



## **Implementation Agenda 2022-2023 - Campus The Hague Leiden University**

### **1. Introduction**

The [Campus The Hague Strategy 2020-2030](#) and [the first two-year Implementation Agenda 2020-2021 and Multi-Year Outlook](#) were adopted in the autumn of 2020. They are closely in line with the new strategic plan for Leiden University that was presented in February 2022. This present document proposes the follow-up to the implementation agenda for 2020-2021, namely the Implementation Agenda 2022-2023, that aims to achieve the strategic goals of the Campus The Hague strategy. The Implementation Agenda 2022-2023 comprises both a retrospective and an overview of the current and new projects. As the implementation of the strategy is in the initial stage, broadscale explorations have been started over the past two years based on ideas previously originating from the faculties. Exploratory studies and activities have also been undertaken that were not yet incorporated in the 2020-2021 Implementation Agenda. The focus for 2022-2023 is more on timely decision-making and completing preparatory programmes so that a start can be made in 2024/2025 with new bachelor's and master's programmes rather than on fostering new explorations. Other exploratory studies that have already been started will also be completed. The right momentum, support from the faculties and the availability of the right people is extremely important for the implementation to be successful.

### **2. Review of 2020-2021 and current status quo**

#### *Balance between teaching and research*

Recently, the focus in terms of content has been on exploring new teaching possibilities: interdisciplinary, in terms of SSH and largely in collaboration with other faculties. Various new programmes were started in the 2020-2021 period: three minors, two master's, one master's track, and one new course for professionals (see the summary in paragraph 3). From September 2021, seven bachelor's and 14 master's programmes have been taught in The Hague. Based on the growth scenario for the current activities and the strategy for Campus The Hague 2020-2030, two bachelor's programmes and a number of master's programmes are envisaged in the run-up to 2030. There are now sufficient initiatives in terms of teaching in The Hague, which allows more attention to be paid to new and current interdisciplinary research in the Hague.

#### *Sub-themes of broadening and deepening*

In 2020-2021, various exploratory studies were started as part of the envisaged consolidation of the area of 'Economy and finances of the public sector', partly in collaboration with Erasmus University Rotterdam. These exploratory studies relate to new programmes, including a broad bachelor's programme, a bachelor's track and a new master's programme. These exploratory studies will be continued in 2022. The transfer of the minor in Economy and Policy to The Hague in 2020 is a precursor of the broader attention for public economy in the city. In the area of 'Cybersecurity, data security and other safety issues', an initial investigation was completed into the opportunities for new teaching programmes with LDE partners. The intention is to follow up on new bachelor's teaching programmes in The Hague. In addition, the rise of AI has links with Peace, Justice and Security. This theme, on which there are collaborative programmes with other parties such as the LDE universities and the municipality of The Hague, offers new opportunities for The Hague. For 2022-2023, a new emphasis will be placed on broadening and intensifying the 'population health' sub-theme ('Health Campus'). See the following paragraph for a complete overview of the projects completed and still ongoing by sub-theme and perspective.

#### *Connecting teaching and research*

Teaching in The Hague, just as in Leiden, is based firmly on research. Three examples are given below of bachelor's and one master's that are under development, and the master's in Public Health

Management that has already started:

- 1) The groups in the field of Cybersecurity Governance (FGGA), technical aspects of security (FW&N) and legal and criminological aspects (FdR) already work together extensively in the field of teaching and research, and are highly complementary. Based on this collaboration, the possibility of a bachelor's in Cybersecurity & Cybercrime will be investigated. Existing knowledge from current (joint) research can be used directly in teaching. Because this bachelor's programme is highly innovative in terms of content, its educational development is also expected to lead to new joint research, which will strengthen existing research partnerships and increase the number of collaborations between FGGA, FWN and FdR.
- 2) There is strong interaction between the teaching and research programmes of the Department of Economics. This has also contributed to the growth of the department: from around 10 FTE in 2011 to around 35 FTE in 2021. External funding has given the opportunity to recruit young researchers, and the growth in teaching activities (largely in The Hague) has made it possible to retain these researchers and to develop long-term research programmes. Teaching is a springboard for research. With the planned new programmes, the bachelor's in Economics and Society and the master's in the Economics of Public Finances, it is not only the teaching programmes that are growing. The research activities in The Hague are also being given a strong impetus. The research of the Department of Economics, which focuses primarily on socio-economic issues relating to social security, pensions, job market policies and equality of income, will also be developed further in The Hague.
- 3) Research from different disciplines in the field of Population Health has already been ongoing for some time. In 2021, this will be supplemented by a new master's degree on the same theme. A future 'Health Campus' can further contribute to structured interdisciplinary and cross-domain scientific teaching programmes, training and research.

#### *University city campus*

One of the bigger projects in the area of facilities in the 2020-2021 Implementation Agenda was the search for new premises (*Study on the second Wijnhaven on the Campus boulevard*). This led us to premises (the Spui building) for which negotiations were held in the autumn of 2021 and early 2022. An important precondition for the ambitions for the city campus is the availability of physical space and facilities for students and staff. Even after corona, this need is still there, although the estimated requirement for space for teaching has been adjusted in type and size. A new building in The Hague remains an important - and necessary - goal for the coming years. The University sees in the Spui building opportunities to establish an integrated campus concept together with partners. This expansion of housing by 2025 is linked to new programmes that are currently under preparation. An important prerequisite for the success of this strategy for Leiden University Campus The Hague is that there is sufficient affordable housing available for students and that there is an adequate provision of good facilities. See paragraph 3.2 for the campus-wide project on 'Student housing and facilities'.

#### *Governance Campus The Hague*

The principles of the governance of Campus The Hague were determined at the start of 2021 for the period up to and including the summer of 2022. It was agreed that at that point in time, or earlier if needed, the present combination of positions of Director of Campus The Hague and Dean of the FGGA would be reviewed. The Executive Board will modify the governance structure in consultation with the University Council and the Management Board. The first term of the four-year appointment of the Director of Campus The Hague expires in September 2022.

#### *Campus The Hague student focus group*

The aim of this sounding board group that was started in 2021 is to gather input from students informally. The student sounding board group also gives students the opportunity to raise issues themselves that they would like to have discussed. It is important that the informal nature of this kind of sounding board group is maintained so that open discussions can be held with students. This distinguishes the student sounding board group from the formal consultation bodies at both faculty and university level. The sounding board group, headed by the assessors from FGGA and HUM, is made up of students from the programme boards and representatives of study associations. This is in line with the content of the memo on 'Governance of Campus The Hague: Principles for Consultation'. The student sounding board group meets three times a year. The themes they discuss

are: 1) international students and the specific wishes and difficulties of this group; 2) Community in The Hague, more exchanges between students from the different programmes in The Hague; 3) ; and student life and the city; 4) the divide between Leiden and The Hague; and 5) career support.

#### *COVID-19*

The corona pandemic delayed the implementation of the 2020-2021 Implementation Agenda, which was drawn up before the COVID-19 crisis occurred in the Netherlands. Teaching and research had to be conducted online and staff had to work from home. Given this situation, attention was focused in the first instance on a maximum of ten priority projects. This was progressively expanded to a work list of around 60 current activities and projects, spread over the full breadth of the implementation agenda. Over the coming two years, the expectation is that blended or hybrid methods of working will be applied. This in line with University policy.

### **3. Priorities and projects 2022-2023**

#### **3.1 Overview of current and new projects Campus The Hague**

In 2022-2023 we will take the next step in preparing the details of the Campus The Hague Strategy for 2020-2030. This is in line with the intended deepening and broadening of a number of sub-themes and perspectives, related to the thematic clusters for Campus The Hague. The table below gives an overview of what has recently been started and what current and new initiatives are expected to play a role over the coming two years. All new initiatives will be developed in consultation with the faculties and will be interdisciplinary, reflecting the substantive themes of Campus The Hague. In this table, we consider initiatives in the areas of teaching, research and impact & city, as well as strategic partnerships with external parties, the necessary facilities and appropriate governance. The overview is dynamic. In the coming years, the projects will develop further and start dates will become firmer.

Projects in the areas of teaching, research, impact and the city are clustered in the diagram below according to the deepening and broadening subtheme and/or the perspective of the Campus the Hague Strategy. Colours have been used to distinguish between time periods.

|  |
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| Green: new teaching programmes and projects achieved in 2020-2021        |
| Blue: new teaching programmes and projects for the 2022-2023 period      |
| Yellow: new teaching programmes planned to start in the 2024-2030 period |

| <b>Campus The Hague LEI Projects</b> <i>(by subject, and by deepening sub-theme/ perspective)</i>   | <b>Faculties involved</b>  |
|---|----------------------------|
| <b>International Relations</b>  |                            |
| Institute of Political Sciences of the Faculty of Social and Behavioural Sciences partly located in The Hague (2020 /2021)                            | FSW                        |
| Master's in Law and Society: Governance and Global Development (2020)   | FdR, FGGA, FGW with EUR    |
| Minor Questions of Justice in Law, Literature and the Arts (2022)   | FGW                        |
| Master's (track) War and Peace Studies, part of Master's in Crisis Security Management (2022)   | FGGA                       |
| Courses for professionals in Dutch Studies (currently under exploration)  | FGW                        |
| PHD school in International Law and Governance (currently under exploration)  | FdR, FGGA                  |
| Synergy in International Affairs Programmes in research & teaching (new, to be explored from 2022)  | FGW, FSW, FGGA, FdR, LUCIR |
| Post-initial Master's in Advocacy & Government Relations (2024/ 2025, phase: preparation of dossier) (previously under the name of MA Public Affairs) | FGGA                       |
| Master's in Global Transformations & Governance (after 2025, phase: exploration)  | FGGA                       |
| <b>Cybersecurity, data security, digital security</b>   |                            |
| LDE programme in Science for Cybersecurity (2021, in progress)  | LDE with. FGGA, FdR, FWN   |
| Minor Cybersecurity Governance Essentials (2021, The Hague/Leiden)  | FWN with. FGGA             |
| Master's (track) Criminology and Security Policy (2021) part of existing master's in Crime and Criminal Justice                                       | FdR                        |
| Courses for professionals: Leiden Legal Technology Programme (2021)   | FdR, FGGA, FWN             |
| Minor in Violence Studies (per 2022, The Hague/Leiden)  | FGGA with FSW              |
| Minor in Disinformation and Strategic Communication in Global Media (2022)  | FGW                        |
| Bachelor's (track) Digitalisation, Data and Governance, part of BA in Public Administration (2023)  | FGGA                       |
| Master's (track) Governance of Violence, part of master's in Crisis Security Management (2023)  | FGGA                       |
| Courses for professionals in e.g.AI VRV - AI for non-AI professionals, Subversion and Disinformation (under exploration)                              | FGGA, FdR, FWN, FGW        |
| Research AI in Peace, Justice and Security (under exploration)  | FGGA, FdR, FWN with LDE    |
| Bachelor's in Cybersecurity and Cybercrime (per 2024/2025, phase: start preparation of dossier, first study completed in June 2021)                   | FGGA, FWN, FdR with EUR    |
| Master's in Safety (after 2025, phase: under exploration)   | FGGA jointly with TUD      |
| Master's in Policing /Police Studies (after 2025, phase: under exploration)   | FGGA                       |
| <b>Economy and finances of the public sector</b>  |                            |
| Department of Economics, part of Institute for Fiscal and Economic Subjects (FdR) partly located in The Hague (2020/2021)                             | FdR                        |
| Minor in Economics and Policy (2020)  | FdR                        |

|  |   |
|--|---|
| Minor in Business Administration and Entrepreneurship (2021)   | FdR, PLNT DH                              |
| Master's in Economics of Public Finances (2024 / 2025, phase: start preparation dossier, first study completed in November 2021) | FdR, FGGA                                 |
| Bachelor's in Economics and Society (2025, phase: start preparation dossier, first study completed in November 2021)             | FdR, FGGA, FSW and FGW                    |
| <b>Population Health</b>   |   |
| Master's (2-year) Population Health Management (per 2021)  | LUMC, FGGA, FSW, PLNT DH                  |
| Population Health research – Living Lab in The Hague (2020, ongoing)   | LUMC, FSW, FGGA, FWN                      |
| <b>Health Campus The Hague (exploratory studies ongoing &gt; highlighted)</b> (teaching & Research)                              | LUMC, FSW, FGGA, FdR, FWN                 |
| <b>Sustainable development and global challenges</b>   |   |
| Research on Citizenship, migration and global transformations in The Hague (2020, ongoing)                                       | FGGA, FdR, FGW, FSW                       |
| <b>Sustainable City Lab</b> (teaching & research) (2022 > highlighted)   | FGGA, FGW, FWN, LUGO with other faculties |
| <b>LDE Centre for Global Heritage &amp; Development in The Hague</b> (teaching & research) (2022 > highlighted)                  | FdA, FGW, with LDE poss. FdR, FSW, FGGA   |
| Minor in Ecology, Migration and Tolerance: Limits to cooperation? (2022)   | FGW                                       |
| Minor in Creative Strategies in a Society in Change (2022)   | FGW                                       |
| Minor in Global Heritage: Global Issues, Local Effects (2023)  | FdA with LDE                              |
| Master's (track) in Digital Media and Communication (2023/2024) part of existing master's in Media Studies                       | FGW                                       |
| Digital Media and Communication research programme (new, to be explored from 2022)   | FGW and possibly FSW                      |
| Master's (2-year) in Play and Game Studies (after 2025, phase: under exploration)  | FGW, with FWN, FSW, FdA, LDE and PLNT DH  |
| Master's in Urban Studies (after 2025, phase: exploration yet to start)  | FGW                                       |
| Master's (track) in Heritage & Society (after 2025, phase: exploration yet to start)   | FdA, FdR, FGW, with LDE                   |
| <b>Global challenges in Diversity, Equity &amp; Inclusion</b>  |   |
| LDE Living Lab /thesis lab The Hague Southwest (2021, ongoing)   | LDE, FGGA, FGW, FdR, EUR/ISS              |
| Children of the City - Project 'Praesidium Verbis' (2021, ongoing)   | All faculties                             |
| <b>Children of the City – general approach (under exploration, highlighted)</b>  | All faculties                             |
| <b>Collaboration in the neighbourhood – The Hague South-West (under exploration, highlighted)</b>                                | The Hague municipality, ICLON, faculties  |

|   |                           |
|---|---------------------------|
| Bachelor's Academic teacher training programme Education in an Urban setting (ULGO) in The Hague for teachers in primary and secondary education (2023/2024, phase: dossier in preparation) | FSW, ICLON                |
| Things That Talk (already in Leiden, new for The Hague 2022)  | FGW                       |
| Professional MA Intergenerational Justice (after 2025, phase: under exploration)  | FGGA possibly with FdR    |
| <b>With links to various sub-themes/perspectives</b>  |                           |
| PLNT The Hague (launch 2022, highlighted)   | PLNT/Luris, all faculties |
| Academy for Professionals (2022/2023, highlighted)  | All faculties             |
| Alumni CDH and fundraising (continuing process)   | LUF, SCM with faculties   |
| Public education HOVO, SG and LAK   | SOZ with faculties        |
| Debate (under exploration)  | SCM, FGGA, CDH            |

Important preconditions to make the above-mentioned plans possible include the necessary facilities, financing and appropriate governance. Current and new plans in these areas for 2022-2023 are listed below, along with current explorations for strategic collaborations with external parties. Legend:

Green: new teaching programmes and projects achieved in 2020-2021

Blue: new teaching programmes and projects for the 2022-2023 period

| <b>Campus The Hague LEI Projects (contd.)</b>                                       | <b>Faculties/ departments involved</b>        |
|---|---|
| <b>Partnerships with external parties</b>   |   |
| Humanities Hub The Hague memberships (2021, continuing)                             | CFI, SCM, all faculties                       |
| University of the Arts The Hague (exploratory studies ongoing)                      | FGW, FGGA, CDH, SAZ                           |
| The Hague University of Applied Sciences (exploratory studies ongoing)              | All faculties, CDH,SAZ                        |
| LDE (diverse exploratory studies)   | CDH, SAZ                                      |
| TU Delft (2021, exploratory studies ongoing)  | All faculties, CDH                            |
| EUR   | All faculties, CDH                            |
| Municipality of The Hague (ongoing)   | All faculties, CDH, BB                        |
| Participation in Student & City The Hague platform (ongoing)                        | CDH, BB, SOZ, SCM                             |
| CID Policy Campus – Campus development, participation in core group (2020, ongoing) | Led by The Hague municipality, CDH, LUMC, TUD |

| <b>Facilities and funding the growth</b>  |   |
|---|---|
| Study on second 'Wijnhaven' at Campus boulevard (2021)  | Real Estate                                 |
| POP corner The Hague (2021)   | FGGA, FGW, FSW                              |
| Design and organisation of new building, including – where necessary – temporary expansion location/ overflow housing | Real Estate, UFB, FIN, CDH, SCM, user group |
| <b>Extra demand for student housing as a result of growth ambitions (continuing, highlighted)</b>                     | CDH, BB, student housing taskforce          |
| <b>Governance of Campus The Hague and funding organisation</b>  |   |
| Budget CDH for the implementation agenda 2020-2021 (2020)   | CDH, BB, CvB, FIN                           |
| Principles of the governance of Campus The Hague (2020)   | CvB, faculties                              |
| Directors of Education/Department chairs consultation Campus The Hague (2020, ongoing)                                | All faculties, CDH                          |
| Thinktank group on sustainability for Campus The Hague (2020, ongoing)  | FGGA, FGW, FWN, LUGO, SAZ, CDH              |
| Meet & Greet Student committees The Hague (2021, ongoing)   | SOZ, all faculties                          |
| Student sounding board group Campus The Hague (2021, ongoing)   | All faculties                               |
| Budget CDH current implementation agenda 2022-2023  | CDH, CvB, FIN                               |
| Updating public version of Campus The Hague Strategy (2022)   | SCM   |
| Amendment of governance Campus The Hague (2022)   | CvB   |
| Interim adjustment of Campus The Hague Strategy (2023)  | CvB   |
| Luris & impact desk in The Hague (2022/2023)  | Luris, PLNT, all faculties                  |
| <b>One university in two cities/Connecting Leiden – The Hague (new, 2022, highlighted)</b>                            | SCM, HRM, all faculties                     |

### 3.2 Campus-wide projects

A number of Campus-wide projects for 2022-2023 will be highlighted and further explained below.

#### *PLNT The Hague*

One of the key themes in the strategy for Campus The Hague relates to innovation, start-ups and student entrepreneurship. To be able to offer opportunities to students with an entrepreneurial mindset, we are working on a PLNT (the innovation hub in Leiden) equivalent in The Hague. The idea is that PLNT The Hague, as part of the exploratory studies for Campus The Hague, will start with a pilot in the 2024/2025 period. This period will be used to work on designing a programme, building the network in The Hague and giving students the opportunity to gain experience through workshops and training courses. This time will also be used to shape governance for student entrepreneurship in The Hague and determine the external funding sources for this initiative. This innovation hub will focus on guiding and coaching students (and alumni) who want to get started with entrepreneurship in The Hague and the surrounding region. The focus will be on social innovations and/or plans for public sector enterprises.

#### *Academy for Professionals*

In order to continue to successfully design education for professionals in The Hague in the coming years, a specific organisation will need to be set up at the university. Led by a coordinator, a first line of thinking has been drawn up for 2021. A compact expert group has been commissioned by the Director of Campus The Hague and the Dean of the Faculty of Law to work on this. By combining and further expanding the activities of, among others, the Law Academy and the CPL, a step-by-step approach is being taken to construct an Academy for Professionals for Leiden University as a whole.

#### *New teaching programmes after 2024*

To allow for strategic and responsible growth of the new range of programmes, the strategy for Campus The Hague includes the ambition to start two new bachelor's programmes spread over the period from 2020 up to and including 2030, and one new (initial) master's programme each year from 2024. At the moment, work is being done on preparing a large range of programmes, and concrete ideas for new programmes have been explored. In the coming years, a further feasibility study will be needed, the accreditation dossiers will be prepared and the management and financial decision-making for each programme will be concluded. For the definitive planning of the start of the new range of programmes in the longer term, account will be taken of the opportunities offered by the intended expansion of the new accommodation for Campus The Hague (expected in 2025).

#### *Children of the city*

Campus The Hague expressly aims to connect with the city of The Hague. Coordinator Judi Mesman (LUC) and her team developed the first project 'Praesidium Verbis' in 2021 in the context of the 'Children of the City' programme. In this project, students will give language lessons to years 2 and 3 junior school pupils in disadvantaged neighbourhoods (*Krachtwijken*) in The Hague. In the context of the broader ambitions for Children of the City, an inventory has been drawn up of current initiatives and the first contacts have been made. The coming period will be used to expand these connections and to develop an integral plan for Children of the City. The plans for a [teacher training programme](#) in The Hague are part of this initiative. This bachelor's degree is a contemporary programme that will attract new target groups and train teachers who also want to take up the challenge of deprived neighbourhoods. A special feature of the programme is that it aims to provide a broad remit for upper primary and lower secondary education (10-14 year-olds).

#### *Working together in the local neighbourhood – The Hague Southwest*

The Hague Southwest (Moerwijk, Morgenstond and Bouwlust/Vrederust districts) has a high proportion of residents who have serious problems with housing, work, income, education, health, safety and wellbeing. One of the ambitions of the municipality of The Hague is to set up a national programme for Southwest to address these problems. Leiden University wishes to play a part in this programme and, along with alliance parties and the Ministry of Kingdom Relations and the Interior, has signed the '[Southwest Pact](#)'. Leiden University will contribute to this Pact in different areas. Jet Bussemaker (professor of Science, Policy and Social Impact, particularly in Healthcare) will head up the alliance of partners who will be focusing on health and vitality. The University will also contribute to the Education Alliance, by expanding the [Leiden Science Hub](#) and the [Students for Education](#) project. In addition, the [LDE Living Lab /Thesis Lab The Hague Southwest](#) has started

and the first students will present their findings in October 2021. Furthermore, researchers and staff from Leiden University are joining the Learning Network The Hague Southwest, which was launched in autumn 2021 under the leadership of The Hague University of Applied Sciences, and further cooperation in this learning network is being explored.

#### *Health Campus The Hague*

The ambition of LUMC Campus The Hague is to continue to grow and become a nationally and internationally recognised interdisciplinary Health Campus The Hague. To achieve this ambition, the intention is to set up a broad interdisciplinary programme and expand this in the area of population health, community-oriented primary care, population health management and the requisite scientific and data-technical infrastructure. The collaboration between LUMC and other faculties (FSW, FGGA, FdR and FWN) will be further strengthened. Optimum use will be made of the unique opportunity offered by Leiden University Campus The Hague to achieve interdisciplinary education, research and valorisation in the field of health. The Health Campus The Hague is in a unique position within the Population Health domain to further organise and expand its connective and distinctive function for internal and external cooperation and networking in the South Holland North region. This will promote the interests of the individual patient, the health of citizens and healthcare as a whole. The connection with the city will continue as intensive as ever and the scientific relationship and cooperation with LUMC in Leiden will remain a source of mutual inspiration.

#### *Sustainability - Sustainable City Lab*

A think-tank for Campus The Hague was formed at the end of 2020. This group started from a shared ambition to give sustainability an important place in the implementation of the strategy. It will focus on two main categories: sustainability in education and research, and sustainability in business operations (facilities). Sustainability warrants attention, not only within the University, but also in the connection with the city. The aim is to inspire and mobilise. This group functions as a sounding board group for Campus The Hague and helps to identify where and how sustainability can be incorporated in the strategy and implementation. It also helps to make explicit how this can be made concrete and practicable, and what connections can be made with other relevant players in (and outside) the University. In 2021, this resulted in an initial proposal for a new campus-wide pilot project: the Sustainable City Lab.

The Sustainable City Lab will be the place where knowledge about sustainability converges: a vibrant hub that connects organisations in The Hague that are facing sustainability challenges with research and education at Leiden University. This means that the Campus's sustainability strategy goes beyond focusing on sustainability in education, research and business. It also offers opportunities for co-creation with public and private partners and citizens in The Hague and for inter- and transdisciplinary research and education. The plan and budget were confirmed in 2021, the administrative coordination was organised, and options (both external and internal) for funding the project coordinator and coordinator were sought. This was necessary to be able to start the implementation and execution. The intended start is early 2022.

#### *LDE Centre for Global Heritage & Development in The Hague*

The LDE Centre for Global Heritage & Development wants to offer education products within Campus The Hague and to promote research on current heritage themes. The Centre aims to play an important role as facilitator, intermediary and driving force for education, research and valorisation in the area of heritage and collections in South Holland and further afield. The LDE Centre for Global Heritage & Development will be a scientific network organisation focusing on generating impact. Thematically, it builds on the work of the LDE alliance and the Museums, Collections and Society incentive programme. Themes include the role and significance of heritage in peace and justice, decolonisation, how heritage can be utilised in spatial planning, and the development of technologies to detect, conserve, reconstruct and manage heritage.

The organisation can offer instruments to policymakers locally, regionally and at national level, and internationally it can offer tools for soft and public diplomacy. The current and sometimes pressing themes make the administrative centre of The Hague the best choice for the Centre's location. The LDE Centre for Global Heritage & Development aims to become a meeting place for partner organisations and other interested parties in the Leiden and The Hague region, offering a venue and a diverse range of events such as lectures, conferences and debate evenings. The first discussions for

setting up such a centre took place in 2020-2021. The next step is to further develop the organisation and implementation plan, establish connections with internal and external stakeholders, and integrate the plan more closely within the strategies of LDE and the faculties involved by appointing a coordinator (from 2022).

#### *One university in two cities / Connecting Leiden – The Hague*

The connection between the campuses of Leiden University in Leiden and The Hague is a constant point of attention in the implementation of the plans. In the coming years, the idea of ‘one university in two cities’ will be made more explicit. The aim is to translate the core of the strategy - Leiden University permanently located in two cities - into concrete elements and new projects. Intended projects focus on: 1) Linking The Hague Campus with Leiden University. Follow-up steps to further strengthen the identification of The Hague Campus with the Leiden University brand are to be taken in the next two years. This will include researching elements that both students and staff find characteristic of the University as a whole and how we can reflect these in The Hague. This research should also focus on the ceremonies and traditions of Leiden University in The Hague. How can rituals, (old and new) traditions, and characteristic symbols be handled in an appropriate way in The Hague, so that they contribute to community building in The Hague as well as to a bond with Leiden? 2) Mobility of students and staff between the two cities (task for HRM). Collect and share best practices (e.g. from the LDE alliance) to arrive at a solution for the logistical challenges experienced by students and staff in the context of one university in two cities.

#### *Student housing and facilities for students*

Having sufficient good and affordable student housing is a prerequisite for the success of Leiden University’s plans in The Hague. The University itself has neither the opportunity nor the authority to provide housing for students and staff. Rather, the University is dependent on the municipality, on organisations providing student housing, housing corporations and cooperation between the municipality of The Hague and other municipalities in the region. In order to properly address the problem of the shortage of student housing, the University and six other higher education institutions in The Hague together took the initiative a few years ago to initiate a regular Management Meeting with the municipality of The Hague to discuss student housing. In addition, a broad-based official working group has been set up for this purpose, in which DUWO participates alongside representatives of the municipality and higher education institutions. Leiden University also participates in this working group. In order to map out the demand side, use is made of the Student Housing Monitor, which is published annually and which, on the basis of a representative survey among students and the data at DUO, provides a long-term prognosis of the demand for student rooms and the shortage of units for students. It was established in an Administrative Consultation between the municipality of The Hague and Leiden University at the beginning of September 2021 that extra effort is needed to achieve sufficient affordable housing for students. A separate Task Force has therefore been set up to generate ideas and solutions to solve the shortage of student housing. Besides DUWO, the municipality and The Hague University of Applied Sciences, other housing corporations in The Hague are also involved in this Task Force. The Task Force will also investigate where it may be possible to link up with developments or combinations of functions in the city of The Hague or in the region. Attention will also be paid to the through-flow of graduates. The Student and City Network is working with the municipality of The Hague and the other higher education institutions to improve facilities for students. Discussions will also take place with students on the Campus to gain insight into the specific areas where facilities for students at Campus The Hague can be improved. The national Action Plan for Student Housing 2022 - 2030 will be signed shortly. This action plan emphasises the importance of student housing and accommodation for PhD students. This plan represents a joint intention of the Ministry of the Interior and Kingdom Relations, the Ministry of Education, Culture and Science, municipalities, higher education institutions, student housing corporations and students to join forces in seeking solutions for the - growing - demand for student housing.