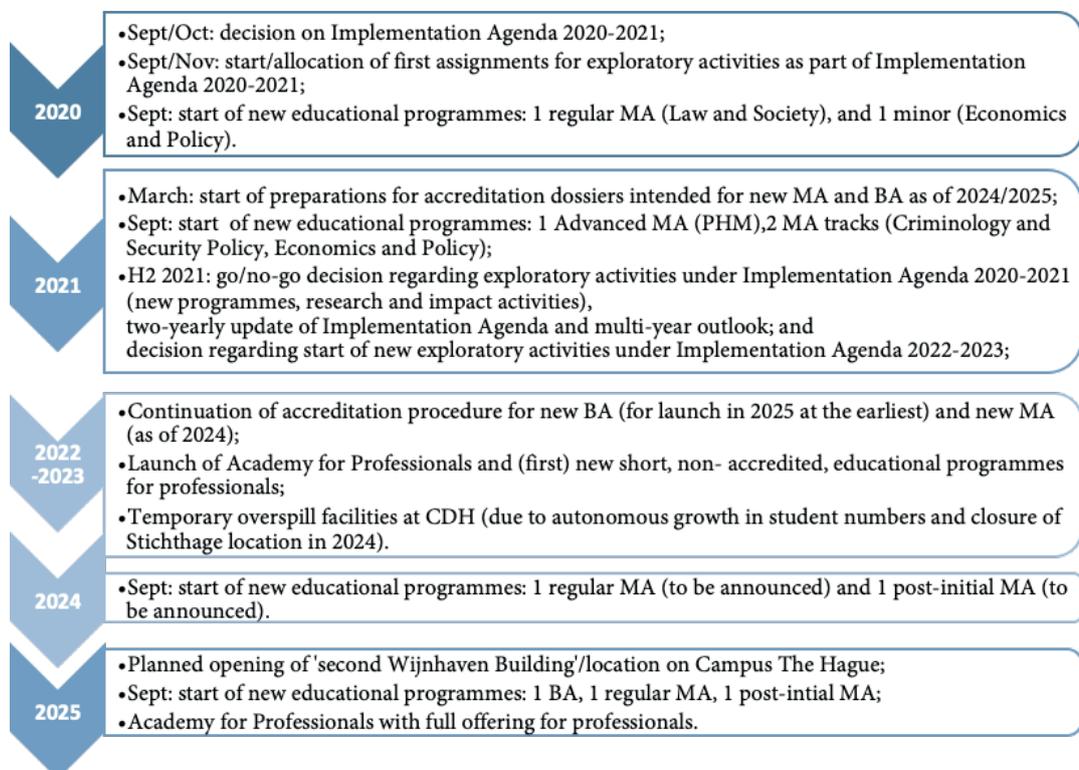




## **Implementation Agenda 2020-2021 and multi-year outlook for the Strategy for Campus The Hague of Leiden University 2020-2030**

The Strategy for Campus The Hague 2020-2030, as discussed by various bodies at Leiden University, requires further detailing and substantiation in terms of content, provisions and financial and organisational aspects. Since the summer of 2019, intensive discussions have been held both inside and outside the university to examine which plans are possible and feasible, and exploratory activities have already begun. Based on the strategy selected for Campus The Hague for the period 2020-2030, the deans, faculty boards and directors of study of the institutes of Leiden University have been exploring the substantive options for the implementation of this strategy in relation to education, research and valorisation. Following those discussions, this document sets out the proposals for the *Implementation Agenda 2020-2021* and also outlines the action points for subsequent phases (*Multi-Year Implementation Agenda*). It also includes proposals regarding which exploratory activities with respect to subsequent years will be carried out in 2020. The COVID19 crisis has led to a delay in the publication of this Implementation Agenda. Priority action points have been included (in order of priority) under the title of *Implementation Agenda 2020-2021*. This agenda will be updated every two years and submitted to the Executive Board and the Management Board for approval with respect to the activities planned for the next two years. Where necessary, the texts relating to the strategy for Campus The Hague 2020-2030 have been amended to include the latest insights regarding the priorities and choices for implementation. The figure below shows the timeline for follow-up actions in the next few years.



The implementation agenda was drawn up largely before the COVID-19 crisis struck the Netherlands. The pandemic will undoubtedly have an impact on the strategy and its implementation. Some activities will take longer than planned, there will be more focus on online education and research, and in particular careful consideration will need to be given to whether

and to what extent in-person meetings are necessary and appropriate. The implementation of this strategy will follow the transition of Leiden University towards a blended or hybrid university. Consequently – certainly as far as this implementation agenda is concerned – a certain degree of flexibility will be required so that the implementation process can be modified in light of the latest developments.

This implementation agenda states which concrete actions will be developed in the next eighteen months. In many cases, that means that exploratory discussions will be held with individual faculties in order to examine whether the ideas and plans made can still be put into effect. As a result of the COVID19 crisis, it has not been possible to discuss and plan every concrete action. Implementation will, of course, always occur in consultation with the individual faculties involved. The implementation agenda sets out the concrete actions insofar as these can be foreseen at the present time. These actions will be implemented after the summer of 2020, which means that certain proposed products may be subject to change, whether in terms of content or in some other way. Naturally, any changes will be fully detailed and accounted for. This level of organisational flexibility is also necessary in order to respond and adapt to the consequences of the COVID19 crisis. Staff members and board members have – and will continue to have – their hands full dealing with the consequences of the pandemic, meaning that time will not always be available for the required exploratory activities and planning in relation to this strategy.

This document is designed to complement the strategy document and it provides details on:

- Content (education, research & impact) > see sections 1. Bachelor's, 2. Regular Master's, 3. Post-initial Master's, 4. Academy for Professionals, 5. Research, 6. Impact & City, 7. Collaboration with external parties;
- Facilities > see section 8: Facilities and financial expansion; and
- Governance > see section 9: Governance for Campus The Hague and organisational financing.

By carrying out the joint activities set out in the *Implementation Agenda 2020-2021* (see sections 1 to 7 for details), we will be taking the first step towards the further elaboration of the Strategy for Campus The Hague. This relates to the intended broadening and deepening of a number of sub-themes and perspectives for the next decade in relation to the thematic clusters for Campus The Hague. Within this process, the focus of activities in The Hague will be on strengthening interdisciplinary education and research as part of the SSH and on the connection with other faculties.

The overarching priorities will include:

Connections between the two Leiden University campuses in Leiden and The Hague will be a constant priority as these plans are implemented. Leiden University is one university in two cities, and this approach must apply to activities in both Leiden and The Hague. The links between Leiden and The Hague will be strengthened in the coming years. The exploratory activities set out in this implementation agenda will include constant checks on how new activities in The Hague relate to activities in Leiden.

Because the mobility of both students and staff between the two cities is essential, best practices with regard to mobility will be an integral part of the implementation of these plans. The experience that has now been acquired through the LDE partnership between Leiden University, Delft University of Technology and Erasmus University Rotterdam (the joint LDE programmes and the LDE centres) can serve as an example in this respect, as well as The Hague University of Applied Sciences (HUAS) with its locations across the province of Zuid-Holland.

All activities that Leiden University undertakes in The Hague will be subject to the same university policy on sustainability. The university has set out its sustainability ambitions in the 2016-2020 Environmental Policy Plan, which reflect the university's responsibility with regard to the wider society. A vision document for sustainability for the year 2030 is currently being drafted. That vision document will be finalised in mid-2021. All parties with a role to play in this area will be consulted. Once adopted, the new vision document for sustainability will form an integral part of the new strategic plan. The policy will be implemented on all campuses in Leiden, the LBSP and

in The Hague. Sustainability has already been integrated into the plans for Campus The Hague as an interdisciplinary theme. Further options for incorporating this theme into the portfolio and/or elective courses within degree programmes will be explored with the relevant parties from Campus The Hague.

A financial calculation will be made with respect to preliminary funding for the new programmes to be established. In October of this year, when the implementation of the strategy got underway, the first exploratory activities were begun with respect to the feasibility and desirability of the ideas for new programmes included in the Implementation Agenda 2020-2021. For 2020-2021, this involves the ideas of developing one minor, one bachelor's programme, three regular master's programmes and three post-initial master's programmes, partly in collaboration with LDE. The Faculty of Governance and Global Affairs (FGGA) is involved in four of the eight proposals, often alongside other faculties. One aspect of these activities is to explore the criterion for 'Financial and organisational feasibility', which will also include questions regarding the availability of funding for development and start-up, including possible external funding/grants. This is expected to yield a better insight into the feasibility of pre-funding for the faculties' ideas concerning new courses and programmes. Naturally, a realistic personnel policy that is compliant with the collective labour agreement will also be a requirement, within the financial parameters that are set. This will include taking into account the concerns expressed by the University Council regarding a number of existing bottlenecks in The Hague with respect to issues such as workload, temporary appointments and a lack of research time.

Based on the results of these exploratory activities, a go/no-go decision is envisaged for the second half of 2021, which will involve a consideration regarding which of these programmes will be developed further. The next step will be to draw up a macro-efficiency dossier and begin the accreditation procedure. It cannot be assumed, therefore, that the courses or programmes currently being explored will necessarily all turn out to be feasible and/or desirable in terms of content and funding.

The exploratory activities beginning in 2020-2021 will result in the timely exploration and completion of accreditation procedures based on the start date for the first new master's programmes (yet to be confirmed) in 2024 (one regular and one post-initial master's), as well as the start of an initial new bachelor's programme in 2025. This is consistent with the principles applied for the growth estimates for the Accommodation Business Case for Campus The Hague.

The ultimate means by which to keep the growth in the number of students manageable and guarantee the quality of education and research will be to set a temporary maximum capacity for a given study programme in the event of very rapid growth.

It is important that the ambitions and objectives formulated are monitored adequately. During the implementation phase, further plans will be made for monitoring with respect to each (sub)project.

The appendices to this document include a table showing a summary of the short-term actions (*Implementation Agenda 2020-2021*) with regard to prioritising (new) initiatives in the field of education, research and impact & city. The appendices also include an overview of the distribution across faculties and institutes (including the intended contractors) of the initiatives in the *Implementation Agenda 2020-2021* in the areas of education, research and impact. The aim is to ensure good distribution across faculties and institutes (and people), partly in order to distribute the associated workload as evenly as possible.

The estimated growth in student numbers associated with these ambitions, as included in the strategy, is as follows:

**Table: Reference projection and growth scenario up to 2030 - education**

Number of students, CDH reference estimate	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Bachelor's (BA)	4,687	5,038	5,300	5,479	5,554	5,622	5,599	5,577	5,567	5,565	5,523	5,488
Master's (MA)	1,252	1,331	1,419	1,526	1,613	1,670	1,681	1,685	1,685	1,685	1,683	1,680
<b>Total*</b>	<b>5,939</b>	<b>6,369</b>	<b>6,719</b>	<b>7,006</b>	<b>7,167</b>	<b>7,292</b>	<b>7,280</b>	<b>7,262</b>	<b>7,252</b>	<b>7,250</b>	<b>7,206</b>	<b>7,168</b>
Growth scenario - funded education		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
2 new BAs (starting 2025 and 2028); intake of 200 students per BA						0	200	350	500	700	850	1,000
1 new (initial) MA per year (from 2024), intake of 100 students per MA (1 year)						100	250	400	550	700	850	1,000
<b>Total growth in BA and MA</b>						<b>100</b>	<b>450</b>	<b>750</b>	<b>1,550</b>	<b>1,400</b>	<b>1,700</b>	<b>2,000</b>
Number of students, CDH including growth	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Total</b>	<b>5,939</b>	<b>6,369</b>	<b>6,719</b>	<b>7,006</b>	<b>7,167</b>	<b>7,392</b>	<b>7,730</b>	<b>8,012</b>	<b>8,802</b>	<b>8,650</b>	<b>8,906</b>	<b>9,168</b>
Number of participants CDH Growth scenario - non-funded education	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Academy for Professionals (excluding MA)**				40	80	120	480	480	480	480	480	480
1 new (initial) MA per year (from 2024), intake of 50 students per MA (1 year)						50	100	150	200	250	300	350

\* According to the models provided by the faculties (in February 2020) for the most recent Framework Document 2021-2024.

\*\* The starting point for the Academy for Professionals is a growth model that increases towards 24 courses per year, of 10 half-days each, with 20 participants per course (N.B.: the table shows the total number of participants per year for the range of courses offered; this is not converted into full-time credit equivalents).

\*\*\*\* post-initial master's included as a separate category in the growth scenario table in accordance with the separate designation of non-funded programmes in the Framework Document.

## 1. Bachelor's programmes and minors

*Ambition identified in the strategy* Launch a maximum of two new bachelor's programmes (it would also be possible, for the time being, to opt for a minor instead of a new Bachelor's programme) spread between the years 2025 to 2030. The growth forecast assumes an annual intake of roughly 200 students in the first year for each bachelor's programme (NB: definitive number of bachelor's students, subject to the calculation of the Growth Scenario Business Case 2020-2030 and the completion of a second Wijnhaven building, planned for 2025). This concerns bachelor's programmes that different faculties will work on together, from an interdisciplinary perspective wherever possible.

*Process* During the discussions on the new bachelor's programmes, six realistic suggestions emerged, which are presented below. When it comes to the decision on which subjects to develop in more detail first, in addition to the momentum within the faculty and the presence of the right people to work on this, the following factors will play a role: relevance to the new strategy; further elaboration of the new themes for Campus The Hague; the underrepresentation of certain faculties in The Hague; and the distribution of the total workload relating to the implementation agenda across the faculties.

The proposal with respect to two of the suggestions (*Implementation Agenda 2020-2021 a and b*) for 2020-2021 is to explore whether it would be feasible (in terms of content, organisation, finances) and desirable (internal and external benchmarking in terms of added value/differentiation from the existing offer) to develop new bachelor's programmes in The Hague for these. In these exploratory activities regarding feasibility, further substantiation is also requested regarding a number of criteria (included in the draft below). Priority action points have been included under the title *Implementation Agenda 2020-2021 (in order of priority)*. The formulation of the assignment linked to each suggestion will be further elaborated in consultation with the Strategy and Academic Affairs Directorate's education team and the Strategic Communication Directorate's Marketing department. The feasibility studies are scheduled to be completed by mid-2021. After that, a decision will be made on which programmes will be developed further, and the subsequent steps will be to draw up a macro-efficiency dossier and prepare for the accreditation procedure. This will be done in the run-up to the actual inclusion and launch of a new bachelor's degree programme in The Hague, no earlier than 2025 (given the limitations in the available accommodation for education on Campus The Hague and the planned step towards a second Wijnhaven building by 2025). The subjects mentioned may be given a different definitive title during the follow-up process.

*Criteria (provisional)* Aspects for which additional substantiation is requested in the exploration of feasibility to be carried out in 2020 (with regard to further selection and go/no-go decision on continuation) include:

- Core feasibility and desirability:
  - Extent to which the bachelor's profile fits with the themes of Campus The Hague and the sub-themes/perspectives in which deepening and broadening is planned in 2020-2030
  - Interdisciplinarity in perspective;
  - The involvement of various faculties;
  - The involvement of external partners from The Hague (region);
  - Added value and differentiation compared to Leiden University's existing educational offer (internal benchmark);
  - Added value and differentiation compared to existing educational offer in Zuid-Holland region (including HBO) and nationally (external benchmark);
  - Expected link to domains in which there is a shortage of graduates in the labour market in the city and region of The Hague;
  - Relationship with the university's activities in Leiden;
  - Connection with the research programmes of Campus The Hague.
- Financial and organisational feasibility:
  - Availability of staff (academic and support staff) for implementation;
  - Availability of funding for development and start-up, including possible external funding/grants.
  - The extent to which the new investment required is coherent with previous investment by the Executive Board and faculties in related education and research (such as incentivisation funding for research).

An initial overview of the possible priorities for the future is included (for informational purposes) in the *Multi-year Implementation Agenda*. Currently, no feasibility studies are being commissioned for the suggestions in the *Multi-Year Implementation Agenda*, but the initial points of contact have been identified. The decision on whether or not to begin an exploration of these suggestions will be made during the two-yearly update and decision-making process around the Implementation Agenda.

*Under development for inclusion in range of programmes offered in The Hague - bachelor's programmes and minors*

- The relocation of the existing Dutch-language minor in Economics and Policy (Law) from Leiden to The Hague will begin in September 2020. Status: included in the minors offered for 2020-2021, already adopted (Executive Board decision 21 January 2020). A total of 25 students will follow this minor in Leiden in 2019-2020; this number is expected to rise when the minor is moved to The Hague. This minor serves as a precursor to a possible

new bachelor's in *Economics of the Public Sector* (Law and FGGA) included under the *Implementation Agenda 2020-2021*) and also forms a transition programme for the new master's track in *Economy and Policy* in The Hague (Law, starting Sept 2021 ) under the Master's in Public Sector Management (FGGA).

#### *Implementation Agenda 2020-2021 – bachelor's programmes and minors*

- a. Bachelor's in *Economics of the Public Sector* (FGGA, Law and EUR): a broad programme in public sector economics, combining economics, public economics, public administration, political science and public sector management. Assigned to Van Vliet (Law / Institute of Fiscal and Economic disciplines and FGGA/IPA). Possible external partners: EUR/ESE. Status: already discussed as part of LDE, further agreements between LEI and EUR about further development of this idea will be made shortly. Leiden, Delft and Erasmus universities are contributing to the development of Campus The Hague by offering various courses and minors in The Hague in the field of policy and governance. Education in the field of public finances will be developed and offered (LDE Annual Plan 2020 and beyond) as part of this. The relocation of the minor in Economics and Policy to The Hague is a precursor to the exploration of a possible new bachelor's degree around the same theme in the future.
- b. *Minor in Business Administration and Entrepreneurship* (Law, partly in Dutch/partly in English): offer the existing, successful minor in Business Administration in The Hague, too, to make the course more attractive to students; the minor in Leiden currently has few students from The Hague and the minor is already full (maximum number of participants: 150). Assigned to Adriaanse and Van der Rest (Law/Institute of Fiscal and Economic Disciplines).

#### *Multi-year Implementation Agenda – Bachelor's programmes and minors*

- c. *Digital security / cyber security / cyber crime / AI* (FGGA, Law, Science): combination of SSH, technology and wider digital security. Contact persons: Van den Berg (FGGA/ISGA), Plaat (Science/LIACS) and to be decided (Law). External partners: LDE, The Hague University of Applied Sciences. Status: initial exploration of a broad minor with LDE, as part of the LDE Alliance AI, Data and Digitisation. The alliance is committed to the actual use of AI by operationalising this in knowledge domains that are specific to the Dutch economy. The programme includes plans for an educational incentive grant, with the aim of strengthening knowledge and skills that relate to AI, Data and Digitisation and with a primary potential outreach of 85,000 students in humanities, exact sciences and social sciences.
- d. *Law and society* (Law): broad law programme aimed at professions other than legal practitioners. Contact persons: Caminada (Law/Institute of Fiscal and Economic subjects) and Liefwaard (Law/Institute for Private Law). External partner: The Hague University of Applied Sciences (HBO law).
- e. *Minors (all faculties)*: review and examine which existing or new minors are possible and desirable for The Hague. Contact persons: vice-deans of faculties
- f. *Sustainability* (Science and Social and Behavioural Sciences): combination of technology and SSH in the field of sustainability, currently under development. Contact persons: Tukker (Science/CML) and Grasseni (Social and Behavioural Sciences/CA-DS). Status: exploratory activity underway, plan has support from the Vice-Rector. Choice of location in Leiden or The Hague has yet to be made

## **2. Regular master's programmes**

*Ambition identified in the strategy* Begin one new (regular) master's programme in The Hague every year, starting in 2024. The growth forecast is based on an intake of approximately 100 students per master's programme. (NB: final number of master's is subject to calculation of Growth Scenario Business Case and available physical capacity at Campus The Hague).

*Process* In the discussions on the new master's degrees, nine feasible suggestions emerged, which are presented below. When it comes to the decision on which subjects will be developed in detail first, in addition to the momentum in the faculty and the presence of the right people to work on this, the following factors will play a role: relevance to the new strategy; further elaboration of the new themes for Campus The Hague; the underrepresentation of certain faculties in The Hague; and the distribution of the total workload relating to this implementation agenda across the faculties. Certain options that included synergies or overlaps have been combined as much as possible.

The proposal with respect to three priority suggestions (*Implementation Agenda 2020-2021 a-c*) for 2020-2021 is to explore whether it would be feasible (in terms of content, organisation, finances) and desirable (internal and external benchmarking) to develop new master's programmes in The Hague for these. In these exploratory activities (relating to feasibility), further substantiation is also requested regarding a number of criteria (included in the draft below). As these master's programmes are developed, further consideration should be given to the extent to which they could be flexible, adding to the students' scope for choice. These priority action points have been included under the title *Implementation Agenda 2020-2021* (in order of priority). The formulation of the assignment linked to each suggestion will be decided in consultation with the Strategy and Academic Affairs Directorate's education team and the Strategic Communication Directorate's Marketing department. The feasibility studies are scheduled to be completed by mid-2021. The results of these exploratory activities will serve to facilitate a decision on whether each programme can be developed and whether the next step will be taken towards drawing up a macro-efficiency dossier and the accreditation procedure (in the case of full master's programmes). This will be done in the run-up to the actual inclusion and launch of new master's degree programme in The Hague, no earlier than 2024 (given the limitations in the available accommodation for education on Campus The Hague, taking account of autonomous growth and changes in accommodation arrangements). The subjects mentioned may be given a different definitive title during the subsequent development process.

*Criteria (provisional)* Aspects for which additional substantiation is requested in the exploration of feasibility to be carried out in 2020 (with regard to further selection and go/no-go decision on continuation after 2020) include:

- Core feasibility and desirability:
  - Extent to which the programme would fit with the themes of Campus The Hague and the sub-themes/perspectives in which deepening and broadening is planned in 2020-2030
  - Interdisciplinarity in perspective;
  - The involvement of various faculties;
  - The involvement of external partners from The Hague (region);
  - Added value and differentiation compared to Leiden University's existing educational offer (internal benchmark);
  - Added value and differentiation compared to existing educational offer in Zuid-Holland region (including HBO) and nationally (external benchmark);
  - Relevance for transfer options from the bachelor's programmes at The Hague (university and HBO);
  - Contribution to strengthening the options for students/interpretation as a flexible master's;
  - Expected link to domains in which there is a shortage of graduates in the labour market in The Hague and region;
  - Relationship with the university's activities in Leiden;
  - Connection with the research programmes of Campus The Hague and strengthening of coherence between education and research offer at Campus The Hague.
- Financial and organisational feasibility:
  - Availability of staff (academic and support staff) for implementation;
  - Availability of funding for development and start-up, including possible external funding/grants
  - The extent to which the new investment required is coherent with previous investment by the Executive Board and faculties in related education and research (such as incentivisation funding for research).

An initial overview of the possible priorities for the future is included (for informational purposes) in the *Multi-year Implementation Agenda*. Currently, no feasibility studies are being commissioned for the suggestions in the Long-Term Implementation Agenda, but the initial points of contact have been identified. The decision on whether or not to begin an exploration of these suggestions will be made during the two-yearly update and decision-making process around the Implementation Agenda.

*Under development for inclusion in programmes offered in The Hague - regular master's programmes*

- *Master's in Law and Society: Governance and Global Development* (Law in collaboration with FGGA/IPA and LUC and Humanities in collaboration with EUR/ISS). Contact persons: Van der Woude, Van Vollenhove Institute. Status: new regular master's programme, starting September 2020.
- *Relocation of the Master's track in Criminology and Security Policy, part of the Master's in Crime and Law Enforcement (Law) from Leiden to The Hague* (location 2/3 in The Hague and 1/3 in Leiden). Contact persons: Nieuwbeerta (Law/Institute for Criminal Law and Criminology). Status: planned for Sept 2021, added to the Leiden Register of Study Programmes 2021-2022.
- *New Master's track in Economics and Policy under the existing Master's in Management Public Sector (FGGA)*. Contact persons: Van Vliet (Law/Institute of Fiscal and Economic disciplines and FGGA/IPA) and Bolhuis (Law/Institute of Fiscal and Economic disciplines). Status: planned to start in September 2021, but not registered in the Leiden Register of Study Programmes 2021-2022.

*Implementation Agenda 2020-2021 – regular master's programmes*

- a. *Safety* (FGGA and TUD/TBM): specific interdisciplinary master in physical safety technology and SSH. Assigned to Joachim Koops (FGGA/ISGA) and Taebi (TUD/TBM). External partners: together with TUD/TPM. Status: Initial exploration completed, discuss further.
- b. *Cyber Security and Crime* (FGGA, Science and FdR and LDE): joint LDE master's education with specialisations. Assigned via Dean of LDE to professors at the three universities. External partners: LDE and the City of The Hague (linked to the ICT Security Campus in The Hague). Status: initial exploration as part of LDE and plans for a new LDE Cybersecurity Platform to strengthen cooperation in this field in Zuid-Holland and aims to take steps in the field of education towards an LDE minor and a master's programme (LDE Annual Plan 2020 and further). Linked to the research ambitions of the LDE Cybersecurity Platform (see Implementation Agenda 2020-2021 under research). Possibly related to the suggestion for a Bachelor's degree in Digital safety/cyber security/cyber crime/AI included in the multi-year agenda.
- c. *Urban Studies* (Humanities): continuation of the Bachelor's programme in Urban Studies. Assigned: to be decided (Humanities).

*Multi-year Implementation Agenda - regular Master's programmes*

- d. *Governance and Global Affairs* (FGGA): broad interdisciplinary Master's in Governance and Global Affairs (GGA). Contact persons: Caminada (FGGA). Linked to the implementation of FGGA strategy 2020-2025: ambitions for the development and expansion of high-quality regular and affordable master's education. Status: the idea combines various initiatives for master's programmes in the field of global and governance (global challenges/global transformations - LUC / global affairs / global international relations).

- e. *Business and Society* (Law and other faculties): explore the possibilities of an interdisciplinary master's programme covering the themes of business, society, entrepreneurship and innovation. Relationship with EUniWELL initiative European Universities. Contact persons: Adriaanse (Law/Institute of Fiscal and Economic disciplines). Status: idea, initial exploration to be started.
- f. *Intelligence and War Studies* (FGGA): combination of war studies and intelligence studies. External partners: possible collaboration between NLDA and foreign university. Contact persons: Kooops (FGGA/ISGA). Possible initial launch as an executive master's.
- g. *Diversity and Gender* (Social and Behavioural Sciences and Humanities): interdisciplinary master's in diversity and gender issues. Contact persons: Grasseni (Social and Behavioural Sciences) and to be decided (Humanities). Also involves the D&I Expertise Bureau.
- h. *Migration, Law and Governance* (FdR and Humanities): master's focusing on the interaction between migration, law and administration. Contact persons: Den Ouden (Law/Institute for Public Law) and to be decided (Humanities). External partners: possible link with LDE Master's (track) in Governance of Migration and Diversity. Link with Citizenship, Migration and Global Transformations incentive programme (see research, implementation agenda 2020-2021).
- i. *Peace Studies* (FGGA and University of Cologne): Master's within the framework of the European Universities Initiative, a collaboration between FGGA and University of Cologne, with possibly other faculties and universities also participating in the collaboration. Contact persons: Joachim Kooops (FGGA/ISGA) and O'Malley (FGGA/ISGA and The Hague University of Applied Sciences).
- j. *Media, Information and Communication* (Humanities): further explore the possibilities for education and research on this theme; demand for education is high, possibly a bachelor's or master's programme. Contact persons: to be decided (Humanities/LUCAS). External partner: link with range of bachelor's programmes at The Hague University of Applied Sciences.

### 3. Post-initial master's programmes

*Ambition identified in the strategy* Education for professionals in The Hague should be aligned with the regular (accredited) education in The Hague and with the research that is taking place in The Hague. The growth envisaged in the number of post-initial master's programmes will be in line with the growth in the regular master's programmes offered from 2024 onwards: starting one new post-initial master's programme in The Hague every year from 2024, assuming an intake per master's of approximately 50 students. Good coordination with education for professionals in Leiden.

*Process* In addition to the regular master's programmes, various suggestions for post-initial (professional or advanced) master's programmes were discussed. Certain options which included synergies or overlaps have been combined as much as possible. The proposal with respect to three new priority suggestions (*Implementation Agenda 2020-2021 a-c*) for 2020 is to explore whether it would be feasible (in terms of content, organisation, finances) and desirable to develop post-initial master's programmes for these. The formulation of the assignment linked to each suggestion will be decided in consultation with the Strategy and Academic Affairs Directorate's education team and the Strategic Communication Directorate's Marketing department. It is yet to be decided whether the follow-up falls within the Academy for Professionals (see next section) or within the institutes. These initial explorations also aim to create more clarity and substantiation regarding the type of post-initial master's programme that is intended (advanced/professional/executive), in light of factors such as the programme's broadening or deepening character, orientation and target group.

*Criteria (concept)* Further selection is envisaged based on the feasibility studies to be conducted in 2020 using criteria similar to those outlined for the regular master's programmes, with special attention to the target group, options for affiliation with the *Academy for Professionals* and the relationship with short-term (non-accredited) offer for professionals.

The decision on whether or not to begin exploring the suggestions included in the *Multi-Year Implementation Agenda* will be made during the two-yearly update and decision-making process around the Implementation Agenda.

*Under development for inclusion in educational offer in The Hague - post-initial Master's programmes*

- *Advanced Master's in Population Health Management (LUMC, 2 years)*. Contact persons: Numans (LUMC). Status: intended to launch by September 2021. A final decision on Restricted Test for New Programme is expected (submitted to NVAO at the end of Feb 2020). Ambition: start in September 2021 as a non-funded programme with a primary target group of professionals. Intended as a follow-up: funded master's, start group: a combination of professionals and regular government-funded master's students. Partly online education. External partners: HMC, Reinier de Graaf-HAGA, Municipal Health Services and the City of The Hague. Relates to *Population Health - Living Lab* research (see Implementation Agenda 2020-2021 on research).
- *Executive Master's in Public Affairs (FGGA)*. Contact persons: Braun and Steunenbergh (FGGA / IPA). Status: under development, a new business case is being drawn up. Contact persons: to be decided. Ambition is included in FGGA strategy 2020-2025.

*Implementation Agenda 2020-2021 - Post-initial master's programmes*

- a. *Heritage Academy (Archaeology)* in collaboration with Law and Humanities): postdoctoral requirement, archaeology programme with points system. Assigned to Kolen (Archaeology). External partners: LDE Centre for Global Heritage and Development. Status: idea. In line with the 2020-2021 implementation agenda on impact and the city on this theme. (N.B.: creates a formal connection between Faculty of Archaeology with Campus The Hague, which will mean that all faculties are active on Campus The Hague).
- b. *Master's in Interpreting (Humanities)*: master's programme in interpreting, content and form. Assigned to Schiller (Humanities/LUCL). Status: idea.
- c. *Subversion (Law and FGGA)*: Subversion studied from different scientific perspectives; for practice. Assigned to Tops (FGGA/ISGA) and Kunst (Law/Institute for Criminal Law and Criminology). Status: idea.

*Multi-Year Implementation Agenda 2020-2021 - Post-initial master's programmes*

- d. *Dutch Politics (Social and Behavioural Sciences)*: general Dutch politics for practice. Contact persons: Koole (Social and Behavioural Sciences/PoWe). Status: idea. Following on from the regular master's, Dutch Politics track (Leiden).
- e. *Mental Health (Social and Behavioural Sciences and LUMC)*: wish to develop mental health theme in the field of education further (and research, see section on research), comparable to LUMC Campus The Hague in the field of population health. Contact persons: Spinhoven (Social and Behavioural Sciences) and to be decided (LUMC). External partners: together with Parnassia (in The Hague).  
*Culture and Leadership (FGW and FGGA)*: public leadership in cultural institutions. Contact persons: Groeneveld (FGGA/IPA) and Lammes (Humanities/LUCAS). Status: idea.
- f. *Global Governance Innovation (Social and Behavioural Sciences)*: collaboration between New York-Geneva-Leiden. Assigned to Thomas (Social and Behavioural Sciences/PoWe). International and blended. External partners: overseas universities in Geneva and New York. Status: old idea, received funding from the City of The Hague in 2016 and 2017.
- g. *Organisation and Leadership in Research and Science*: training for managers of knowledge and research institutes in science and practice. Contact person: De Rijck (CWTS). Status: idea.

#### 4. Academy for Professionals

*Ambition identified in the strategy* is to develop and offer learning pathways and programmes:

- Make a concrete contribution to lifelong learning and thereby to the sustainable employability of professionals in a changing world;
- Develop a range of programmes that meet the wishes of the target group and the (constantly changing) labour market;
- Connect scientific insights and expertise with current issues and experiences from practice;
- Contribute to the university's objective of impact and valorisation;
- Develop further options for modular design of study programmes and examine whether this can be included in regular education at a later date.

*Implementation Agenda 2020-2021 – Academy for Professionals*

- a. Draw up a definitive business case and step-by-step plan for the establishment of an Academy for Professionals, Assigned to Professor Zeger van der Wal in collaboration with director of Centre for Professional Learning (CPL), Hopman (FGGA/CPL) with central support. Business plan ready in February 2021. Development in coordination with Strategy and Academic Affairs Directorate's education team, partly in light of the Think Tank's advice on flexible education and Lifelong Development (which also includes education for professionals). Connections can be sought with this.

Status: After the decision was made in favour of the 2020-2030 strategy in July 2019, an initial exploration was carried out for an Academy for Professionals in which a direction for development for the coming period was outlined. This exploration resulted in the recommendation to set up an Academy for Professionals. In parallel to this, an advice from the Flexibilisation Think Tank has been drawn up on behalf of the Executive Board: 'Making education at Leiden University more flexible - responding to the demands of students and society' (Jan 2020), which includes education for professionals in addition to Bachelor's and Master's programmes.

- b. Draw up a proposal regarding the content of programmes, and when these are developed under the banner of the Academy for Professionals, in conjunction with the elaboration of the Academy mentioned above. When developing (the content of) these programmes for professionals, the benefits of a digital learning environment and online learning will be considered in order to support these programmes. This will be one of the aspects incorporated in the business case and the step-by-step plan. Assigned to Professor Zeger van der Wal. Proposal ready in February 2021.

Status: Many examples were mentioned at the meetings; below is a small selection:

- Leadership programmes in various policy areas (FGGA and other faculties);
- Public finances for civil servants in The Hague (FGGA and Law);
- Great Books: philosophy of law programme for practice, studying the great books (Law);
- Children, law and administration for practice as a further follow-up to minor in Child Abuse and Master's in Child Law (Law);
- Migration Law for Practice (Law);
- Cyber security for professionals (Science and FGGA);
- Training for archaeologists in practice;
- Argumentation and debate in various policy areas (Humanities);
- Language centre including training specifically aimed at target groups such as Legal English (Humanities);

- Islam in Society for Practice (Humanities);
- China for practice in conjunction with Leiden Asia Centre (Humanities);
- Research on research (Social and Behavioural Sciences);
- International arbitration (Law);
- Language and law (Law and Humanities);
- Heritage (Archaeology in partnership with Law)
- Legal Data Technologies: technology, data and law (Law, FGGA, Science), already under development.

In February 2021, further decisions will be taken on the priority for developing these courses and programmes within the Academy for Professionals that will be established.

#### *Multi-Year Implementation Agenda - Academy for Professionals*

- c. Develop an organisational structure for the Academy for Professionals and launch new range of programmes.

### **5. Research**

*Ambitions identified in the strategy* Broadening and deepening of research around the four themes for Campus The Hague (international law, peace and security; politics and public administration; urban issues; health and care). Route map: 1) Over the next few years, continue to develop and shape research at the Faculty of Governance and Global Affairs in partnership with other faculties, other research institutes and international partners. 2) Promote research through incentivisation programmes with core activities in The Hague. 3) Develop specific research programmes in The Hague, in relation to the deepening and broadening of the four focus themes. 4) Examine whether specific PhD programmes in the fields above could be developed in The Hague; if so, an international programme of recruitment and PhD supervision will be required.

*Process* Several new proposals for research in The Hague appear to be feasible and consistent with the strategy. Those proposals are listed below, and the plan is that those responsible under the *Implementation Agenda 2020-2021* (a – e) will make further plans in the following areas:

- Development: including ensuring coherence with the range of master’s programmes provided at Campus The Hague and with existing research programmes in both The Hague and Leiden, contributing to the further development of new themes for Campus The Hague, and collaboration with external partners;
- Funding: including external research funding/grants; and
- Implementation: including with respect to spatial requirements at Campus The Hague.

The formulation of the assignment linked to each suggestion will be decided in consultation with the Strategy and Academic Affairs Directorate’s education team.

The decision on whether or not to begin exploring the suggestions included in the *Multi-Year Implementation Agenda* will be made during the two-yearly update and decision-making process around the Implementation Agenda.

#### *Implementation Agenda 2020-2021 - Research*

- a. *School of International Law PhD*: internationally renowned school for PhD candidates in international law, part of the graduate school of the Faculty of Law, and with links to the activities of the Grotius Centre for International Legal Studies in The Hague (and Leiden) and the profiling of that school. Assigned to Van den Herik and De Brabandere (Law). External partners: City of The Hague. Status: idea.

- b. *Digital Security / LDE Cybersecurity Platform* (LDE in collaboration with FGGA, Law, Science): collaboration between LDE and various faculties involving research into digital security. External partners: City of The Hague, Province of Zuid-Holland, LDE. Status: exploration as part of LDE began in 2019 under the leadership of Muller (CDH), now being continued via LDE Dean. The initiative for an LDE Cybersecurity Platform has been included in the LDE Annual Plan for 2020 and beyond. The ambition for 2020 is that the LDE Cybersecurity Platform will strengthen its cooperation in this area in Zuid-Holland, and in terms of research, that steps will be taken towards a PhD programme and a (PPP) research proposal will be developed. In the field of education, steps towards an LDE minor and master's are envisaged; the master's will link up with the Implementation Agenda 2020-2021: a new Master's in Cyber Security and Crime (FGGA, Science and Law).
- c. *Citizenship, Migration and Global Transformations* (FGGA in partnership with Law, Humanities and Social and Behavioural Sciences): examine to what extent this priority area (in The Hague and Leiden) can lead to new forms of research in The Hague. The priority area consists of Pillar A: Social Citizenship and Migration; and Pillar B: Global transformations: Challenges for citizens, democratic states, and international cooperation. Assigned to Van Vliet (coordinator for Pillar A, Law and FGGA/IPA) and Dimitrova (coordinator for Pillar B, FGGA/ISGA), in consultation with Thomas (Social and Behavioural Sciences/PoWe), Schrover (Humanities/IH), Van der Woude (Law/Metajuridica-Van Vollenhoven Institute), Duyvesteyn (Humanities/IH), Maeckelbergh (Social and Behavioural Sciences/CA). External partners: possible link with LDE Centre on the Governance of Migration and Diversity (launched 1 Jan 2020). Status: initiated in 2019, funding for 2019-2023. Related to the suggestion for new educational programme on the same theme (see multi-year implementation agenda under master's programmes).
- d. *Population Health – Living Lab* (LUMC in partnership with Social and Behavioural Sciences, FGGA and Science): examine to what extent this priority area (in The Hague and Leiden) can lead to new forms of research in The Hague. Assigned to Numans (coordinator, LUMC) in partnership with Groeneveld management team (FGGA/IPA), Bussemaker (LUMC and FGGA/LUC), Evers (Social and Behavioural Sciences/Psychology), Kraaij (Social and Behavioural Sciences/LIACS) and Rosendaal (LUMC)). Related to professional Master's educational programme on the same theme; under development. Examine the options for developing a Leiden University/LUMC School of Population Health and Primary Care.

#### *Multi-Year Implementation Agenda – Research*

- e. Centre for Urban Studies (Humanities and other faculties): based on existing bachelor's programme in Urban Studies (Humanities and other faculties), a substantive plan for research in the field of Urban Studies particularly in The Hague. Assigned to Van der Heijden (Humanities/IH). External partners: possible link with the new European Urbanity Network working group (including Gerrits (Humanities/IH), City of The Hague, link urban lab approach in City Deal Kennis Maken Den Haag (HUAS, InHolland, Leiden University and City of The Hague). Status: idea, possibly new life for former Centre for Modern Urban Studies (FGGA).
- f. *Mental Health* (Social and Behavioural Sciences and LUMC): wish to continue developing theme of mental health in the field of education (possibly as professional education), comparable to LUMC Campus The Hague in the field of population health. Contact person: Spinhoven (Social and Behavioural Sciences) and to be decided (LUMC). External partners: together with Parnassia (in The Hague).
- g. *Policy campus / LDE Science Policy Interface* (FGGA-IPA, in collaboration with LDE): the City of The Hague wants policy to be an important part of the city's image. To this end, a proposal is being developed for a submission to the Innovation Fund in which Public Administration may play an important role. Assigned to: Steunenberg (FGGA) and Muller (CDH) in partnership with LDE Dean, clarity in the coming months. External partners: City of The Hague and LDE.

Status: The LDE Science Policy Interface is part of the LDE Annual Plan for 2020 and beyond, and includes the aim of exploring the desirability and feasibility of creating such an interface, with the purpose of bringing science and policy together. The LDE Science Policy Interface is a neutral platform that aims to strengthen the links between science and local, regional, national and international policy within the ecosystem of The Hague, with the objective of developing effective policy and strategic solutions to complex problems.

- h. *Media, Information and Communication* (Humanities): there is a need to explore the opportunities for research (and education; see multi-year implementation agenda for master's education) around this theme. Contact persons: to be decided (Humanities/LUCAS). External partners: possibly The Hague University of Applied Sciences, University of the Arts.
- i. *Art, Culture and Society* (Humanities and HvK): there is a desire to undertake research initiatives for The Hague in the areas of art, culture and society. Contact person: new WD ACPA (FGW). External partners: Royal Conservatoire and KABK.
- j. *Global challenges in Diversity, Equity & Inclusion* (Social and Behavioural Sciences, Humanities, Expertise Centre for D&I, and possibly other faculties): further development of an in-depth theme in the field of research. Contact persons: to be decided. External partners: Hague University of Applied Sciences. Links up with a suggestion for a Master's in Diversity and Gender (see multi-year implementation agenda, master's programmes), follow-up on comparison of research portfolio with HUAS (see cooperation with external parties implementation agenda 2020-2021), and opportunities through the incentivisation programme Citizenship, Migration and Global Transformation (under implementation agenda 2020- 2021). This touches on ambitions around 'diversity and inclusivity' that are included as core values in the university's Strategic Plan for 2021-2026 (decision expected in 2021).
- k. *Research and Consultancy Institute for Practice* (all faculties): Explore the potential opportunities of a research and consultancy institute at Leiden University in The Hague, which public and private organisations can submit their research and consultancy requests to; develop a service desk role for institutes within LEI to acquire and implement contract funding research. Further delimitation is required with regard to substantive details. Contact persons: to be decided.

## 6. Impact and the City

*Ambition identified in the strategy* Maximum impact for education and research at Campus The Hague, including scientific, cultural, social and economic. Build a close relationship with The Hague and its residents by transferring knowledge and involving the city in its activities. Become an even more essential part of the city of The Hague and the Hague's DNA. Help specific population groups in The Hague to gain access to the university, raise awareness of Leiden University's locations, and encourage people to choose to study there. Make a significant contribution to the innovative power and labour force of the city and the region.

*Process* During the discussions, some interesting suggestions were made regarding the impact on the city, in relation to education and research as well as valorisation. More details need to be added to these so that a decision can be made on whether they could be developed further in The Hague. When it comes to the decision on which subjects will be developed in detail first, in addition to momentum in the city and the presence of the right people to work on this, relevance to the new strategy and ambitions regarding the impact of research and education will also play a role. With respect to the ambitions identified in the strategy, the proposal is to start working on detailing the (priority) suggestions, as included in the *Implementation Agenda 2020-2021* (a – h).

In addition, some current developments regarding projects that are already underway are mentioned in the strategy:

- *Kennis Maken Den Haag* - The Hague's approach to city labs. Contact person: Muller (CDH). External partners: HUAS (city lab agent), InHolland and City of The Hague. Status: grant application for follow-up in 2020 and 2021 has been submitted and approved. In addition to FGGA/LUC, Humanities/Urban Studies is now also involved.



- l. *(Student) entrepreneurship and innovation.* Establish a programme, organisation and structure for the early-stage incubation centre in The Hague; the centre would make entrepreneurship education more accessible, help strengthen entrepreneurial skills, test out commercial ideas at an early stage, and enable the municipality and companies to access the problem-solving and creative capacities of students. Assigned to Sjoerd Louwaars (PLNT / LURIS) - quartermaster. Completion date for a preliminary programme, organisation and structure: end of 2020. External partners: HUAS, Yes! Delft (to be explored).  
Status: An initial exploration for innovation and entrepreneurship on Campus The Hague was carried out via De Nooijer in 2019. The strategy text has been adjusted on this basis. Follow-up exploration is necessary. The profile of the Hague innovation ecosystem is a good fit with Leiden University. This would create opportunities for students and employees because of the sectors chosen by the City of The Hague and the major role that social entrepreneurship plays. Students and entrepreneurs indicate that they find it challenging to navigate the wide range of innovation hubs and clubs and that they find it difficult to access relevant themes and experts. An early-stage incubation centre, which would aim to connect people and help them develop (and not just the business models), would seem to provide a solution to this problem. It seems that the differentiated range of innovation hubs and clubs has been unable to build a bridge to this group. An early-stage incubation centre, which would aim to connect people and help them to develop (and not just business models), represents a good opportunity. A centre like the one that operates in Leiden under the name of PLNT is a good example of this. In order to create such a hub in The Hague, a joint administrative and substantive commitment would be required so that a quartermaster can start working on this. This person would need to develop a programme, an organisation and a structure. All of this would also need to fit in with the structure and ambitions of the regional partners. A plan of this nature would be a significant opportunity to realise synergies and create added value, especially if this is done in close partnership with the Hague University of Applied Sciences. It would also be useful to explore the opportunities for cooperation with Yes!Delft (The Hague location).
  
- m. *CDH alumni and fundraising:* explore the opportunities for strengthening ties with Leiden alumni living/working in The Hague, and draw up a plan of action for fundraising. Focus on four objectives: a sharper focus on alumni from The Hague and alumni in The Hague, Leiden Empowerment Fund to help children in the city, project-based fundraising on the theme of population health and strengthening named funds in the Hague-Wassenaar region. Assigned to Visscher (director of the Alumni Office and the LUF, part of Strategic Communication Directorate).

*Knowledge broker* (to amplify the impact of Campus The Hague); development and recruitment. A point of entry that civil society organisations can use when they need research to be undertaken by Leiden University in The Hague. An entry point for knowledge questions and collaboration with external partners for researchers, teachers and students from The Hague. Assigned: to be decided.

#### *Multi-Year Implementation Agenda – Impact and the City*

- n. *Leiden Centre for Global Governance & Leiden University Centre for International Relations (LUCIR):* partnership between academics in the field of international governance and international relations; currently several initiatives; examine how to shape this network. Contact persons: Koops (FGGA/ISGA) and Thomas (Social and Behavioural Sciences/ PoWe).
  
- o. *Establishment of Centre for Innovation in Governance for Peace, Prosperity and Human Wellbeing (title to be decided).* Contact person: Yesilkagit (FGGA/IPA). External partners: City of The Hague, government bodies, businesses, knowledge institutes. Status: idea. The aim of the centre will be to conduct short-term, team-led research that leads to a specific clarification of and/or policy advice on complex contemporary social issues. Teams of academics from various disciplines and knowledge institutes, as well as non-academic partners, will work with existing data and knowledge made available by participating knowledge institutions and participating non-academic partners. The centre will not initiate new research itself.

- p. *Development of LUMC Campus The Hague into a fully-fledged interdisciplinary School for Population Health and Primary Care.* Further consultation between LUMC and other partners to identify what role the LUMC Campus in The Hague can play in the LUMC's strategy. Contact person: Bussemaker and Numans (LUMC, FGGA and other faculties)
- q. *LDE Living Lab The Hague Southwest*, where students can conduct research into the effectiveness of interventions, or complete an internship at relevant institutions working on the Regional Deal for The Hague Southwest. Status: new initiative, included in the LDE Annual Plan for 2020 and beyond; the first step is to explore the desirability and feasibility of a scientific programme focusing on the problems of The Hague Southwest. External partners: City of The Hague (as part of a possible National Plan for The Hague Southwest) and LDE. Contact person: LDE Dean.

## 7. Collaboration with external parties

Collaboration with various external parties would appear useful. Potential partners are shown below. The idea is to examine how this partnership should be approached in a more detail next year. Muller will work on this in collaboration with support staff (including the Strategy and Academic Affairs Directorate's education and research team).

### *Implementation Agenda 2020-2021 – Collaboration with external parties*

- a. *HUAS*: develop an intensive partnership by strengthening the relationship between existing Master's and Bachelor's programmes (transfer profiles) and existing research. Assigned to Muller (CDH). Status: working group is working on portfolio comparison with respect to four topics: 1) initial education/continuous learning pathways; 2) research; 3) campus services and facilities; and 4) executive education.
- b. *HvK*: explore the opportunities for further cooperation in the field of art, culture and society. Assigned to Muller (CDH) in partnership with Humanities (De Baar/Touwen). Status: working group is being set up, initial focus on education.
- c. *LDE*: in consultation with LDE Dean, continue to develop cooperation with LDE partners in The Hague; see previous projects in education and research (in the field of digital security, cyber security and cyber crime, AI, policy, economy, and heritage, among others). The LDE Alliance for AI, Data and Digitalisation (TU Delft, Erasmus University Rotterdam, LUMC and Leiden University) is committed to the actual use of AI by operationalising this in knowledge domains that are specific to the Dutch economy. The alliance is creating an AI ecosystem by creating its own common innovative research agenda and an associated innovative education plan. One of the themes is 'Security, peace and justice'. In addition, it is exploring the possibility of learning from best practices with regard to the mobility of students and staff within the LDE partnership (such as through joint LDE programmes, and collaboration at LDE centres). Another area for exploration is whether these learning experiences can be applied to the practical and logistical challenges of having one university in two cities.
- d. *Delft University of Technology (TU Delft)*: in particular, continue to explore the collaboration with the Faculty of Technology, Policy and Management at TU Delft. Status: TU Delft first wants to work on matters itself and then consider which forms of substantive collaboration are possible (for example collaboration TUD/EPA and FGGA/IPA). Assigned to Muller (FGGA).
- e. *EUR/ISS*: further exploration of collaboration in education and research between Leiden University in The Hague and ISS in The Hague. Wider-ranging than existing LDE collaboration via ISS. Assigned to Muller (CDH).
- f. *EUR/ESE*: explore the opportunities for collaboration between the Faculty of Economics at EUR and Faculties of Law and FGGA in The Hague. Assigned to Muller (CDH).

### *Multi-Year Implementation Agenda – Collaboration with external parties*

- g. *HUAS*: continue to work on intensive cooperation through new joint master's or bachelor's programmes, new transfer routes and options. Continue to develop the Hague Knowledge/Education hub, following the portfolio comparison of education and research (see implementation agenda 2020-2021).  
Contact person: Muller (CDH).
- h. *HvK*: explore opportunities for further cooperation on research around art, culture and society. Contact person: Muller. Also see multi-year implementation agenda on research.
- i. *Collaboration with one or more universities overseas*: Edinburgh/Leuven: examine the opportunities for substantive and organisational collaboration with these universities in The Hague. Contact person: Muller (CDH), in collaboration with Strategy and Academic Affairs Directorate's internationalisation team. External partners: City of The Hague. Status: A delegation has been invited to Edinburgh, following a visit by a delegation from Edinburgh to Campus The Hague in November 2019. A separate assignment is being formulated (by the Strategy and Academic Affairs Directorate's internationalisation team) to emulate the partnerships with the University of Edinburgh and KU Leuven in the Strategic Plan for Campus The Hague.
- j. *Business community*: explore opportunities to intensify cooperation with businesses in The Hague region and beyond. This can be done through the various substantive themes in the implementation agenda, such as 'AI, Data and Digitisation' (LDE alliance) and Cybersecurity (LDE platform), in the exploration of (student) entrepreneurship & innovation, in the search for possible target groups for the Academy for Professionals, and for collaboration on Campus The Hague in a broader sense. Contact person: Muller (CDH).

## **8. Facilities and funding for expansion**

In order to enable this expansion in the coming years, decisions also need to be made regarding facilities. The municipality has now decided to develop the Campus Boulevard, and the expansion of Leiden University has an important part to play in this. The assumption is that Leiden University will lease a 'second Wijnhaven Building' on the Campus Boulevard to complement the existing Wijnhaven Building, forming a compact city campus.

### *In developments in accommodation*

- *The Institute of Political Science* (Social and Behavioural Sciences) will be housed chiefly in The Hague by January 2020, in conjunction with the expansion of Social and Behavioural Sciences educational activities in The Hague and 'International Relations and Global Affairs', which forms one of the new core aspects of FGGA's strategy 2020-2025.
- *The Economics Department under the Institute for Fiscal and Economic Disciplines* (Law) will be housed partly in The Hague by mid-2020, in conjunction with the development of new educational programmes and the new core theme of 'Economics of the public sector/ Public Finance' in the FGGA strategy 2020-2025. Other Law staff members involved in (new) developments in the coming years will also be able to make use of this location, such as those from Criminology and the Master's in Law and Society.

### *Implementation Agenda 2020-2021 - Buildings and Facilities*

- a. *Study in relation to 'second Wijnhaven' on Campus Boulevard.*  
For the facilities in The Hague, just as for those in Leiden, the standards applied by the university to facilities for education and research more broadly will form the starting point. Those standards, which are based on previous experience, will also form the basis of the plan

of requirements (PoR) that will be drawn up for the required additional real estate capacity and in order to estimate the additional facilities required. The aim is to achieve healthy operations and a good balance between flexibility and permanence. Assigned to Boshuizen (Administration Office/BV) and Leenders (Real Estate), in collaboration with Kroes (project leader for Growth Scenario Business Case 2020 - 2030). External partners: City of The Hague, LUMC, TU Delft, other potential partners to be decided.

Status and planning: in September 2019, a start was made on calculating the Growth Scenario Business Case 2020 - 2030, in order to assess feasibility with respect to facilities for education and research (floor space and finances). At the end of 2020, there needs to be clarity regarding the decision on the leasing of a second Wijnhaven Building. The financial options and limitations for growth in The Hague must also be clarified. By the end of 2020, a detailed budget must be drawn up regarding the implementation of the growth ambitions for Campus The Hague 2020-2030. At the meeting of the Steering Group for the Campus The Hague Business Case held on 21 February 2019 (chaired by Vice-President of the Executive Board, and with director of BV/FEZ, director of VG and director of CDH and the liaison officer for The Hague acting as secretary), internal discussions were held about (financial) options of the planned growth scenario, following the discussion of the draft Business Case for Campus The Hague. This led to changes in the growth scenario: the launch of two new bachelor's programmes in the period 2025-2030 with a maximum intake of 200 students; and as of 2024, a new regular master's degree programme will start every year until 2030, with an intake of 100 students. The reference projection table for the growth scenario for 2030 (see page 3) now assumes growth to a total of 9,000 to 10,000 students by 2030 (including participants in non-funded new MA programmes and new courses offered at the Academy for Professionals). This is consistent with the starting point indicated in the draft Business Case for the financing and feasibility of a maximum of 2,000 extra (initial) students, in addition to organic growth. An initial assessment of the consequences of the 2020-2030 strategy on real estate requirements and the ambitions for the future location (city campus) is currently being developed and discussed with the City of The Hague. The implications of this growth for real estate are also being discussed as part of the Long-Term Business Plan for Accommodation, which was included in the spring 2020 framework document. In June 2020, construction and renovation work began on Campus The Hague 2024 project at the instructions of the vice-president of the Executive Board under the leadership of the director of Real Estate. On 6 November 2020, the Intention Agreement for the expansion of accommodation at Campus The Hague was signed by the City of The Hague and Leiden University. The aim is that by 2024 Leiden University will have realised an optimised building of approximately 13,000m<sup>2</sup> GFA for students, staff and local residents within the urban fabric of The Hague. That building will also need to be the end result of City Campus The Hague.

- b. *Study of temporary growth/overflow location at Campus Boulevard for the period 2022-2024 until completion of the second Wijnhaven building.* Assigned to Boshuizen (Administration Office/BV) and Leenders (Real Estate), in collaboration with Kroes (project leader for Growth Scenario Business Case 2020 - 2030). Status: Follow-up on financial calculations relating to Business Case Growth Scenario 2020 - 2030 started in 2019.
- c. *Extra demand for student accommodation due to growth ambitions.*

The university does not have the option of providing accommodation for students and staff itself and is reliant on the City of The Hague, providers of student housing, housing corporations and cooperation between the City of The Hague and municipalities in the region. In order to tackle the problem of the shortage of student accommodation effectively, a few years ago the university, together with the six other higher education institutions in The Hague, set up a periodic Administrative Consultation Meeting on student accommodation with the City of The Hague. A broad-based official Task Force has also been set up for this purpose, in which DUWO is also participating in addition to representatives from the municipality and institutions of higher education in The Hague. Leiden University is a participant in that consultation body. The Student Housing Monitor is used to assess the situation on the demand side properly. This is published every year and is based on a representative survey of students and data from DUO, which provides a long-term forecast of the demand for student accommodation and flags up any likely shortages. Construction planning and the creation of new student accommodation are discussed in the Administrative Consultation Meeting and the official Task Force. In The Hague, the current

municipal executive has agreed that 1,000 additional units for students will be realised by the year 2021. Some 3,000 additional units are planned for 2026. Leiden University has indicated, in consultation with the municipality that, given the (additional) growth at the university, it is expected that a number of new accommodation units for students will be needed. Leiden University has also discussed the requirements of knowledge workers in The Hague, such as PhD students and other employees of the university and knowledge institutions, in order to develop a separate vision on and policy for accommodation for these groups. Assigned to Ridderbos (CvB). Project leader: Kroes (liaison officer).

External partners: City of The Hague, HUAS, and other institutions of higher education united in the Student Housing Taskforce.

#### *Multi-Year Implementation Agenda - Buildings and Facilities*

- d. Plans for 'second Wijnhaven Building' and temporary growth location / overflow accommodation. For the ambition, see Point 9 (Facilities) of the Leiden University Strategy for Campus The Hague 2020-2030 Assigned to Leenders (Real Estate).
- e. Study into new student centre on Campus Boulevard (possibly combined with study into 'second Wijnhaven Building') (follow-up to Beehive + sport). Assigned to SEA ('t Hart) and VG (Leenders)

### **9. Governance for Campus The Hague and organisational financing**

*Ambition identified in the strategy* Campus The Hague is a coordination arrangement aimed at coordinating the activities of Leiden University in The Hague. Policy preparation, support and implementation of the plans for the activities of Leiden University in The Hague will be carried out by the administrative apparatus at the central level along the regular lines of responsibility, as well as by the individual faculties. Wherever possible, a link will be made with existing consultative bodies and administrative and official structures in the spirit of 'one university in two cities'. All faculties of Leiden University are active in The Hague.

*Process and coordination (of the implementation agenda)* Governance relating to Campus The Hague is currently being discussed in more detail and will be determined in due course.

- a. *Draw up an implementation budget.* Assigned to: Muller, in coordination with BV/FEZ (Boshuizen).
  - In the 2021-2024 Framework Document, the financial effects of the growth strategy have been taken into account for 2024 (and beyond) (the extra leasing expenses of €2 million per year that are not covered by model-based revenue) for extra accommodation for education and research, pursuant to the Business Case for Campus The Hague;
  - €300,000 has been reserved within renewal funds for project-based activities in the period 2020 and 2021. This can be used to finance the following: start of the intended exploratory activities for education, research and impact; centrally coordinated projects such as the Academy for Professionals, Children of the City and student entrepreneurship;
  - The funding required for activities outlined in the Strategy Document after 2021 will need to be included in the update to the planning of the deployment of innovation funding in the context of the strategic plan. The structural funding required to coordinate the implementation and support activities of the director of Campus The Hague (Campus-wide level) will also be determined at that time.
- b. *Develop a new governance structure for Campus The Hague.*  
Assigned to: Muller. The governance for Campus The Hague will be clarified at the end of 2020 and discussed with the University Council.

- c. *Communication and marketing around Leiden University in two cities / Visibility of Campus The Hague*  
Assigned to: Merckx (BB/SCM), Further elaboration in Q4 2020/Q1 2021.  
*Status:* Leiden University is now one university in two cities. A specific communication and marketing process will need to be developed for this. Steps have already been taken in this regard, which now need to be implemented.
- d. *Programme Directors / Programme Chairs consultative meeting for Campus The Hague:*  
Research and education in The Hague will be primarily interdisciplinary in character. The consultative body for the programme directors/programme chairs of Campus The Hague and the director of Campus The Hague will discuss what the faculties could be doing better at Campus The Hague in terms of content, organisation and cooperation, with the aim of promoting internal coordination and cross-fertilisation between the educational programmes and research. This will represent a first step. Cross-fertilisation between disciplines will be an additional priority as the governance of Campus The Hague is developed further. Assigned to: Van Arkel (BB/Strategic Communication Directorate, Strategic Communication Advisor for Campus The Hague) with Walgreen (BB/Strategy and Academic Affairs Directorate) and Kroes (BB/liaison officer). *Status:* the first consultative meeting for programme directors/chairs will be held on 13 February 2020. Points on the agenda will include a safer environment for work and study. It has been agreed that these consultative meetings will take place approximately four times a year; the question of facilities will be discussed at the following meeting.
- e. *Draw up and implement communication activities matrix*, in conjunction with implementation agenda. Assigned to: Merckx/Van Arkel (BB/Strategic Communication Directorate, strategic communication advisor for Campus The Hague). *Status:* draft version available. Include decision regarding budget for implementation of the communication agenda for Campus The Hague (activities and hiring of extra project support) in the decision on the budget for central support.
- f. Draft public version of Strategy for Campus The Hague: Assigned to: Merckx/Van Arkel (BB/Strategic Communication Directorate, strategic communication advisor for Campus The Hague). *Status:* draft version available.

*Multi-Year Implementation Agenda - Governance*

- a. In 2023 (and every three years), examine whether changes to the strategic plan are required. Assigned to: Muller.

**Appendices: Coherence and summary of (new) priority initiatives with regard to education, research and impact & city, included in the Implementation Agenda 2020-2021 (sections 1 – 7).**

<b>Faculties involved</b>	<b>Intended External partners:</b>	<b>Exploratory activities in <i>Implementation Agenda 2020-2021</i> (education, research, impact) - summarised</b> Grouped by sub-theme / perspective
		<b>International relations</b>
Law	Municipality	Research: PHD School of International Law
Humanities		Education: Professional/Advanced Master's in Interpreting
		<b>Cybersecurity, data security, digital security</b>
FGGA	TUD/TBM	Education: Master's in Safety
FGGA, Science, Law	LDE	Education: Master's in Cyber Security and Crime
FGGA, Law, Science	LDE	Research: Digital Security
		<b>Economics and Finance of the Public Sector</b>
Law, FGGA	EUR/ESE.	Education: Minor in Economics of the Public Sector
Law		Education: Minor in Business Administration and Entrepreneurship
		<b>Population Health</b>
LUMC, Science, FGGA, Social and Behavioural Sciences	HMC, RdG-HAGA, GGD, Municipality	Research: Population Health – Living Lab
		<b>Sustainable development and global challenges</b>
Archaeology, Law, Humanities	LDE CGHD	Education: Professional Master's, Heritage Academy
Archaeology	LDE CGHD	Impact & City: Heritage Academy meeting place
FGGA, Law, Humanities, Social and Behavioural Sciences	LDE CGMD	Research: Citizenship, migration and global transformations
Humanities		Education: Master's in Urban Studies
		<b>Global challenges in Diversity, Equity &amp; Inclusion</b>
Project leader. in partnership with LUC, ICLON, Strategic Communication, D&I Expertise Bureau and all faculties	HUAS	Impact & City: Children of the City
		<b>Various sub-themes / perspectives</b>
Quartermaster	HUAS	Education: Academy for Professionals
LUF, Strategic Communication		Impact & City: Alumni CDH and fundraising
SEA in collaboration with fac		Impact & City: Public education, higher education for older persons and SG
Quartermaster PLNT/Luris	HUAS, Yes!Delft	Impact & City: (Student) entrepreneurship and innovation.
Strategic Communication	Municipality, div. knowledge partners	Impact & City: Debate / debate centre
Knowledge Broker		Impact & City: Knowledge Broker
Social and Behavioural Sciences and ICLON		Impact & City: Teacher training

With respect to each external partner (also see section 7), the form of cooperation that is possible will be explored in 2020. This list of external partners is not yet a complete; it will be further developed and supplemented based on the exploratory activities.

**Appendices: Overview of distribution of assignments in the 2020 Implementation Agenda between faculties and institutes (education, research and impact) (sections 1-7)**

			Implementation Agenda 2020-2021 - Content		
Faculty	Institute	Assigned to	Research	Education	Impact & City /external parties
Law	Grotius Centre for International Legal Studies (Leiden and The Hague)	Vd Herik	PhD School of International Law		
	Fiscal and Economic disciplines/ Economics	Van Vliet	Citizenship, migration and global transformations	BA in Economics of the Public Sector	
	Fiscal and Economic disciplines/ Business Law	Adriaanse and Van der Rest		Minor in Business Administration and Entrepreneurship	
	Criminal Law & Criminology	Art		Pose-initial MA Subversion	
	Metajuridica - Van Vollenhoven Institute	Van der Woude	Citizenship, migration and global transformations - Pillar A		
FGGA	FB	Muller			HUAS, HvK, TUD, EUR/ISS and EUR/ESE
	ISGA	Koops		MA Safety	
	ISGA	Tops		Pose-initial MA in Subversion	
	IPA	Dimitrova	Citizenship, migration and global transformations - Pillar B		
	IPA	Yesilkagit			Centre for innovations in governance for peace, prosperity and human wellbeing
	IPA	Groeneveld	Population Health – Living Lab		
	LUC	Bussemaker	Population Health – Living Lab		
	CPL	Hopman		Academy for Professionals	
Humanities	IH	Schrover	Citizenship, migration and global transformations - Pillar A		
	IH	Duijvesteyn	Citizenship, migration and global transformations - Pillar B		
	LUCL	Schiller		Pose-initial MA in Interpreting	
		To be decided		Master's in Urban Studies	
	FB	De Baar /Touwen		HvK	
Social and Behavioural Sciences	PoWe	Thomas	Citizenship, migration and global transformations - Pillar B		
	CA-OS	Maeckelbergh	Citizenship, migration and global transformations - Pillar A		
	Psychology	Evers	Population Health – Living Lab		
	Educational Sciences	Alink			Teacher training
Archaeology		Kolen		Professional MA, Heritage Academy	Heritage Academy meeting place
Science					
	LIACS	Kraaij	Population Health – Living Lab		

LUMC	LUMC-Campus The Hague / PHEG	Numans	Population Health – Living Lab		
	LUMC-Campus The Hague / PHEG	Bussemaker	Population Health – Living Lab		
	Clinical Epidemiology	Rosendaal	Population Health – Living Lab		
<b>Central services</b>					
Administrative office	Strategic Communication	Merkx / Van Arkel		Visibility (new) CDH education offer	Debate; Link with activities in the city
	Strategic Communication	Visser			Alumni CDH and fundraising
	BB	Kroes			Debate; Student&City
	Strategy and Academic Affairs	Walgreen, Dibbet, Boessenkool, Stoutjesdijk, and others	Advice on formulation of assignments for research	Advice on formulation of assignments for education	Collaboration with external partners
LUF		Danker			Alumni CDH and fundraising
SEA	Higher Education for Older Persons	Smits			Public education: HOVO and SG
ICLON		Admiraal			Teacher training
PLNT/ LURIS		Quartermaster/ Louwaars			Entrepreneurship and innovation.
CDH		To be decided knowledge broker			Knowledge broker
CDH		Project leader			Children of the City
CDH		Quartermaster		Academy for Professionals	
LDE programme bureau		LDE Dean	Digital Security		LDE Policy Campus