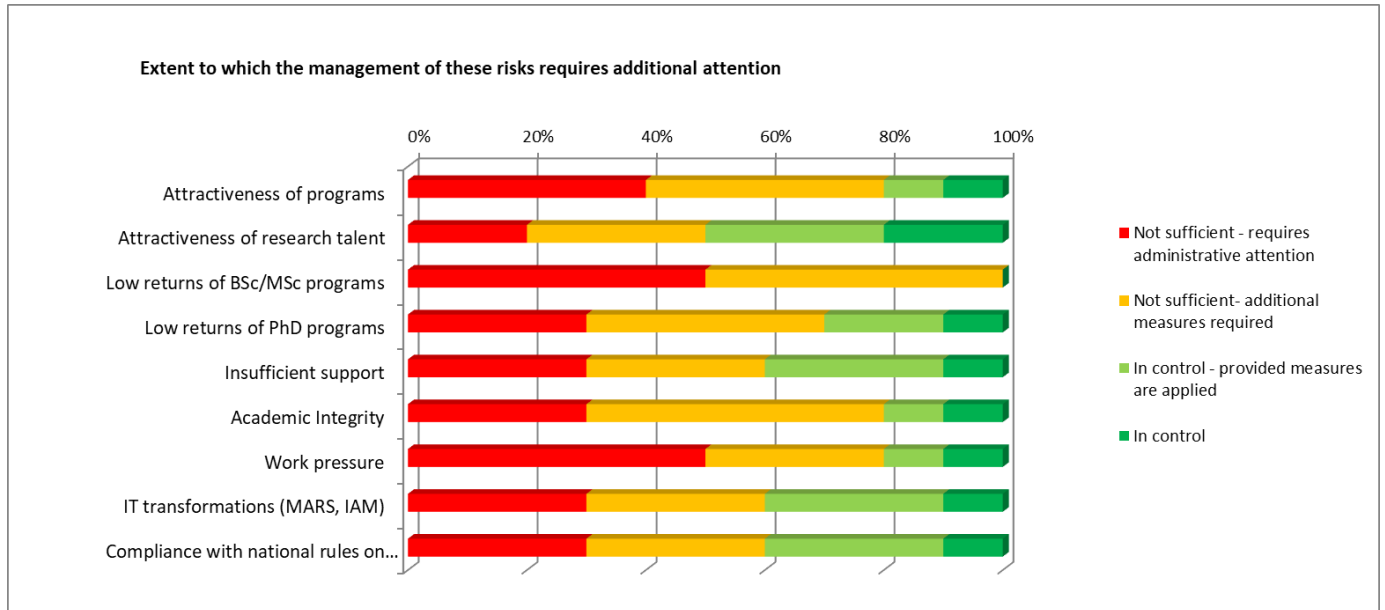**RISK OVERVIEW TABLE.** *Described in terms of (a) causes -> (b) possible event -> (c) consequence*

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; Consequences of national decisions regarding internationalization.**	Student enrollment declined for 22/23 and may decline further with underperforming recruitment efforts. FSS conducted a portfolio review, but subsequent actions may not be enough to bring student enrollment up in the short-term. National decisions are likely to have a significant impact on the enrollment of international bachelor students.	Decline in student enrollment, decline in revenue, cuts in staff.	→	The risk remains serious. Communication- and marketing has been insufficient and needs to rapidly increase in quality and intensity.	Moderate to High	– Extra effort on recruitment, including own campaign, videos and improving open days and information; updating study websites. – Implement measures derived from the portfolio review	Future Proof Education
2	Strategic	**Attractiveness for research talent**	As a result of a heavy teaching workload, declining of untied 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.	Moderate	– Implementation of the research and innovation labs. – Reinforced support to scientists when applying for grants. – Improved strategic talent management. – 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 Reward
3	Strategic	**Low returns in some 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. The yields may drop, reinforcing the problems.	Low	- SVM finance a project to improve thesis supervision. - Monitoring with Student Analytics, more active learning and better perception of the program. - Improving connection with labor market 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	- 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	Strategic	**Lack of compliance with national rules for information security, privacy and knowledge safety**	Needs of compliance with complicated frameworks have been increasing, while the staff capacity and expertise does not match the requirements.	The reputation of the faculty and University can be damaged, fines may apply.	➡	The risk is reinforced by the lack of integration of the different University frameworks.	Moderate	- Change management campaigns. - Work with the central services to ensure sufficient expertise to support the faculty.	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. High turnover (of seniors) in Project Control; HR support still not sufficient; C&M is reorganizing to provide support for strategic communication (research). FCO and IT are still not fully coordinated in issues related to hybrid working.	Moderate	– FSW and services are trying to find ways of improving relationships in consultation with each other. – FSW is hiring extra support staff in the faculty, to mitigate lack of resources (e.g. C&M, 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 feeling 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	- 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 operations, creating extra manual work, errors, lack of information, and increasing stress among employees.	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 damaged by the lack of reliable information on VUweb.	→	After the interventions of the CvB, the problems are known and there is a planning on how to address them. However, the problems are still there and the need for extra administrative work has not been reduced.	Low	- The faculty is informed of the planned improvements and is involved in the organizational transformation. - Additional resources were deployed to reduce the pressure coming from the extra adm work.	Flexible and agile organization

7.3 Risk graphic

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

Extent to which the management of these risks requires additional attention

Risk categories (top to bottom):
- Attractiveness of programs
- Attractiveness of research talent
- Low returns of BSc/MSc programs
- Low returns of PhD programs
- Insufficient support
- Academic Integrity
- Work pressure
- IT transformations (MARS, IAM)
- Compliance with national rules on…

Legend:
- Not sufficient - requires administrative attention
- Not sufficient- additional measures required
- In control - provided measures are applied
- In control

Appendix 8. Privacy

8.1 VU-wide privacy priorities

Priorities VU-wide			
Subject	**Current situation**	**Goal and actions 2024**	**Progress priorities**
Accuracy and completeness of processing register *(PrivacyPerfect and DMPonline)*	The faculty has included in the policy that every researcher must prepare a data management plan (DMP). The databases (of both PrivacyPerfect and DMPonline) are filled but one drawback is that we do not have a view on whether they are really complete because sometimes developments take place at the individual level that we are not aware of. In addition, different templates are used for DMP. At the moment, the focus is mainly on whether a DMP has been set up and less strict control is given to the template used.	Every researcher needs to prepare a DMP.	
Privacy Awareness	- The document 'Privacy for new employees' is discussed in an AHO meeting. - Within FSW, it is known who the privacy champions are. If there are questions regarding privacy, privacy champions are contacted.	Every employee is aware of the privacy rules and knows who to contact for privacy questions (ongoing goal).	
Occupation privacy champions	There are two privacy champions: 1) for research (the data-steward) 2) for education (someone from the faculty office).	-	
Understanding and controlling collaborations and suppliers. How is your overview regarding the sharing of personal data with external parties. For example, in research consortia.	For education: if there is a collaboration with external parties, the VU Lawyers are consulted. For research: in the early stages of a collaboration, the privacy champion is actively involved and agreements are discussed. There is less visibility on what happens during implementation.	Monitoring via grands office to see if everything is going well	

8.2 Concrete improvement plans

Priorities FSS 2024			
A. **Concrete improvement actions**	**B.** **Priorities and objectives for 2024**	**C.** **Priorities ready per:**	**D.** **Progress priorities**
Priority 1: create more awareness of the template to be used for DMPonline.	Through the departmental meetings, the department's attention is raised on this so the correct template is used.	31/12/24	
Priority 2: check if the database of privacy perfect for education is complete on faculty level.	Going through the privacy perfect database for education to see if it is complete.	31/12/24	
Priority 3: collaborate with the library to make the steps in DMPonline and the ethical self-check easier.	Ensuring that all steps are properly completed/facilitated and that there is better visibility of what is happening.	01/07/24	

Appendix 9. Knowledge Security

Subject	Current situation	Actions to raise awareness
Awareness of the legal framework: - EU or UN sanctions list - Dual use regulation (mn beta related)	Current staff members are aware but do not necessarily agree to the policy, so workshops and more communication is needed.	• Implement yearly workshop conducted by the central KS team • Include policy in the onboarding package to deliver to new employees
Aware about cooperation with high-risk countries	Current staff members are aware but do not necessarily agree to the policy, so workshops and more communication is needed.	• Include question(s) in the ethical assessment forms
Understanding and control of international collaborations within the unit.	There is no organized information in the systems about international collaborations, all data has to be gathered by hand.	• Work with information management project to have extensive data on international collaborations