



## Implementation agenda 2024 – 2025 Campus The Hague Leiden University

### 1. Introduction

Every two years, an implementation agenda is drawn up regarding how to achieve the goals of the [Campus The Hague Strategy 2020-2030](#). This document contains the third of these agendas (2024-2025) and builds on the previous implementation agendas ([2020-2021](#) and [2022-2023](#)).

This time, the structure of the agenda has been modified: now that four years of the ten-year strategy period have passed, the CDH Implementation Agenda 2024 -2025 focuses on the outlook for a limited number of priority projects. These correspond to the developments, bottlenecks and opportunities on campus in recent years and on forecasts and expectations for the years to come.

The focus in this agenda (section 2) is on providing direction for the CDH's cross-faculty agenda, and it is based on projects where the CDH Board wants to make an additional effort based on a clear role. The governance of CDH, which determines the role of the CDH Board in implementing the agenda, is explained in more detail in section 3.

The topic of safety, dignity and respect was deliberately added to the Executive Board's agenda in autumn 2023. At the time of drafting the Campus The Hague Strategy in 2020 and devising this Implementation Agenda, the subject of safety, dignity and respect was by no means as topical as it was at the time when this agenda was finally adopted. The subject has recently received the full attention of the Campus's Executive Board. This will continue for the foreseeable future. Regular meetings are held with the programme directors, for example, to see where the needs are and how the Campus can help. We are also looking at opportunities for organising campus-wide events that offer a safe environment for students and staff to have discussions together. The faculties in The Hague are highlighting initiatives such as support groups for students. This brings us to Section 3, which details the Campus The Hague crisis organisation.

The appendix provides an overview of the projects that were part of the CDH agenda in the previous implementation period, briefly reviews developments during the previous implementation period and summarises developments at the project level. Many steps have already been taken, but CDH requires continuing attention if all the ambitions for 2030 are to be achieved. For some of the remaining projects that were ongoing or were launched in the previous implementation period, the CDH Board will play, above all, a monitoring role in the forthcoming implementation period, placing ongoing developments in the spotlight using CDH communication channels and, where necessary, connecting these with priority projects or other new projects and developments that are part of CDH.

This implementation agenda will take effect following discussion by all regular administrative bodies - the Executive Board (CvB) (31 October 2023), Consultations with Faculty Boards (15 November 2023) and the University Council (Jan-Feb 2024 cycle).

## 2. CDH priority projects 2024-2025

This section looks ahead to the priority projects for CDH in the forthcoming implementation period, in which the CDH Board sees an active and important role for itself, and to which it wishes to devote extra attention. Together, these projects constitute the cross-faculty agenda for the CDH Board for the years 2024 and 2025. The CDH Board bases this on its responsibility to promote interdisciplinary and interfaculty collaboration in The Hague in the fields of education, research and impact, and business operations. This role can differ per project, and further details will be provided with respect to each project. Every priority project in this CDH agenda involves multiple faculties.

Although these projects have been included primarily because of their importance to the interfaculty development of Leiden University in The Hague, not all of them are limited to CDH and some have an equally important component at the university-wide level and in Leiden. Integration into the university organisation, based on the ‘one university in two cities’ approach, has already been arranged for some projects. Where this is not yet the case, this is a reason to focus specifically on this aspect with respect to CDH.

The eight projects/themes that CDH will focus extra attention on in 2024 and 2025 are:

CDH priority projects 2024-2025	Education	Research	Impact and City	Collaboration with external parties	Local facilities	Governance and external visibility
a. Interfaculty Education in The Hague, educational facilities and responsible growth in student numbers	X			X	X	
b. Interfaculty Research and Staff in The Hague		X			X	
c. Spui University Building: opening of the building, collaboration with partners, traditions in The Hague: one university in two cities	X	X		X	X	X
d. Student Facilities in The Hague				X	X	X
e. Relations with and in the city and local areas: Local partnership project - The Hague Southwest, and Campus The Hague Junior	X		X	X	X	X
f. PLNT The Hague: generating impact together	X		X	X		
g. Health Campus The Hague: partnership with SSH faculties	X	X	X	X		X
h. Collaboration Agenda with University of Edinburgh in The Hague	X	X		X	X	

Two of these projects - Spui University Building and Interfaculty Education in The Hague - will have the highest priority for the university in the forthcoming implementation period, due to the priority of delivering

the building and immediately starting to use it for the new range of education that has been developed.

Together, these priority projects and themes for CDH for 2024 and 2025 not only cover every aspect of the CDH strategy (education, research, impact and the city, facilities, governance and external visibility), but they also connect the university with different faces of The Hague as a city – from local urban issues to more internationally oriented collaboration. Generating impact requires more than just internal interfaculty collaboration: collaboration with external partners is also needed, and this plays a role (to varying degrees) in almost all the priority projects. Many of Leiden University's strategic and ongoing partnerships and networks of partners in the city are utilised, such as the partnership with The Hague University of Applied Sciences, the University of the Arts, LDE universities and the City of The Hague. There is also a great deal of collaboration through platforms such as Student & Stad The Hague, The Hague Economic Board, Stichting Binnenstad, the Hague Humanity Hub and Spreek. During the previous implementation period, new connections were also made with all the HBO partners in the city, and the first steps in the further education partnership involving WO-HBO-MBO in The Hague are being explored as part of CDH. The status and ambitions for these priority projects are explained in further detail in sections 2a to h, as well as the role of the CDH Board.

Both the agenda and the list of priorities are dynamic. These projects will continue to develop over the years to come and new initiatives will also emerge. The CDH Board is always willing to help the faculties and initiators of other projects to think about the potential role of the CDH Board and links with the other CDH projects. Indeed, the governance of CDH (section 3) includes regular opportunities to do exactly this.

The way in which the working budget for CDH (made available by the Executive Board as part of central innovation funding) is used to help to ensure progress on specific projects will be evaluated by the CDH Board against the priorities outlined in this agenda and the intended role of the Board. The CDH budget 2024-2025 includes funds for CDH-wide activities (to launch activities aimed at promoting the university's relationships in the city and encouraging interfaculty cooperation). When using the CDH budget, the CDH Board focuses on ensuring clear agreements regarding how (and within which period) these activities can be fully integrated into the existing organisation.

## a. Interfaculty education in The Hague, educational facilities and responsible growth in student numbers

### **Status**

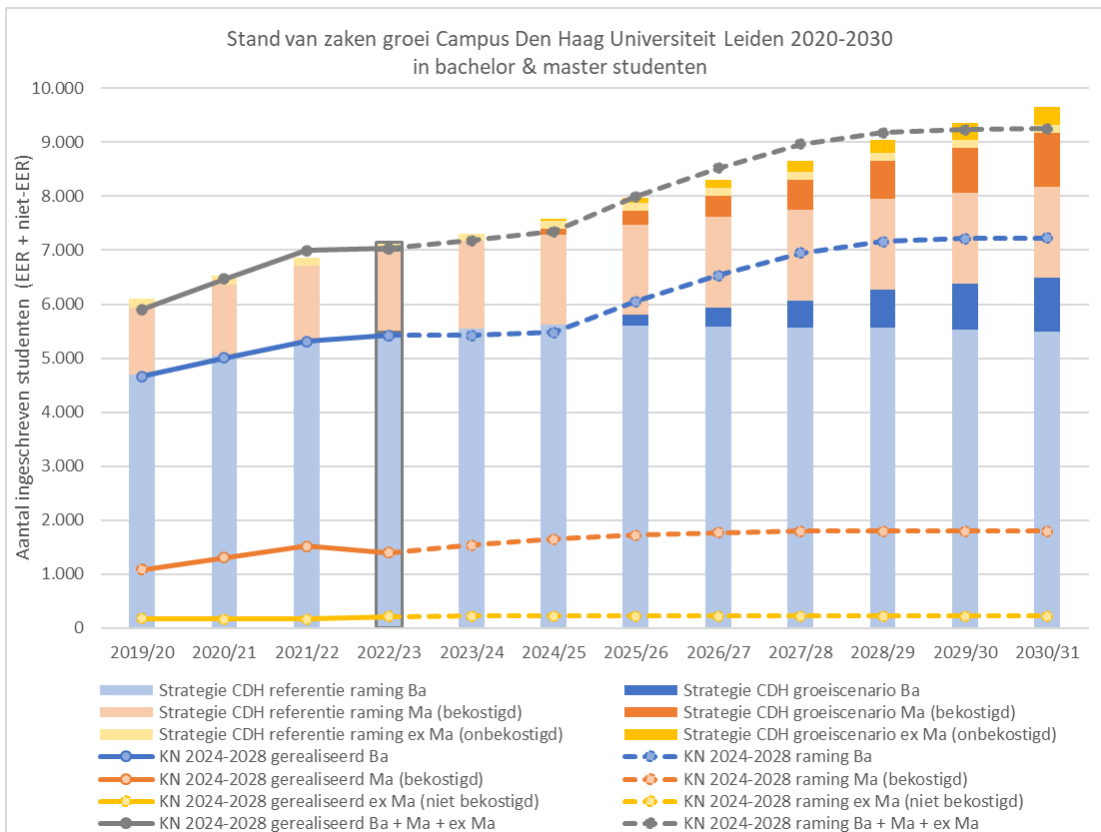
During the first years of the CDH strategy period, the faculties focused very much on promoting new interfaculty education in The Hague (in conjunction with the ambitions for expanding CDH). Appendix 1 provides an overview of what has been achieved so far, and what is still in the pipeline (that we currently know of) with respect to new education in The Hague. The majority of regular new bachelor's and master's programmes in The Hague will actually start in 2025 or later, and will therefore also require a commitment from the relevant faculties in the forthcoming implementation period. As of September 2025, at least two new bachelor's degree programmes and one new master's degree are planned in order to expand the regular range of education provided at CDH. The development of other master's (and master's tracks) is also being explored. The priority for CDH in recent years has been the development of the two new interfaculty bachelor's degrees that are planned for September 2025, due to the link with the new building. The new building is scheduled to open in September 2025 (see priority project c for further details). The completion of the building and its immediate commissioning for new educational programmes is a major priority for the Executive Board and CDH in the forthcoming implementation period. In order to fulfil the ambition of launching one new regular master's degree per year, the focus in the forthcoming implementation period will be on continuing to develop master's degrees (and master's tracks) by 2026.

The constant focus for CDH will be on accommodating the growth that this new education will lead to as effectively as possible. It is important that there is still space for continuing innovation in the education that Leiden University offers in The Hague in the future (i.e. after the opening of the new Spui University Building and the simultaneous launch of various new programmes). This includes both innovation in existing education and the development of new educational programmes at CDH, within the parameters of the space available for education at CDH. University-wide ambitions to strengthen cooperation in education with strategic university partners in The Hague, such as the LDE universities and the University of Edinburgh, also play a role in this.

In addition, the principle of 'one university in two cities' implies a focus on staff involved in education at CDH who work in both The Hague and Leiden. The facilities for teaching staff at CDH will need to be designed so that providing and supporting education (and the link with research) at the university's various locations is practical and achievable for all those involved.

Structured and well-considered decision-making will be required on questions such as: 'Which new education should be located in The Hague, and which not?' and 'What are the parameters for a good start in The Hague?' During the previous implementation period, CDH drew up an assessment framework for educational programmes. This translates the Strategy for Campus The Hague for 2020-2030 into practical steps. The framework is meant to encourage an open discussion with the faculties, to provide a clear explanation of the connection with The Hague, and to give faculties the best tools to make the right decisions. The underlying priority is to ensure that our education in The Hague contributes as well as possible to the profile of CDH, and therefore to a strong university as a whole.

The rise in student numbers since the start of the strategy in 2020, as well as forecasts until the end of the strategy period in 2030, are shown in the graph below.



Based on current estimates, growth to more than 9,000 or possibly even 10,000 students in The Hague in 2030 remains the working assumption for CDH.<sup>1</sup>

Where necessary, additional solutions for accommodating this growth as effectively as possible will be sought. These solutions may be found on the organisational side (e.g. timetabling, extending the times during which lecture halls are in use, block times, hybrid/online formats), on the policy side (e.g. maximum limits on student numbers, phasing in new education) or on the spatial side (e.g. using other buildings - such as with the 'neighbours' in Amare, in partnership with the strategic educational partners in The Hague and shared use of educational spaces). In The Hague, where several faculties (and sometimes external partners) use the same buildings and educational facilities, this will require coordination and management. Finding suitable locations for examinations and digital examinations will be particularly important. For example, in the previous implementation period, a start was made on exploring solutions outside CDH buildings, such as the Amare complex located next to the Wijnhaven, in order to cope with the pressure on the large lecture halls in Wijnhaven (the Spui university building does not offer this facility).

<sup>1</sup> Explanation of the forecast and reflection on ambitions in the CDH Strategy: This graph shows the (interim) status and the most recent growth forecast (Framework note 2024-2028). Actual figures to date have been in line with previous estimates. Looking forward, the plans for the new programmes that are planned to launch in 2025 are included in the new Framework Memorandum (KN) estimates. The start date for the two planned new bachelor's degrees has been aligned with the opening of the new Spui University Building. Together with a growth in student numbers based on market research carried out for these specific (all Dutch-language) programmes, this means a faster and higher growth forecast for the number of bachelor's students than expected in the CDH strategy. That strategy was based on a launch spread out over a longer period (in 2025 and 2028), and incoming student numbers similar to that for the bachelor's programme in Security Studies (started in 2018). The first of the planned new master's programmes will also start in 2025, and explorations are underway for master's (or tracks) that will start after 2025 (see appendix 1). This means that the university is on course to fulfil its ambition of launching one new regular master's programme per year and one post-initial master's programme per year by 2024. Since most of these programmes are not yet in the accreditation phase, they have not yet been included in these estimates. The rise in the number of master's students is therefore ultimately expected to be higher than currently shown in the KN estimate. In practice, when it comes to developing new post-initial master's programmes (accredited but not funded), the decision is often to begin by offering a programme for professionals.

Monitoring growth over the longer term is recommended (based on data from the annual registration monitor in the autumn, for instance). The forecasts in the graph have a wide margin of error and they should be seen as indicative only. The actual numbers will depend not only on successful accreditation processes, the actual influx of students and the interest in the new programmes (for the nearer-term forecasts and the timetabling of teaching rooms, the more detailed scenarios in the accommodation plans for new programmes will also be taken into account), but also on external developments such as changes in government policy or unforeseen events such as the coronavirus pandemic. The political debate that arose in 2023 and the Ministry of Education, Culture and Science's change in policy regarding incoming international students and the language of instruction, for example, will be relevant to CDH in the forthcoming implementation period. Over the years to come, it will become clear what this new policy will actually mean for the number of incoming students for both new and existing education at CDH. Campus The Hague will move in line with changes to university policy in this area. One of the central points of the CDH strategy will reflect this debate: a combination of national and international students and of teaching in Dutch and in English. Three new bachelor's degrees and one master's degree in The Hague will be offered in Dutch as of 2025, representing an immediate step towards increasing the proportion of teaching in Dutch at CDH. For reference: in 2022/2023, five of the seven bachelor's/bachelor's tracks and thirteen of the fourteen master's/master's tracks offered in The Hague will be taught entirely in English.

#### ***Initiator/organisational units responsible for implementation***

- Faculties (education offered)
- University Services Department (UFB) (teaching rooms, examination rooms; complex manager at CDH locations of Wijnhaven, Schouwburgstraat, Stichthage, Beehive),
- Real Estate (VG) (development of Spui University Building, spaces outside CDH buildings)
- Administration and Central Services/Information Management (IM) and Financial Services (FIN) (student estimates)
- Administration and Central Services/Strategy and Academic Affairs (SAZ) (university-wide education policy)

#### ***Role of CDH Board***

- Develop the range of education offered: the flowchart in the assessment framework for education at CDH (August 2023) shows at which point in the process there is a role for the CDH Board (and other parties involved).
- Monitor progress on the new bachelor's and master's degrees in The Hague and work with external partners in these programmes. In particular those programmes that will be launched at the same time as the opening of the new building.
- Monitor responsible growth in students numbers in The Hague.
- Develop a vision and potential solutions for permanently creating and maintaining space for innovation in education at CDH and provide guidance in this regard.
- Draw up a Plan B in the case of unforeseen circumstances in which the lack of space becomes a problem (e.g. delay in the opening of the Spui Building).
- Act as administrative client (on behalf of the Executive Board and all faculties) towards UFB for interfaculty and practical issues in the management of the CDH buildings or the use of joint educational facilities.
- Involve all relevant Faculty Boards (FBs), connecting all interests towards the organisational units responsible for implementation (such as UFB).

- Encourage faculties to consider actively what working at two locations will mean for staff involved in education at CDH.
- Where necessary, exert pressure and ensure action by faculties and service departments to make strategic considerations for the entire university.

## b. Interfaculty Research and Staff in The Hague

### **Status**

At its locations in both Leiden and The Hague, Leiden University is an internationally oriented and research-driven university. In 2020, the Campus The Hague strategy established the ambition of deepening and expanding research in The Hague still further, and of ensuring a good balance between education and research at CDH.

The CDH Board notes that this balance must be reflected in the profiling of CDH, in addition to the new developments in the education offered in The Hague in recent years. In order to ensure that, in the future, the expansion of Leiden University to The Hague does not (inadvertently) become associated solely with education activities and helps to strengthen the profile of Leiden University across the full breadth of all three of its core tasks.

By working on themes and research that reflect the city, such as our research involving the city of The Hague, we can further strengthen both the research and the impact profile of our university. To this end, in 2023 work began on developing the CDH research strategy in more detail, and what research at CDH will include. The aim is to develop a practical support framework for an open discussion about the next steps in The Hague in the field of interfaculty and interdisciplinary research. In addition to the relevance of research activities to the substantive profile of the CDH, the necessary parameters for interdisciplinary research in the specific context of CDH are being explored in more depth. Working on interfaculty research at two locations will also require the attention of the academic and professional staff involved. The facilities will need to take the necessary steps, and communication about how to use these facilities will also be needed. This will be based on an assessment framework for CDH for the education offered there. The bottom-up initiative of the KIEM project entitled 'How do we make interdisciplinary collaboration a success?' (from FGGA/FSW/FdA/FWN), which was newly launched in 2023, may provide inspiration for CDH. In line with the long-standing focus on entrepreneurship among students (via PLNT The Hague), in 2023 LURIS increased its focus on supporting staff with entrepreneurial ideas around SSH and specific valorisation activities, including at CDH.

In addition to FGGA, whose staff are based fully in The Hague, several faculties based in Leiden will also have institutes or departments that are (partly) located in The Hague. Creating and maintaining a community of teaching staff, researchers and support staff across two cities will require increasing attention, and the same applies to promoting links between staff from different faculties at CDH. The connection with and visibility of employees with a supporting role from the Administrative Office for Campus The Hague will also require attention. It is possible that the further development and expansion of the 'hybrid and flexible working' concept for Campus The Hague will lead to more free workplaces for staff and result in a higher occupancy rate. The development of the new Spui building and the flexible spaces that will be created at other CDH buildings will also create opportunities.

### ***Initiator/organisational units responsible for implementation***

- Split between various service departments – Administration and Central Services/SAZ (research policy), HRM (personnel/mobility), and expertise centres UFB (facilities) and LURIS (entrepreneurship), and at all faculties.

### ***Role of the CDH Board***

- Develop a vision, bringing together the parties involved and develop frameworks for what is required for CDH in terms of cooperation and cohesion (between Leiden and The Hague and faculties/institutes themselves);
- Inform faculties when more investment is needed in the commitment and capacity of staff for activities in The Hague.
- Ensure that the information required about staff in The Hague is available and broken down by location (e.g. Leiden personnel monitor).
- Encourage faculties to consider actively what working at two locations means for staff involved in education at CDH (including budgetary implications).

### **c. Spui University Building: opening of the building, collaboration with partners, traditions in The Hague one university in two cities**

#### ***Status***

The university's new Spui building is scheduled to open in September 2025. The completion of this building and its immediate commissioning for use by new educational programmes (see priority project A) is a priority for the Executive Board and CDH in the forthcoming implementation period. Appendix 3 provides a retrospective of the development of the University Building until the start of construction (September 2023). The construction phase will last until autumn 2024, after which it will take one year to install the installation package. The building is scheduled to open in September 2025, along with partners. That year will also be the university's anniversary year (450 years). Initial plans for that anniversary are underway and will continue to develop over the year to come, with activities and communication in Leiden and The Hague. A separate plan is being made for the opening, because this will take place together with the partners for the building.

The opening of the Spui University Building in 2025 will mark a new step in the collaboration with the university's knowledge partners in The Hague. This latest building in Campus The Hague will not only provide space for Leiden University, but also for various partners: the Open University, TU Delft, the Universities of the Netherlands (UNL) and the LUMC / Health Campus The Hague. This will increase the opportunities for cooperation in a location designed to promote cross-pollination between different disciplines and provide an open connection with the city. This may involve researchers and students from different faculties and universities, but also administrators and professionals from, for example, local government, government ministries and healthcare institutions. In The Hague, we are building a campus that will not necessarily be home to one particular faculty or institute, but where the entire university and its partners will be involved, in partnership with the city. This 'cohabitation' will deepen and strengthen the relationships and experiences gained in the Wijnhaven building on Campus The Hague (which also contains parts of TU Delft and LUMC). The long-standing bilateral cooperation with some of these knowledge partners in The Hague will add a new dimension of multilateral cooperation. Discussions regarding the substantive multilateral cooperation in The Hague will begin with the partners housed in the building in autumn 2023. Administrative discussions have also been held with the University of Edinburgh regarding the use of the building. This component of international cooperation is outlined in more detail in a separate section (2h).



Following the opening of the Spui University Building in 2025, and based on the idea of one university in two cities, the board has, in consultation with all the deans, identified the ambition of holding the opening of the Academic Year in The Hague in 2026. Such a step will require extensive preparation during the forthcoming implementation period. Since Campus The Hague represents an increasingly large part of the university, it will also be constructive to develop a vision on how to handle traditions and ceremonies that have traditionally taken place in Leiden. Based on the anticipated growth in student numbers, approximately one third of the university's students will be studying in The Hague by 2030. The number of staff working in The Hague will also increase. Staff and students in The Hague will not need to go to Leiden for administrative or practical reasons, and may often have no connection at all with Leiden as a city. Based on the idea of one university in two cities, it is now advisable to consider how to handle 'Leiden traditions' in The Hague. This will prevent the formation of two separate worlds, and strengthen the concept of one university in two cities.

With the further growth and presence of Leiden in The Hague, there will be opportunities to better utilise Leiden's position in The Hague and enhance the university's visibility on themes relating to (specific) target groups in the city. There will also be opportunities to engage with world leaders who come to The Hague to visit the Prime Minister or the King, or hold online events with students (such as with Zelensky). Because our programmes will match the profile of the international city of peace and justice, they will be ideal for connecting with a wide range of world leaders. Enabling these leaders to engage with our students will be a win-win for the political leaders, our students and the positioning of the university as an organisation that matters in the world.

#### ***Initiator/organisational units responsible for implementation***

- Administration and central Services/SAZ (substantive collaboration with partners) in collaboration with all faculties
- Administration and central Services/Strategic Communication and Marketing (SCM) (opening of building, traditions) in collaboration with VG, UFB (opening of building) and all faculties
- CDH Coordinator/staff office of the Administration and central Services (monitoring and ensuring progress where necessary)

#### ***Role of CDH Board***

- Director of CDH and Portfolio Holder for Operations in the CDH Board are members of the Accommodation Steering Committee for the development of the new building.
- Administrative coordination with the university partners housed in the building (OU, UNL, TU Delft, LUMC), and partners in the city regarding the opening of the Spui University Building.
- Connect all faculties, staff and students active in The Hague to celebrations surrounding the opening of the new building.
- Advise the Executive Board in preparation for the first opening of the Academic year in The Hague and involve all employees and students in this new tradition.
- Administrative coordination with partners in the city regarding the opening of the Academic year in The Hague.
- Develop a vision for how to handle Leiden traditions in The Hague.

## d. Student facilities in The Hague

### **Status**

Within the Campus, there has recently been increasing focus on activities and developments relating to student life, what it is like to study in The Hague and student experiences. See appendix 3 for a brief review of the progress made in this area in the previous period, such as the establishment of a Hague Chamber of Associations (HKvV), the counterpart of the Local Chamber of Associations) PKvV in Leiden.

Given the rapid growth of the university in recent years and the plans for continuing responsible growth in the years to come, it is important that facilities and services for students in The Hague keep pace. In order to enhance and expand the range of facilities available for all students of Leiden University in The Hague, this theme requires more attention, especially in the areas of student welfare at the CDH, sports facilities in The Hague and the involvement of the various study associations on Campus The Hague and student associations in The Hague.

It is important that there is a range of different facilities for students at CDH, such as sports, recreation and meeting places, as well as places for collaboration, networking, silence and study. The study associations also need accommodation.

The principle for expanding the range of student facilities is one university in two cities, and this is also the positioning of most faculties. This translates into: ensuring the complementarity of student facilities in both cities, meeting the specific needs of the students at Campus The Hague at the same time, and seeking to make the most of the specific opportunities that The Hague and partners based in the city offer. At the same time, unnecessary duplication should be avoided. By strengthening high-quality facilities for university students, Leiden University is helping to strengthen The Hague's position as an academic knowledge city. To this end, we are evaluating what does and does not exist in The Hague, what is lacking and how to remedy this.

The principle for student welfare is the vision on student welfare and the university-wide student welfare action plan, both of which were drawn up in consultation with faculty welfare officers. The aim is to strengthen links between Campus The Hague and the Leiden campuses, including through the deployment of personnel for CDH from the central welfare team at SOZ/LEI.

### **Initiator/organisational units responsible for implementation**

- Student and Education Affairs (SOZ) (including student welfare, sports, university shop), UFB (including rooms/study places for students)  
SCM (student communication with the help of a student assistant for 6 hours per week)  
in collaboration with all faculties and the student & city of The Hague platform (student welfare, health, sports, activities, etc.)

### **Role of CDH Board**

- Act as the client (on behalf of the Executive Board), and provide direction to strengthen collective student facilities (for all faculties) in The Hague;
- Raise awareness among FBs about what is necessary and possible in The Hague;
- Ensure that faculties focus on and take responsibility for facilities for their own students in the 'second' city;
- Promote contact and collaboration between faculties and provide advice on differences in insights between faculties (without assuming the faculties' own role in implementation).

- Ensure that faculties are aware of the need for more investment and deployment of capacity for their faculty's activities in The Hague.
- Draw up a joint agenda with priorities.
- Act as the face of the campus for students (join VeRo CDH at least once a year).
- Think more about working at two locations in the faculties' budgets (those with a home base in Leiden), and utilise this for more co-production.

## Relationships with the city and local communities

### **Status**

Strengthening relationships with and within The Hague, our second home city, will be an increasingly important priority throughout the whole of the ten-year CDH strategy period. This will be addressed on the basis of our ambition of adopting broad social responsibility towards the city by helping to reduce educational disadvantages and tackling social issues of and in the city. The City of The Hague is increasingly reaching out to Leiden University regarding our social impact across the whole city, but particularly in neighbourhoods outside the city centre where CDH has a physical presence. Although many initiatives have been launched in recent years, this will require extra focus over the upcoming period.

Within this priority theme for CDH, in the forthcoming implementation period the focus will be on two sub-projects: [Local partnership project - The Hague Southwest](#) and [Campus The Hague Junior](#).

Improving the coherence and focus of new and existing activities at Leiden University in The Hague Southwest will expand the awareness and visibility of what Leiden University as a whole can achieve there. This local partnership project will bring together the university's ambitions for CDH with various projects involving education, impact and the city, facilities, partnerships with external parties and governance. In terms of content, the issues relate to general welfare and equality of opportunity, and are potentially relevant to all faculties. In this way, the CDH is building on the campus-wide focus on the southwest of The Hague that was already highlighted in the previous implementation agenda 2022-2023.

Campus The Hague Junior is an overarching project that gives substance to the ambition of the strategy for children in the city, which was highlighted in the previous implementation agenda.

These projects are therefore helping to strengthen the overarching theme of 'Global challenges in Diversity, Equity & Inclusion', as set out in the CDH strategy. This is one of the six subthemes in the CDH strategy that envisages a deepening and broadening of research and education. This was also the subtheme that received the least attention during the first four years of the strategy period.

### **Local partnership project - The Hague Southwest**

In The Hague Southwest, CDH's focus is on strengthening potential connections between four sub-projects, all of which are located in The Hague Southwest. In each of these sub-projects, the CDH Board has a different role and position, and its own organisational leaders:

## 1. [The DHZW Thesis Workshop](#)

### **Status**

Ongoing project (see appendix 2 for results in 2022 and 2023).

The DHZW Thesis Workshop makes connections between student research and issues in the local community, focusing on impact education for students. The workshop's physical presence in the community since the end of 2022 provides a location that is accessible to the community and also has a completely different dynamic to the city-centre locations of CDH. One of the ambitions of this LDE thesis workshop is to expand the number of affiliated master's programmes (and courses) in order to connect a varied range of programmes more closely with the city of The Hague, each based on its own expertise. There are opportunities here in terms of scaling up the programmes at Leiden University's Campus The Hague. Existing courses from programmes in The Hague that wish to create connections with society and the many stakeholders in the local community can contribute to the city through the thesis workshop. There are also opportunities to strengthen cooperation with colleges in The Hague through this workshop, the physical location of which is already funded jointly by The Hague University of Applied Sciences.

### **Initiator/responsible for implementation**

- LDE (with coordinator appointed in Leiden University at FGGA) in collaboration with FGGA, FGW and potentially all faculties including LUMC), the City of The Hague and 80+ affiliated stakeholders from The Hague Southwest, including youth workers, key figures from the community and the police.

### **Role of CDH Board**

- Ensure that Leiden University programmes in The Hague (in existing and new master's programmes and, if possible, bachelor's programmes) are more involved and committed.
- Connect with other potentially relevant campus-wide projects, such as Health CDH, PLNT The Hague and Campus The Hague Junior.

## 2. [Student accommodation in The Hague Southwest](#)

### **Status**

The focus on student accommodation in The Hague is not new (see review in Appendix 3), but the focus on The Hague Southwest location is. This involves new housing, including student accommodation and affordable housing for graduates in The Hague. Following an initial connection with the thesis workshop DHZW mentioned above, Staedion has requested that the issue of residential clusters be included in thesis research.

### **Initiator/organisational units responsible for implementation**

- Administration and Central Services/Staff Office, in collaboration with Staedion, DUWO and City of The Hague.

### **Role of CDH Board**

- Ensure attention for the importance of additional student accommodation in The Hague as a requirement for the growth in the number of programmes offered and the student numbers from LEI/CDH.

### 3. Student enterprise in The Hague Southwest

#### **Status**

The focus on The Hague Southwest is new within this dossier. This is consistent with the focus on student enterprise in the CDH strategy through the launch of PLNT The Hague at the location of the CDH itself (see review in Appendix 2). For CDH, the focus is on creating opportunities for student start-ups in the area, such as a satellite location of PLNT TH. Student enterprise could be combined with the development of student accommodation in The Hague Southwest, and links with the City of The Hague's new strategy for business spaces.

#### **Initiator/organisational units responsible for implementation**

- Luris, in partnership with DUWO and the City of The Hague.

#### **Role of CDH Board**

- Ensure opportunities for linking PLNT TH activities to locations outside the city centre, in combination with developing student accommodation and utilising and diversifying the location and range offered by the thesis workshop in the community.

### 4. Alliance for Education, National Programme in The Hague Southwest

#### **Status**

In September 2023, a new alliance for The Hague Southwest in the field of education was launched under the leadership of the City of The Hague. This follows the earlier formation of the Alliance for The Hague Southwest, in which Leiden University was a participant (through the Director of CDH) together with many other partners across the city. This alliance for education is committed to promoting equal opportunities by providing additional time for learning and development, increasing and improving the reach of language and preschool education, improving the connection between the three living environments of children and young people (school, home and community), and integrating school and housing better. The alliance for education is jointly overseeing the implementation of the programme for The Hague Southwest and working with other alliances to achieve the objectives of the National Programme Southwest. The alliance ensures that the programme runs smoothly, makes changes to the programme where necessary, identifies and monitors developments, has a networking role and explores new opportunities for collaboration. The DHZW thesis workshop mentioned previously is also a partner in the DHZW National Programme.

#### **Initiator**

- City of The Hague (organiser of the alliance) in collaboration with partners in primary, secondary and higher education in the city.

#### **Role of CDH Board**

- Representing Leiden University in the alliance for education The Hague Southwest, newly formed in September 2023.

## Campus The Hague Junior

### **Status**

The new implementation period will focus on working on the action plan drawn up in 2022-2023 for Campus The Hague Junior.

### **Leader/coordinator**

- FGGA, in partnership with SCM, ICLON, all faculties.

### **Role of CDH Board**

- Commissioning party.
- Ensure financing from CDH working budget.
- Management/steering group for implementation.
- Promote involvement of other faculties and organisational units in the university.
- Promote general internal awareness.

## PLNT The Hague: generating impact together

### **Status**

One of the key areas in the Campus The Hague strategy is that of innovation, start-ups and student enterprise. In order to provide a location for students with ambitions in the area of enterprise, work has been underway since 2022 on an equivalent to PLNT Leiden (the innovation hub of the university in Leiden) in The Hague. The plan is that PLNT The Hague will launch a pilot in the period leading up to 2024/2025 as part of the explorations for the CDH. The forthcoming implementation period will be used to:

- Integrate the network and continue to develop the innovation hub in co-creation with the city. The innovation hub will focus on supervising and coaching for students (and alumni) who wish to engage in entrepreneurial activities in The Hague (and the surrounding region). The focus will mainly be on impact, social innovation and/or plans for companies in the public sector.
- Create connections with the city by entering into strategic partnerships with the City of The Hague (impact for The Hague and the opportunities that arise from the local development project in The Hague), with a particular focus on the city centre and the southwest of the city.
- Expand partnerships (and opportunities) with The Hague University of Applied Sciences, TU Delft, Health Campus The Hague, DHZW Thesis Workshop, MBO, DUWO and alumni.
- Create opportunities for growth and for knowledge and network sharing with relevant incubators and organisations such as The Hague Tech, The Hague Security Delta, GovTech and De Titaan.
- Identify suitable locations for the innovation hub with strong connections to challenges in the city and among its residents. The location will also function as a neutral but inspiring meeting place for educational, interactive and impactful meetings.

This will build on the PLNT The Hague campus-wide projects highlighted in the previous implementation agenda. The progress made in the first pilot phase for PLNT The Hague in 2022-2023 is explained in Appendix 2.

N.B.: PLNT The Hague and the approach for the forthcoming implementation period described above are consistent with the priority focus on relationships with and within the city and its local communities - The Hague Southwest (see section 2e), which includes student enterprise, as one of the four focus areas for CDH in The Hague Southwest in the forthcoming implementation period.

***Organisational unit responsible and initiator***

- LURIS

***Role of CDH Board***

- Act as commissioning party for the further development of PLNT TH, on behalf of the Executive Board.
- Ensure good connections and coordination with strategic partners in higher education in The Hague and the municipality of The Hague.
- Oversee a future role for PLNT TH in the city and collaboration with partners.
- Boost the connection of PLNT TH with activities from LEI/CDH in The Hague Southwest.
- Ensure broad involvement of faculties (including LUMC), and connect PLNT TH with new and existing education provided at CDH.
- Advise the Executive Board on future governance and financing of PLNT The Hague.
- Reach agreement with the Executive Board on how the relationship will develop with the faculties, students and alumni of Leiden University and companies in The Hague.

**Health Campus The Hague: partnership with social sciences and humanities**

***Status***

Health Campus The Hague is a partnership initiated by the LUMC. It involves external hospital and mental healthcare partners, GPs, mental health services in The Hague, The Hague University of Applied Sciences and the City of The Hague (see review in appendix 2). The mission of Health Campus The Hague is to contribute to a healthy life expectancy for everybody based on a range of scientific and clinical perspectives, working with regional partners. It has three principles: reducing health inequalities, a sustainable approach and a broad perspective on health. In order to put these principles into practice, the Health Campus is investing in collaboration with partners inside and outside the region through interdisciplinary education, training and research, with the aim of achieving proactive clinical policy and improved health outcomes. The teaching and research methods used at the Health Campus are based on an approach known internationally as 'population health management'. Leiden University offers a master's programme at Campus The Hague under this title, and various post-graduate variants are in development. In addition, a growing proportion of education and training for GPs at LUMC takes place in The Hague with a focus on population-oriented primary care. Leiden University's Population (e)Health Living Lab The Hague incentive programme is an interdisciplinary and interfaculty (LUMC, FWN, FSW and FGGA) research programme that contributes to and is rooted in the Health Campus The Hague.

Over the past five years, the Health Campus has grown to become a large and interdisciplinary group of researchers and healthcare and education professionals, including epidemiologists, health scientists, public administrators, general practitioners, specialists, data scientists, economists and behavioural scientists. That

community continues to grow. To organise Health Campus The Hague, there is a programme board consisting of the representatives of the partners and chaired by the dean of the LUMC. Leiden University is represented by the dean of Social and Behavioural Sciences and the director of CDH. In the forthcoming implementation period, the current MT of the Health Campus (as sub-MT of the Public Health Primary Care Medicine department of the LUMC) will be consolidated and the involvement of participating faculties will be made clearer.

For several years already, Health Campus The Hague, which began under the name of 'LUMC Campus The Hague', has already been located in the Wijnhaven building at Campus The Hague. In the spring of 2023, agreements were made with the LUMC about a location in the Spui University Building to enable the further expansion of Health Campus The Hague. There is now space available for this in the new building. The LUMC's own education and training activities are projected within the Health Campus in the University Building (GP programme, Geriatric Medicine programme and Master's in Population Health Management). In addition, space has now been created specifically to expand cooperation between all Leiden faculties in the field of Health. The basic principle is that all the faculties should be able to work (flexibly) within Health Campus The Hague's space in the Spui University Building (shared desks, rooms and facilities).

The focus on health at CDH is consistent with the strategic plans of the LUMC and various faculties in which health is often a priority, with the wider strategy for Campus The Hague which focuses on strengthening the sub-theme of 'population health', and with Leiden University's external profiling around the theme 'Health & Life Science' (including a health and well-being subtheme that is relevant to the profile of Leiden in The Hague). Wider collaboration in the region of South Holland will afford opportunities to profile health and well-being in The Hague and thereby contribute to the Healthy Society programme of the LDE universities and Medical Delta.

In order to realise the strategic objectives of all faculties in the field of health and strengthen interfaculty and SSH collaboration in the field of health research through Leiden University in The Hague, it makes sense to concentrate this at Health Campus The Hague.

Given the existing (research) programmes and activities around this theme, the wide range of staff at HCDH could play a pioneering role – they now include staff from the LUMC, FGGA, FWN and FSW and regional partners. Together, we are working towards a focused and coordinated strategic research agenda. Good coordination with the development of the MT at Health Campus The Hague and the role of faculties is essential to achieving this.

#### ***Organisational unit responsible and initiator***

- LUMC in partnership with FSW, FGGA, FWN (LIACS) and in the future FdR and FGW

#### ***Role of CDH Board***

- Representation on the programme board of the Health Campus The Hague
- Ensure the strengthening of links with the social sciences and humanities faculties, FSW, FGGA and FdR, and links with health-related developments in Leiden.

Link up with other potentially relevant campus-wide projects, such as The Hague Southwest.



## Collaboration Agenda with University of Edinburgh in The Hague

### **Status**

One of the partners in the Spui University Building is the University of Edinburgh (UoE). In August 2022, a delegation from Leiden visited Edinburgh and in June 2023 a delegation from the UoE came to The Hague and Leiden for two days to explore the opportunities for substantive cooperation further at a working conference. Around 30 participants worked on seven themes in small, mixed groups (1. Social data science; 2. Interdisciplinarity; 3. African Studies; 4. Social Policy/Public Administration; 5. Language and Culture; 6. Science and Technology Studies; 7. Globalisation & international affairs/relations). For each theme, the groups presented the ideal goals for collaboration and what that collaboration might look like. The results of the workshop will be included in preparations for the university's Internationalisation Agenda, of which the strategic collaboration with the UoE is part. Furthermore, SAZ is working on a proposal for how the ideas from the workshop could be put into practice, including a strong substantive connection with an interdisciplinary approach to 'Globalisation and international relations', one of the five central themes for CDH, and the expansion of the sub-theme of 'Global Affairs' together with external partners, as envisaged in the CDH strategy. A potential link-up between collaboration with UoE in The Hague and the follow-up plans for a Leiden University Centre for International Affairs (LUCIA) will be explored further (also see review in Appendix 2). The UoE and Leiden University share an interest in the strategic connection with the international character of The Hague, which is reflected in the presence of the many (200+) international organisations in the international city of peace and justice, such as the international criminal court, NGOs and foreign embassies and consulates. They also offer an interesting target group for which to develop and enhance the education that Leiden offers in The Hague for professionals.

### **Initiator**

- CDH Board (in partnership with the Executive Board)

### **Initiator/organisational units responsible for implementation**

- Administration and Central Services/SAZ (internationalisation team) in partnership with institutes from various SSH faculties.

### **Role of CDH Board**

- Manage LEI's interfaculty partnership between UoE and CDH, and the connection with Leiden in this university-wide collaboration agenda.
- Coordinate and encourage collaboration between faculties at CDH based on the collaboration agenda.
- Show where there are opportunities to strengthen connections between LEI's education and research with the ecosystem of international organisations in The Hague.
- Provide direction to the substantive focus and the connection with the themes of the CDH.
- Establish connections with other relevant projects at CDH.
- Together with the Executive Board, organise a special budget for activities at the CDH to help get this new partnership agenda off the ground, and the capacity required to support the partnership.

## **Governance at Campus The Hague**

The governance of Campus The Hague must be clear to all those involved, and for this reason it is set out briefly here (for more details, see the CDH governance memo of 2022). Appendix 4 provides an overview of processes that have contributed to this during the previous implementation period.

Campus The Hague (CDH) is an internal partnership made up of faculties and units of Leiden University. It encompasses education, research and valorisation in The Hague, the relevant organisation and the required facilities. Campus The Hague covers all the activities, staff and students of Leiden University in The Hague. It is therefore not a separate organisation or administrative layer. The principle of governance is thus to connect to existing powers, responsibilities and structures in the university wherever possible. The Executive Board has ultimate responsibility for Campus The Hague.

In September 2022, CDH established a new organisational structure with a Board for Campus The Hague. In addition to the position of Director of CDH, which has existed since 2020, the CDH Board also includes two Portfolio Holders for CDH Education and CDH Operations. The Director of CDH, Portfolio Holder for Education and Portfolio Holder for Operations each come from a different faculty. Together they form a collegiate board for CDH, appointed by the Executive Board. This new structure was chosen to strengthen the internal connections between the campus, the faculties and the Administrative Office. The CDH Board works on the basis of the CDH implementation agenda that is approved by the Executive Board.

In 2022 and 2023, introductory meetings were held between the CDH Board and all the Faculty Boards. These meetings continue to be held at least once annually, with some faculties meeting twice annually on a regular basis because the importance of this work is recognised by all those involved.

To support CDH and its development and based on the idea of one university in two cities, a core team is available made up of staff from the central units of the university who share responsibility for CDH as part of their role. This core team can, where relevant, be expanded to include other stakeholders from the relevant central units and from other divisions. The core team of stakeholders (CDH Core Team) provides expertise and support in, among other areas, education and research policy, cooperation strategy (BB/SAZ), communication (BB/SCM) and participation in networks in the city (BB/staff office). Steps are now being taken for SOZ to also take part in the core team, because so many issues in the field of student affairs are relevant. In 2023, a CDH coordinator was recruited to strengthen the core team and support the CDH Board. The CDH coordinator ensures that the ambitions formulated for CDH are achieved, ensures general coordination and maintains oversight of the various programmes and projects involving the CDH, monitors progress and takes steps to ensure progress where necessary. The new position assists the CDH Board to shape, expand and realise the strategic ambitions, objectives and implementation agenda for the CDH. The duties of the Core Team are to advise and support the CDH Board and the CDH coordinator on substantive projects, communications and matters relevant to CDH; to coordinate with his own department or management and team, and proactively seek connections with official counterparts in faculties and expertise centres; to connect with the other substantive support and expertise required internally in the second tier and beyond; to maintain official contacts and network, internally and externally; and to participate in networks and consultations with partners in the city.

In order to organise effective participation relating to CDH now that all faculties are represented in The Hague, CDH Participation Guidelines were drawn up in 2023 in consultation with the University Council. The aim is to make it clear to everybody how decision-making and participation are formally arranged, and how informal consultation structures will contribute to the representation of interests within CDH. New informal consultations will be organised from 2024.

With the governance for Campus The Hague now in place and the presence of increasing numbers of Leiden students and staff in The Hague, there are many opportunities to strengthen cooperation with various (external) stakeholders in the city from across Leiden University. This will require a clear choice regarding our focus in the lobby, which target groups are involved, targeted external communication, better insight into and use of our existing network, and a willingness on the part of the academics and institutes involved to work together in this regard. Communication can enhance the university's visibility on themes involving (specific) target groups in the city. A communication plan for this can be drawn up in response to a specific request.

The new regulations on 'Events and crises at Campus The Hague' (drafted 20-11-2023) determine that since only FGGA has a full organisational presence in The Hague, FGGA's Decentralised Crisis Team has authority over crisis situations throughout the Campus. The existing structure will therefore be used, supplemented by crisis chairpersons from the relevant faculty boards, the Campus The Hague Communication Adviser and, if necessary, the relevant directors of studies. There is also an app group for the directors of studies of all Campus The Hague residents (incl. Delft University of Technology and LUMC). This means they too can be informed quickly. This app group is managed by the Campus The Hague Communication Adviser.

## **Appendices: Review and overview of projects involving Campus The Hague 2022-2023**

### ***Introduction***

In 2024-2025 we will take the next steps in implementing the Strategy for Campus The Hague 2020-2030. Appendices 1-5 provide an overview of the projects that were initiated and completed during the previous implementation period (2022-2023). We will outline initiatives, in turn, in the fields of content, relating to education, research and impact & city (including collaboration with external parties), as well as projects in the domain of facilities, governance and communication. These initiatives represent an important contribution to making our plans possible.

The substantive clusters are divided up according to the subthemes used in the 2022-2023 implementation agenda. The CDH strategy identifies six sub-themes in which the deepening and broadening of research and education are envisaged. Five of these six were the focus of special attention during the first four years of the strategy period. In 2020-2021, the focus was on the areas of 'Economics and Finance in the Public Sector' and 'Cybersecurity, Data Security and Other Security Issues'. In 2022-2023, the emphasis was on the subtheme of 'Population Health' (with projects such as the launch of Health Campus The Hague), and there were various projects which built on the theme of 'Sustainable Development and Global Challenges' (with projects such as Buurtlab070 and the launch of thematic collaboration with the City of The Hague on sustainability) and the theme of 'Global Affairs' (with, among others, the Leiden University Centre for International Affairs). This leaves one subtheme. For 2024-2025, CDH will focus particularly on the subtheme of 'Global Challenges in Diversity, Equity and Inclusion', as part of the priority topic of relations with the city, where the focus is on collaborative initiatives in The Hague Southwest and the start of the implementation of Campus The Hague Junior.

To a large extent, the information in appendices 1-5 is drawn from various CDH Update memos (shared internally in the Councils - the regular meetings between members of the Executive Board and Faculty Boards - approximately twice a year). During the previous implementation period, these overviews were compiled in June 2022, January 2023 and August 2023.

The basis of these project overviews originates from the overview included in the CDH Implementation Agenda 2022-2023. A large proportion of the projects included in the previous implementation agenda have been completed or steps towards completion have been taken. Some projects have not yet got off the ground and have been designated as discontinued, such as the review of the CDH strategic plan (appendix 4, governance), for which there is currently no requirement based on the new strategic plan for Leiden University, presented in February 2022. Strategy and implementation for CDH remain closely aligned with the university-wide strategic plan.

At the same time, many projects were launched that were not foreseen at the start of the previous implementation period. The degree of involvement and role of the CDH Board has varied from project to project. As was always intended, the implementation agenda for CDH turned out to be a dynamic document that has evolved in response to developments and the needs of the faculties. Bottlenecks identified in ongoing projects that require attention from the CDH Board in the coming implementation period, and indications of a lack of attention, will guide the choices for the priority projects (section 2).

## Appendix 1 Review and Outlook for Education (Overview of projects involving Campus The Hague 2022-2023)

### New educational content realised in 2022-2023

No completely new bachelor's or master's programmes were launched in The Hague in 2022 and 2023 (this was in line with strategy; these are planned for after 2023). However, many initiatives were taken for new educational content in The Hague in the form of minors, spread across the various sub-themes: six of these began in 2022, four of which were through Humanities, one through Governance and Global Affairs and one joint LDE minor through ICLON. There were four in 2023, two of which were via FGGA, one via FGW and one joint LDE minor via Social and Behavioural Sciences). Two of these new minors are taught in Dutch. The CDH strategy does not set any specific principles for the development of minors in The Hague. It is important for CDH to continue to monitor this development, because this form of education makes a claim on the joint teaching spaces at CDH and may attract additional students who are registered in Leiden or with one of the other partners in LDE.

One existing bachelor's programme and two master's programmes at FGGA in The Hague were also expanded with new tracks.

In addition, initial steps were taken to develop new education for professionals:

Three courses via the Centre for Professional Learning (CPL) with substantive input from FGGA and FdR. Some ideas for the development of new education from the previous implementation agenda were not implemented in the period that has just finished. The ambition of rapidly expanding the education for professionals that is offered in The Hague based on the CDH strategy has not yet been achieved, but is now being supported by the development of the university-wide Academy for Professionals. The Faculty of Humanities (FGW) indicates in its own faculty strategy 2022-2027 that it will explore the options for more education, lifelong learning and in-depth education for professionals in the 2025-2027 period.

Below is an overview of new education projects for which teaching for students actually began in 2022 or 2023. Collaboration with external parties is also indicated (as far as CDH is aware). This is based on the overview included in the CDH Implementation Agenda 2022-2023. The word **new** indicates that the project was not planned or included as a project in the Implementation Agenda 2022-2023: Some projects have not yet got off the ground and have been designated as discontinued.

Projects at Campus The Hague, Leiden - <i>substantive</i> new education established in 2022 or 2023 ( <i>grouped by in-depth subtheme/perspective</i> )	Organisational units involved (Leiden University)
<b>Global Affairs</b>	
Minor in Violence Studies (since 2022, The Hague/Leiden, ENG)	FGGA, in partnership with FSW
Master's (track) in War and Peace Building, under Master's in Crisis Security Management (since 2022, ENG)	FGGA
Master's (track) in Governance of Violence, under Master's in Crisis Security Management (since 2023, ENG)	FGGA

Education for Professionals: Leiden Governance Programme for Executives. (since 2023, NL, part of the Academy for Professionals) (new) Modules on Strategic Advocacy: sustainable social and political impact, and collaboration in a polarising climate, LGP Masterclasses, and LGP Intellectual Commons.	FGGA
Education for Professionals: Academy for the Rule of Law, in collaboration with Montesquieu Instituut (since 2023, NL, part of the Academy for Professionals) (new)	CPL FGGA
Discontinued - Exploration of Education for Professionals in Dutch Studies	FGW
<b>Cybersecurity, Data Security, Digital Security</b>	
Minor in Disinformation and Strategic Communication in Global Media (since 2022, ENG)	FGW
Minor in Journalism and New Media (as of 2023 - ENG) (new)	FGW
Minor in Cybersecurity & Cybercrime (as of 2023, NL) (new)	FGGA
Bachelor's (track) in Digitalisation, Data and Governance, under BA Public Administration (as of 2023, ENG/NL)	FGGA
Education for Professionals: Joint Legal Technologies Programme (collaboration with Open University is new, following on from the Leiden Legal Technologies Programme started in 2021, NL, part of the Academy for Professionals. This will not start in 2023. )	CPL FdR
Education for Professionals: Professional training in press relations and (junior) spokesperson (as of 2023, NL) (new)	CPL, FGGA
Discontinued - Exploration of Education for Professionals in VRV - AI for non-AI professionals, Subversion and Disinformation	FGGA, FdR, FWN, FGW
<b>Population Health</b>	
Joint LDE Minor in Dynamics of a Healthy Society (since 2023, NL, in collaboration with LDE, EUR and universities of applied sciences, in Leiden, The Hague and R'dam) (new)	FSW, LUMC
<b>Economics and Finance of the Public Sector</b>	
<b>Sustainable Development and Global Challenges</b>	
Minor in Ecology, Migration and Tolerance: Limits to cooperation? (since 2022 - ENG)	FGW
Minor in Creative Strategies in a Society in Change (since 2022 - ENG)	FGW
Minor in Questions of Justice in Law, Literature and the Arts (since 2022, ENG)	FGW
Joint LDE Minor in Living Education Lab (since 2022 – ENG, in partnership with LDE, EUR and TUD, in Leiden, The Hague and Rotterdam) (new)	ICLON
Minor in Sustainability, Climate Change and Food (since 2023 - ENG) with funding from the City of The Hague for development (new)	FGGA
Discontinued - Exploration for Master's in Urban Studies (not started, ambition revised in exploration for Master's in Environmental Humanities)	FGW
<b>Global challenges in Diversity, Equity &amp; Inclusion</b>	

## New education under development in 2022-2023, ongoing in 2024-2025

Below we provide an overview of all current exploratory studies regarding new education in The Hague which will continue into the new implementation period. The majority of the regular education will actually begin in 2025 or later, and will therefore also require a commitment from the relevant faculties in the forthcoming implementation period.

This overview reflects the plans outlined by the faculties at the annual administrative consultation regarding new programmes at the university. This consultation is intended to explore the options for interfaculty collaboration in the plans for new (bachelor's and master's) programmes, and is therefore in line with the CDH Board's focus on interfaculty education in The Hague and on collaboration.

The priority for CDH in recent years has been the development of the two new interfaculty bachelor's degrees planned for September 2025, due to the link with the new building: Cybersecurity & Cybercrime (FGGA in partnership with FdR, FWN), and Economy & Society (FdR in partnership with FGGA). In 2023, two new initiatives for joint bachelor's degree programmes were added to the list based on the new LDE Strategy 2025-2030 (under development) and ambitions for strengthening cooperation between the LDE universities. Both initiatives aim to establish a physical location in The Hague. In 2023, the CDH Board participated in the initial discussions regarding a new inter-university and inter-disciplinary joint LDE Bachelor's in Companies & Ecology (working title, in collaboration with EUR, FWN and possibly other faculties), due to the planned start on location in The Hague and the expansion due to the involvement of the faculties of Leiden University.

Most plans for new minors and educational programmes/education for professionals are announced less than a year before they start, which is why plans of this nature for 2024 and 2025 are only included in this overview to a very limited extent. They will be included in the regular updates provided for meetings or internal newsletters in The Hague as soon as more information becomes available.

The role of the CDH Board in new or planned education (of any form) in The Hague is explained in the flowchart in the CDH education assessment framework.

<b>Projects at Campus The Hague, Leiden - substantive</b> New education under development in 2022-2023, ongoing in 2024-2025 <i>(grouped by in-depth subtheme/perspective)</i>	<b>Organisational units involved (Leiden University)</b>
<b>Global Affairs</b>	
Master's in Globalisation & Governance (after 2026, phase: exploration)	FGGA
Post-initial Master's in Advocacy & Government Relations (after 2026, phase: modular structure, develop into an accredited Master's)	FGGA
<b>Cybersecurity, Data Security, Digital Security</b>	
Bachelor's in Cybersecurity and Cybercrime (starting 2025, phase: TNO, in NL)	FGGA, FdR, FWN,

Master's (track) in Digital Media and Society (starting 2025 under existing Master's in Media Studies in Leiden, ENG, phase: MDT due to new location in The Hague). Related exploration of options for 'media lab' in The Hague.	FGW
Master's in Safety Studies in partnership with TU Delft (after 2026, phase: exploration)	FGGA
Master's in Policing /Police Studies (after 2026, phase: exploration)	FGGA
<b>Economics and Finance of the Public Sector</b>	
Bachelor's in Economics and Society in collaboration with EUR/ESE (as of 2025, phase: TNO, in NL)	FdR, FGGA, FSW
Master's in Economics of the Public Sector in collaboration with the Rijksacademie (starting 2025, phase: TNO, in NL)	FdR, FGGA
<b>Population Health</b>	
<b>Sustainable Development and Global Challenges</b>	
Joint LDE Bachelor's in Companies & Ecology in partnership with EUR/RSM and LDE (starting 2026, phase: exploration) (new)	FWN, FGGA, CDH
Joint LDE Bachelor's in Global Development within Planetary Boundaries (after 2026, phase: concept) (new)	LDE in collaboration with other faculties (TBD)
Master's (2-year) in Play and Game Studies (starting 2026 or later, ENG, phase: exploration)	FGW, possibly FWN
Master's in Environmental Humanities (starting 2027, ENG, phase: exploration) (new)	FGW, possibly FdA
Master's (track) in Heritage & Society (phase: exploration)	FGW, FdA, possibly FSW
Minor in Global Heritage: Global Issues, Local Effects in collaboration with LDE (phase: exploration)	FdA
<b>Global challenges in Diversity, Equity &amp; Inclusion</b>	
Bachelor's in University Teacher Training for Primary and Secondary Education in The Hague (ULPRIVO) (starting 2025, phase: TNO, NL)	FSW, ICLON
Professional MA in Intergenerational Justice (after 2026, phase: exploration)	FGGA in partnership with FdR
Education for professionals: Intergenerational Justice programme (starting 2024 or later)	FGGA
Minor in Intergenerational Justice programme (starting 2024, The Hague and Leiden)	FGGA



## Other education projects in 2022-2023

Projects at Campus The Hague, Leiden - <i>substantive</i> Other education projects in 2022-2023 ( <i>With various subthemes/perspectives</i> )	
Academy for Professionals (starting 2022) > university-wide follow-up	SCM, CvB, CDH, All faculties
Assessment framework for education offered at CDH (2023) ( <i>new</i> )	SAZ, CDH, all faculties
Partnership with Hogeschool der Kunsten: 'Looking at the Neighbours' (2022)	FGW, FGGA, CDH, SAZ
Discontinued Public Education HOVO, SG and LAK.	SOZ in partnership with faculties

Notes:

### ***Academy for Professionals (Aug 2023, Jan 2023 and Jun 2022)***

- The initial concept for establishing an 'Academy for Professionals' was drawn up under the leadership of a quartermaster in 2021.
- A compact expert group, headed by Lilian Visscher (SCM), continued this work on behalf of the Campus The Hague Director/Dean of FGGA and the Dean of FdR. This expert group came up with an initial set of recommendations. These were discussed by the Executive Board/IBO on 21 June 2022. It was decided that the project would be continued as part of the (general) strategy of Leiden University.
- The first phase of the recommendations of the expert group for the Academy for Professionals was approved in summer 2022. The recommendation, which was discussed by the Teaching Consultation (OWB) and Business Management Council (BVB) after the summer, is based on a university-wide range of education for professionals and brings together knowledge, expertise and experience in the field of professional education from the various faculties. The proposal consists of two phases:
  - o The pilot phase, in which the education offered by the various organisational units of the university are made visible internally and externally, and developed further (including on an interdisciplinary basis). During this pilot phase, advice will also be provided on organisation and the business model.
  - o The second phase will focus on refining and professionalising the education and marketing, based on an evaluation and lessons learned from the pilot phase.
- Annet van der Helm started work as project leader for one year on 1 January 2023 and began adding content to the portal.
- A new portal for all education for professionals at the university was [launched](#) in May 2023. Education [offered on location in The Hague](#) by all faculties can also be found here. This is the first step in the development towards an Academy for Professionals.
- The Academy originated at CDH but has now been embraced across the whole university. The Academy for Professionals is therefore no longer exclusively a CDH project. Of course, the Campus would like to remain involved in developments at the academy, but these are no longer included in CDH's Update overviews.

### ***Assessment framework for education at CDH (Aug 2023)***

- The aim of the framework is to arrive at structured and considered decisions regarding matters such as: 1) Which new education should be located in The Hague, and which not? and 2) What are the parameters for a good start in The Hague?
- The framework provides a detailed and practical translation of the Strategy for Campus The Hague 2020-2030 and should help to ensure that the profile for The Hague remains distinctive and that the education provided in The Hague contributes effectively to this profile, thereby also strengthening the university as a whole. It is not only an effective instrument with which to assess new education and the relocation of existing education to The Hague, but it also provides an insight into who plays what role and when in regular educational processes.
- In the OWB of 29 June, a new CDH education assessment framework for new interdisciplinary education was discussed and was received positively.
- The framework will be given formal status in September when it is adopted by the Executive Board.
- The framework is relevant for all faculties, institutes, programme chairs, education policy workers and those involved in planning new programmes.

***Partnership with the Hogeschool der Kunsten: 'Looking at the Neighbours' (2023)***

- On 6 October, Leiden University and The Hague's Hogeschool der Kunsten (Academy of the Arts) held a meeting entitled 'Looking at the Neighbours' in order to promote cooperation between teaching staff, researchers and students from both institutions and to develop joint education in The Hague. After five short but inspirational presentations on projects around closer cooperation, there was time for informal discussions, getting to know each other better and making follow-up agreements on how to develop initiatives further.

## Appendix 2 Review of Research & Impact and the City (Project overview Campus The Hague 2022-2023)

Projects at Campus The Hague, Leiden - <i>substantive Research / Impact and the City (grouped by in-depth subtheme/perspective)</i>	Organisational units involved (Leiden University)
<b>Global Affairs</b>	
PHD School of International Law and Governance	FdR, FGGA
Exploration of Leiden University Centre for International Affairs (LUCIA, follow-up to LUCIR and Synergy in International Affairs Programmes in research & education (starting 2022))	FGW, FSW, FGGA, FdR, LUCIR
<b>Cybersecurity, Data Security, Digital Security</b>	
House of AI Peace, Law, Governance, Security in The Hague (opening / soft launch in 2023), Results of exploration of research into AI in Peace Justice Security in partnership with SAILS	FGGA, FdR, FWN, CDH
<b>Population Health</b>	
Population Health Research – Living Lab in The Hague (since 2020, Leiden interdisciplinary research incentive programme)	LUMC, FSW, FGGA, FWN
Health Campus The Hague (since 2022, follow-up to LUMC-Campus The Hague) <b>(new)</b> <b>(priority project 2024-2025)</b>	LUMC, FSW, FGGA, FWN and in the future FdR and FGW CDH, SCM
<b>Economics and Finance of the Public Sector</b>	
<b>Sustainable development and global challenges</b>	
Research into Citizenship, migration and global transformations in The Hague (since 2020, ongoing)	FGGA, FdR, FGW, FSW
Exploration of research programme in Digital Media and Communication	FGW, possibly FSW
Buurtlab 070 (new name of exploration for a Sustainable City Lab - with funding from the City of The Hague and in partnership with the Duurzaam Den Haag Foundation (started in 2022))	FGGA, FWN, CDH, in partnership with other faculties
Declaration of intent for multi-year partnership for sustainability with Liveable Planet in partnership with the City of The Hague (2023) <b>(new)</b>	CDH, CvB, FWN/CML, all faculties

Heritage Exploration in Leiden-The Hague, including follow-up LDE Centre for Global Heritage & Development (education & research): Advisory report (2023) in partnership with LDE	FdA, FGW, in partnership with FdR, FSW, FGGA, CDH
<b>Global challenges in Diversity, Equity &amp; Inclusion</b>	
Exploration of Children of the City - overarching approach: continued under the name of Campus The Hague Junior ( <a href="#">priority project for 2024-2025</a> )	FGGA, SCM, ICLON, CDH, all faculties
Local partnership project - The Hague Southwest in partnership with City of The Hague ( <a href="#">priority project for 2024-2025</a> ) <ul style="list-style-type: none"> <li>• Thesis workshop DHZW in partnership with LDE &gt; grant for expansion from City of The Hague via CDH in 2022</li> <li>• Learning network DHZW headed by and in partnership with HUAS, participation of various Leiden faculties in 2022/2023</li> <li>• Member of the Association of DHZW with many partners</li> <li>• Participation in education and health alliance DHZW</li> </ul>	FGGA, LUMC, FSW, FdR, ICLON, CDH
The Hague Dreamers Covenant - Accessible and inclusive education for undocumented young people in The Hague with The Hague University of Applied Sciences, Inholland, ROC Mondriaan, University of the Arts, and the City of The Hague. ( <b>new</b> ) > signed at the end of September 2023	EB
Discontinued - Things That Talk (existing in Leiden, new for The Hague)	FGW
<b>Interface with various subthemes/perspectives</b>	
PLNT The Hague (launch in 2022) ( <a href="#">priority project 2024-2025</a> )	PLNT/Luris all faculties
Exploring enterprise in SSH in The Hague for staff (since 2023) ( <b>new</b> )	Luris, with PLNT, all faculties
Start development of vision/assessment framework for interdisciplinary research at CDH (since 2023) ( <b>new</b> ) ( <a href="#">priority project 2024-2025</a> ) including facilities and flexible workspaces for staff in The Hague.	CDH, SAZ, UFB
Discontinued - Luris & impact desk in The Hague	Luris, PLNT, all faculties

Notes on some of the projects listed above

### ***Exploration of Synergy in International Affairs (Sept 2023, Jan 2023 and Jun 2022)***

- In the autumn of 2022, the International Affairs working group, including broad representation from various faculties, discussed an initial proposal on increasing synergy in the field of education and research on the theme of International Affairs in Leiden and The Hague. An amended proposal has been drawn up based on these discussions.

- In the spring of 2023, the International Affairs working group, including broad representation from various faculties, drafted a proposal on increasing synergy in the field of research on the theme of International Affairs in Leiden and The Hague. This resulted in the proposal for 'LUCIA' (Leiden University Centre for International Affairs).
- During discussions of the LUCIA proposal in June 2023 with the deans of the faculties of FGGA, FGW, FdR and FSW (or their delegates), the proposal was positively received and broad support was expressed for the initiative.
- The next step, in the autumn of 2023, is to discuss with the Rector whether the proposal can be transformed into a university-wide plan (appointment on 8 November 2023).

### ***'House of AI' for Peace, Security, Governance and Law (Jan 2023 and Jun 2022)***

- Artificial Intelligence (AI) is a key technology that is leading to major opportunities in almost all sectors and in relation to all kinds of societal issues, but it is also bringing challenges. The opportunities for using AI to bring about a more modern, open and fairer society and governance are enormous. For this reason, the ambition is to establish a 'House of AI' in The Hague.
- AI for Peace, Security, Governance and Justice focuses on developing human-oriented AI to bring about a transparent, fair and safe society and also on making citizens and society more resilient to the influence of big tech, where choices made by people and algorithms can have a major – and sometimes disruptive – impact on our lives. The risks that this poses and the role of governments in setting standards and their regulatory capacity raise important questions that need to be addressed.
- Plans for The Hague, on which discussions are scheduled, include:
  - o A centre for education, research and citizen science on a broad range of AI-related themes around Peace, Security, Public Administration and Law.
  - o A meeting place where scientists, students, politicians, journalists and citizens can work together on social AI issues.
  - o A physical base for the cross-faculty AI programme, in particular SAILS, and for affiliated staff and PhD candidates and students from relevant educational programmes.
- The House of AI in The Hague will focus on the equitable use of AI in society and in public administration. The government has a role in both setting standards and legislating with respect to the impact of AI on society, and is also responsible for its own use of AI.
- The plans for the House of AI in The Hague in 2023 will be taken forward in close consultation with SAILS. The university has a significant number of scientists working in this field and/or who can contribute to this theme. They are all affiliated with SAILS. In some cases they organise themselves into subgroups, such as in the A3P programme (post-docs at LIACS, sector plan at FGGA), on the theme of (national) security (FGGA, FWN/LIACS), on the theme of AI and diversity (Vici Barendregt, ERC Fosch), or around NWO research projects (Wetsuite; FdR, FGW, FGGA).
- Since the summer of 2023, there has been a permanent space for this interfaculty group to work together (and alongside one another) at Schouwburgstraat in The Hague. There is great enthusiasm at FGGA (BSK and ISGA), FWN (LIACS), FdR (eLaw and Constitutional and Administrative Law), FGW (Linguistics) and FSW (Anthropology). The location has been named the 'AI & Society Hub'.

- In the longer term, the aim is to further shape the House of AI in connection with the city (public administration and citizens).

### ***Health Campus The Hague (Jan 2023 and Jun 2022, also see priority projects 2024-2025)***

- The LUMC-Campus The Hague will continue under a new name in 2022: Health Campus The Hague. This name better encapsulates the interdisciplinary partnership through which the LUMC and Leiden University collaborate with external providers of hospital care and mental healthcare, GPs and municipal health authorities. Discussions are being held with FSW, FGGA, W&N (LIACS) and FdR, and perhaps in the longer term also with FGW, regarding bundling as many activities as possible in the 'health domain' under this name at Campus The Hague. This ties in very well with the LUMC's current activities such as education and training for GPs and the Master's programme in Population Health Management.
- Health Campus The Hague launched its new name and website in September 2022 and The Hague University of Applied Sciences has joined as a new partner, bringing the number of formally affiliated (and co-financing) partners in the Health Campus to nine.
- The number of staff from all disciplines affiliated with the Health Campus will increase to 100 employees in 2023, including an increasing number of staff members who also teach in the Master's programme in 'Population Health Management' or in the GP programme.
- The ninth working conference on proactive care was held on 24 January 2023 in Wijnhaven, and was held on location for the first time in three years. After the project market and keynote lectures, several new ideas for research with the City of The Hague were discussed and developed in workshops. The tenth working conference of the Health Campus is scheduled for 23 January 2024.

### ***Opening of Buurtlab 070 (Aug 2023 and Jun 2022)***

- The [Sustainable City Lab](#) applied for and received a one-year funding grant from the City of The Hague in 2022. A quartermaster has started preparations for this project. The Sustainable City Lab wants to become the place on Campus The Hague where knowledge on sustainability is brought together and where organisations in The Hague that face sustainability challenges can connect with research and education at Leiden University. The Campus' sustainability strategy goes further than focusing solely on sustainability in education, research and business operations. It also provides opportunities for the co-creation of knowledge with public and private partners and citizens in The Hague, and for interdisciplinary and transdisciplinary research and education, with cases, questions and expertise being brought in from these groups.
- [Buurtlab 070](#) opened in April 2023 – a project in which The Hague residents, researchers and students work together to find solutions in the fields of climate, sustainability and biodiversity. This is a follow-up to the [sustainable city lab](#), which previously received funding from the City of The Hague.
- In the spring of 2023, CDH commissioned a plan for a multi-year follow-up.

### **Letter of intent for sustainability partnership with the City of The Hague (Aug 2023)**

- The Liveable Planet programme and Campus The Hague have been working on a new partnership with the City of The Hague in the field of sustainability.
- The aim is to sign a Letter of intent in the autumn of 2023 (subject to the new coalition and decisions taken by the City of The Hague's new council), through which the university and the city intend to strengthen cooperation.
- This will connect university-wide knowledge on sustainability not only with Leiden, but also with the city of The Hague.
- The partnership focuses on a number of themes that are currently relevant but have not yet been researched extensively, or for which collaboration will add significant value: the circular economy; sustainable food and biodiversity, nitrogen-based pollution and construction, behaviour (and psychology) in relation to sustainability transitions and public administration in relation to sustainability transitions.
- Joint activities are identified each year in work programmes.
- The first joint programme for 2023 includes knowledge-sharing sessions with speakers from science for higher management and for municipal employees who are interested. As a precursor to this, the first session on nitrogen-based pollution was given in spring 2023, led by the scientific expert from FWN/CML.

#### ***Heritage Campus (Jun 2022)***

- Discussions on the continuation of the plans for the Heritage Campus were held in 2022 with the Faculty Board of Archaeology.
- An advisory report on the future of heritage at Leiden University was delivered in 2023, which also included links between Leiden and The Hague.

#### ***Campus The Hague Junior / Children of the City (Aug 2023, Jan 2023 and Jun 2022, also see [priority projects 2024-2025 under relations with the city and local communities](#))***

- The Children of the City project was launched by Caroline Metselaar in 2022, based on an overarching approach. In addition to extensive discussions with internal and external contacts, two working conferences were held in 2022: one with those involved internally and an external working conference with partners from The Hague. The results of the conferences and discussions with stakeholders will be used as input for the programme. This will provide a good basis for follow-up by identifying the various relevant players from inside and outside the university and identifying opportunities for the years to come.
- Judi Mesman took ownership of the Children of the City programme on 1 September 2022, and drew up an initial plan in the spring of 2023. She is expected to begin the first phase of the plan after the summer of 2023, introducing a structure that will make it easier for students and projects that contribute to (primary) education in the city to find each other.

#### ***Local partnership project - The Hague Southwest (also see [priority projects 2024-2025](#))***

- *LDE Living Lab/ Thesis Workshop DHZW (Nov 2021)*

This project began in January 2022 under the leadership of the LDE Centre for Governance of Migration and Diversity, which now also has a physical location in Moerwijk. Erwin Muller is a member of the LDE steering group of deans on behalf of Leiden University. In the academic year 2022-2023, teaching staff and students from Leiden University / Campus The Hague contributed to the thesis workshop; they taught the following courses: 'Transdisciplinary Skills' (+/- 45 students in 2022-2023 from the FGGA-FWN MSc in Governance in Sustainability), 'Integrated Projects I and II' (+/- 8 students from FGGA's BA in Security Studies and via a lecture on networking) and 'Global Citizenship' thesis research project (FGGA LUC BA in Global Challenges). With the support of CDH, a grant application for the City of The Hague was approved in 2022 and co-financing was guaranteed. The initial results and the approach of the thesis workshop were presented during a working visit by the Municipal Council of The Hague to CDH in 2022. The thesis workshop is also a partner in the City of The Hague's DHZW National Programme.

- Through the City of The Hague, Leiden/CDH was also invited (in 2021) to participate in a newly envisioned broader Alliance Education for The Hague Southwest, to support a new national Southwest programme. For CDH, this may be relevant and lead to synergies with various projects in the implementation agenda.
- Learning networks DHZW (led by HUAS), with the participation of various Leiden faculties (2022).

#### **PLNT The Hague (Aug 2023, Jan 2023 and Jun 2022, also see priority projects for 2024-2025)**

- At the request of CDH, since 2022 PLNT Leiden (the *Centre for Innovation and Entrepreneurship*) has been working on a plan for an enterprise centre in The Hague as a counterpart to PLNT Leiden. The aim is to promote the entrepreneurial skills of students and valorisation for the university. The plan is based on incremental development towards an organisation with its own governance (i.e. separate from PLNT Leiden) to promote entrepreneurship in The Hague. It was discussed by the Executive Board and Management Board before the summer of 2022.
- PLNT The Hague began its activities for students in The Hague in the first half of 2022 and there was [an official launch](#) on 10 November 2022 to enhance visibility and connect with (future) partners both internally and externally. In the same period, PLNT Students The Hague was also set up – a student association for enterprising students which has already organised a wide range of events in the field of enterprise and innovation.
- In partnership with YES!Delft and the City of The Hague, a concept for a joint student enterprise programme has been developed called 'Entrepreneurship and Impact 101'. The aim of this pilot programme by PLNT, Yes!Delft and the City of The Hague is to create a unique and fully comprehensive programme line for all phases in the development of a new business idea (inspiration/activation, pre-incubation (PLNT specialism), incubation and acceleration (Yes!Delft specialism)). The programme line developed is designed to connect with The Hague ecosystem and, wherever possible, also reflects The Hague's three economic profiles: Legal & Policy Capital, ImpactCity and Security Delta. The programme is being integrated into the plans for the coming years.
- Since 2022, the PLNT The Hague Team has consisted of Bart Hoenen and Ben Millington. On 1 September 2023, these team members were succeeded by Erwin Roodhart, Head of Business



Development, who is moving from the exploration phase towards the creation of an innovation hub in The Hague.

- PLNT The Hague has also expanded its network of partners and staff, is more integrated into the local ecosystem and is working with the City of The Hague. The network already established – which includes YES!Delft, The Hague Tech, Humanity Hub, GovTech NL, the Hague University of Applied Sciences, InHolland, ROC Mondriaan, Hogeschool der Kunsten as well as representatives and coordinators of various courses, programmes and projects at Campus The Hague – will play an important role here.
- After 2024, PLNT The Hague will develop to become a centre for innovation and entrepreneurship with strong links to the challenges facing the city and its residents. (see section 2 - priority projects 2024-2025)

### Appendix 3 Review of facilities (Project overview Campus The Hague 2022-2023)

Projects at Campus The Hague, Leiden - Facilities ( <i>parameters</i> )	
Spui Building, Campus The Hague: design, construction and interior of the new Spui Building with UNL, OU, TUD, LUMC	VG, UFB, FIN, SCM, CDH
Funding for expansion of Health Campus The Hague to Spui Building ( <b>new</b> ) decision in 2023.	EB, CDH, LUMC, FSW, FGGA, FdR,
Use of Amare's premises in partnership with HdK (exploration as of 2023) ( <b>new</b> )	UFB, CDH
Student facilities ( <b>new</b> ) ( <a href="#">priority project 2024-2025</a> ) <ul style="list-style-type: none"> <li>• Opening of University Shop in The Hague / Wijnhaven (2023)</li> <li>• Start of student welfare team/welfare officers (university-wide, also for The Hague)</li> <li>• Exploration of expansion of PopCorner in The Hague to include participation of all faculties.</li> <li>• Exploration/expansion of sports facilities</li> <li>• Exploration of Hague Chamber of Associations (HKvV)</li> <li>• Exploration of the range of Dutch courses for international students in partnership with ATC</li> </ul>	SOZ, Faculties, CDH, SCM ATC Language Centre
Extra demand for student accommodation due to ambitions for growth, in partnership with external partners in Taskforce for student accommodation (ongoing).	BB, CDH, CvB

Notes on some of the projects listed above

#### **Spui University Building (Aug 2023, Jan 2023 and Jun 2022, also see priority projects 2024-2025)**

- At the end of August 2022, a [letter](#) was sent to the Municipal Council of The Hague regarding Leiden University's impact on the community in The Hague (including 'Children of the City'). This was in response to a question from the city council during a debate about the allocation of a grant for the new Spui Building.
- On [27 September 2022, the new city council made a working visit](#) to Campus The Hague. There was an introduction and tour, and themes such as the Spui Building, Health Campus The Hague, Sustainable City Lab, Children of the City, PLNT The Hague and the LDE Thesis Workshop DHZW were discussed.
- On 28 March 2022, the university signed a cooperation agreement with the City of The Hague and a Letter of Intent with CBRE IM, the owner of the Spui Building. The parties thereby emphasised their joint commitment to converting it into a university building.
- Information meetings were organised with local residents, businesses and the current users of the building on 25 May 2022. This was to inform them about the university's new home in the Spui Building.
- User meetings were held with staff and students of Campus The Hague in the second half of 2022, so that they could make an active contribution to the design and layout of the Spui Building. These meetings continued in the first half of 2023 in various working groups on various themes. These groups will continue to meet.

- In 2022, discussions took place with intended partners for the space in the Spui Building and the possible joint use of functionalities was examined.
- On [7 November 2022](#), the university signed a contract for the lease of almost the entire Spui Building with the owner CBRE IM and sublease contracts with partners Open University, TU Delft and Universities of the Netherlands. Also see [Martijn Ridderbos' College column](#). Approximately one third of the floorspace in the Spui Building is available to the participating partners, and options for the joint use of functionalities are being explored.
- In the spring of 2023, agreements were made with the LUMC about a location in the Spui University Building to enable the further expansion of Health Campus The Hague.
- Administrative discussions have been held with the University of Edinburgh regarding the use of the building.
- In the spring and autumn of 2023, discussions will be held with partners in the Spui Building regarding substantive collaboration.
- At the end of March 2023, the [Municipal Council adopted the proposal](#) of the Municipal Executive regarding the financial contribution (maximum €10 million) of the City of The Hague to Leiden University for the expansion of the Spui Building (35 votes in favour and 9 against). It was then possible to formally submit the grant application to the municipality. A number of motions were adopted by the council, however. These concern communication regarding student accommodation in The Hague, new student accommodation in the event of future expansion, opening up study places to students from other institutions, opening the bicycle parking facilities to visitors to the city centre during weekends and drawing up an agreement with the city to accommodate students and have staff work on various social problems in The Hague. The Municipal Executive, with input from the university, will come up with proposals on how to move forward with these motions in September. The formation of a new Municipal Executive after the VVD councillors withdrew their support from the previous coalition at the end of June during the debate about the participation of Hart voor Den Haag in the coalition and the council, may affect this process.
- In April and June 2023, two [tours](#) of the building were arranged for students and staff who wanted to take a look. A presentation was made on site to give an impression of what the building could look like and the plans in that regard.
- Structural work and large-scale renovation will begin after the summer of 2023 and the building will be delivered in September 2024, so that the installation package can be installed. The building is planned to be used for the first time in September 2025.

### ***Spui University Building (Aug 2023, also see priority projects 2024-2025)***

In addition to the substantive projects, the Campus is also focusing on activities and developments relating to student life: What it is like to study in The Hague and what kinds of issues students come up against. Given the rapid growth of the university in recent years and the plans for continuing responsible growth in the years to come, it is important that facilities and services for students in The Hague keep pace. The following steps have been taken to achieve this:

- Discussions have taken place on: student welfare with Pop Corner The Hague and SOZ, with USC on expanding the range of sports facilities in The Hague, with the Language Centre regarding offering Dutch courses for international students.

- In the summer of 2023, the university shop will install a display case in Wijnhaven showing merchandise from Leiden University and a number of items bearing the Leiden University, Campus The Hague logo.
- The Hague student associations have begun an initiative to establish a Hague Chamber of Associations (HKvV), a counterpart of the PKvV in Leiden. There is broad support for this initiative from educational institutions in The Hague, and next year a working group will begin work on the next steps.
- To establish a link with the study associations, the CDH Board and core team have joined the Vero CDH consultation, and will continue to participate in the coming academic year.

***Student accommodation (Aug 2023, Jan 2023 and Jun 2022, also see priority projects for 2024-2025 - under The Hague Southwest)***

- Following an Administrative Consultation with the City of The Hague at the beginning of September 2021, a Taskforce was set up with the mission of generating ideas on how to reduce the shortage of student accommodation. The Taskforce includes DUWO, the City of The Hague, The Hague University of Applied Sciences and housing associations from The Hague. There was also a focus on the onward mobility of graduates.
- The national Student Accommodation Action Plan 2022 – 2030 has been signed. The action plan emphasises the importance of student accommodation and accommodation for PhD candidates. The plan brings together the Ministry of the Interior and Kingdom Relations, the Ministry of Education, Culture and Science, municipalities, institutions of higher education, providers of student accommodation and students to come up with solutions to the high and rising demand for student accommodation.
- The City of The Hague decided in 2022 that 3,000 new residential units for students would be built by 2026. The next steps forward are being taken: the City of The Hague has announced that a contract was signed with DUWO this week to create 400 new units for students in Waldorpstraat. The Hague faces a major challenge in the years to come in meeting the demand for accommodation from both regular and international students in higher education.
- According to the National Student Accommodation Model of September 2022, 19,600 rooms were available for students in HBO and universities. In the period up to 2028/2029, some 3,230 (lower limit) to 3,850 (upper limit) additional units will be needed for students in The Hague. The planning and construction process takes some considerable time. At the same time, it is important to take other population groups into account wherever possible, and also to consider matters such as management and quality of life in the plans. These figures are in the national Student Accommodation Action Plan 2022 – 2030 (LAS), which was published on 7 September 2022. The LAS reminds us that the availability of enough affordable student accommodation is a requirement in order to attract (prospective) students to choose a programme that matches their qualities and interests. Student accommodation contributes significantly to the social development and independence of young adults. The Student Accommodation Task Force The Hague adds that educating students, involving them in city life, and retaining graduates in the city and region are very important factors for developing knowledge, innovation and the economy of The Hague.
- A student accommodation task force in The Hague started work in the second half of 2022, and made grateful use of the recommendations of the LAS. For The Hague, this means that in addition to the recommendations formulated by the Taskforce for creating a number of campuses for

student accommodation, work should also be done to make greater use of existing locations and vacant spaces (whether temporary or permanent), such as homes that have been vacated as part of urban renewal, vacant office space and business premises, and so on.

- In 2023, the Student Accommodation Task Force recommended that an agreement be reached between the City of The Hague, institutions of higher education, housing organisations and students regarding the development of student accommodation between now and 2028. In 2023, the Taskforce worked on drafting an agreement that will be the basis for administrative discussion.

#### Appendix 4 Review of governance (Project overview Campus The Hague 2022-2023)

Projects at Campus The Hague, Leiden - Governance ( <i>parameter</i> )	
Update on Governance at Campus The Hague (2022 and 2023) Including new CDH management structure (as of 2022)	CDH, CvB
Administrative consultation structure CDH Board – FBs (2022/2023 starts with introduction rounds)	CDH, all faculties
CDH Guide to Participation (2023) ( <i>new</i> )	CDH, CvB
Programme Directors / Programme Chairs consultative meeting for Campus The Hague:	CDH, SCM all faculties
Vero meeting with student boards in The Hague ( <i>new</i> )	FdR, FSW, FGW and FGGA, CDH
Exploration of campus development CID Policy Campus - participation in the official core group and exploration led by the City of The Hague and local partners completed in 2023, no follow-up.	CDH
CDH Budget, current implementation agenda 2022-2023	CDH, CvB, FIN
<i>Discontinued</i> - One university, two cities / Leiden – The Hague link: Mobility of students and staff between both cities. Not started.	HRM, all faculties
<i>Discontinued</i> - Interim review of Strategy for Campus The Hague (2023) - see explanation in the introduction to this implementation agenda.	CDH

Notes on some of the projects listed above

#### **Update on CDH governance / Organisational structure for Campus The Hague (Jan 2023 and Jun 2022)**

- On 1 September 2022, CDH adopted a new organisational structure.
- Ton Liefwaard and Jan Crijns have jointly held the position of CDH Portfolio Holder for Education since September 2022, and Rolf Oosterloo is the new CDH Portfolio Holder for Operations. They are fulfilling these roles alongside their current positions. Together with the Director of CDH, Erwin Muller, they form the Board of CDH. This new structure was chosen to strengthen the internal connections between the campus, the faculties and the Administrative Office. Under the new structure, the Board also has a good link with the university's Education and Business Management Council. Erwin Muller already had a seat on the management board, together with the deans of the faculties. These new appointments to the CDH Board were initially for two years, until September 2024.
- Due to the resignation of the Law Faculty Board on 1 July 2023, Ton Liefwaard unfortunately had to give up his role in the CDH Board. How this role will be fulfilled in relation to the education portfolio and the link with the OWB will be examined in the autumn of 2023.

### ***Administrative consultation structure of CDH Board – FBs***

- At the end of 2022 and in early 2023, introductory meetings were held between the CDH Board and all the Faculty Boards.
- The intention was to hold these meetings every year, since their importance was recognised by all parties.

### **CDH Guide to Participation (Jan 2023)**

- In its recommendation to the Faculty Council (4 July 2022) regarding changes to governance at Campus The Hague, the Council notes that there is a challenge in organising effective participation at CDH, now that all Faculties have a presence in The Hague. It was agreed to draw up a CDH guide to participation to complement the 2022 Campus The Hague Governance Memo and the section on participation included therein.
- The aim is to make it clear to everybody how decision-making and participation are formally arranged, and how informal consultation structures will contribute to the representation of interests within CDH.
- The guidelines for participation at Campus The Hague were adopted by the Executive Board/IBO in July 2023 and will be discussed with the University Council in the autumn of 2023.

### ***Programme Directors / Programme Chairs consultative meeting for Campus The Hague:***

- Began in February 2020, with regular meetings four times annually in 2022 and 2023, at which various topics were discussed.

### ***Vero meeting with student boards in The Hague***

- VERO CDH is a meeting for all study associations at CDH, organised by the assessors of FdR, FSW, FGW and FGGA. It takes place approximately four times every year. In order to connect the CDH Board with the students, representatives of the CDH Board, the communications adviser for CDH and the UFB/complex manager CDH attend VERO CDH at least once a year.

## Appendix 5 Review of communication (Project overview Campus The Hague 2022-2023)

Projects at Campus The Hague, Leiden - Communication ( <i>substantive</i> )	
Public version of Strategy for Campus The Hague > updated in 2022	CDH, SCM
Debate organised in partnership with Spreek	CDH, SCM, FGGA
CDH alumni and fundraising	LUF, SCM in partnership with faculties
One university, two cities / Leiden – The Hague link: Exploration of ceremonies and traditions (priority project 2024-2025)	SCM, all faculties.
Internal communication ( <i>new</i> ) <ul style="list-style-type: none"> <li>- For staff: internal newsletter 'Meanwhile in The Hague' (June 2022, September 2022, March 2023)</li> <li>- For students: CDH Instagram presence (since 2022)</li> </ul>	CDH, SCM, all faculties.
External communication and visibility of CDH ( <i>new</i> ) <ul style="list-style-type: none"> <li>- CDH LinkedIn profile launched in 2023</li> <li>- Participation in Liberation Festival 2023</li> <li>- Contribution to Alexine Exhibition with The Hague Historical Museum and the Libraries in 2022</li> <li>- The Hague Urban Trail runs through Wijnhaven in 2023</li> <li>- CDH news items highlighted in university newsletter</li> </ul>	CDH, SCM
Marketing ( <i>new</i> ) <ul style="list-style-type: none"> <li>- First Bachelor's Open Day on Campus The Hague in 2022</li> </ul>	SCM

Notes on some of the projects listed above

### Debate (Jan 2023)

- Spreek is an initiative of communications agency Emma in Wijnhaven. Together with partners such as Nieuwspoor, The Hague Library, various museums, the film house and The Hague University of Applied Sciences, they are seeking to bring together and promote the range of debate in The Hague.
- The provincial council elections were the top theme on the agenda for spring 2023.
- The university is affiliated with the Spreek initiative and wishes to reach a broader audience with its own lectures and help shape the culture of debate in The Hague.

### Internal communication (Aug 2023, Jan 2023)

- News reports on CDH highlighted in university newsletter
  - o Jan: student welfare officer CDH
  - o Feb: Opening of POPcorner CDH
  - o Mar: Unravelling the complexity of HIV/AIDS



- Mar: [Funding for LUMC research into health disparities](#)
- Mar: [New building in the centre of The Hague](#) (press release, generated a lot of local media attention)
- April: [Thesis Workshop](#) (LDE)
- April: [Sustainable City lab](#)
- For students: CDH Instagram account. For students at CDH. The [Instagram account for students at CDH](#) has attracted more than 1,100 followers in four months. This number will grow through targeted campaigns to bring even more students together and provide them with information on the student city of The Hague and developments on campus. Around one-third of the total student population (2,608) follow the [Instagram account for students at CDH](#). Actions to keep the new students interested are planned for next year.

### ***External communication and visibility of CDH*** (Aug 2023 and Jun 2022)

- CDH launched its own LinkedIn profile in 2023 with the aim of bringing together developments of the Campus in one place on this professionally oriented network.
- Liberation Festival: CDH was represented at the student experience HI The Hague in 2023. Together with other higher education institutions in The Hague, we showcased The Hague as an attractive and vibrant student city to (prospective) students and other visitors to the festival. Watch the [aftermovie](#) for an impression. All institutions of higher education and student associations in The Hague played a role at the [Liberation Festival](#), to show that The Hague truly is a student city. With a visit from the senior managers of the institutions and the Mayor of The Hague, the management programme was also a success as well as the student programme.
- [Alexine Exhibition with The Hague Historical Museum and the Libraries](#): 11 December to 12 June 2022 in the Hague Historical Museum.
- On 30 March 2023, [Roberta Metsola](#), President of the European Parliament, gave a lecture on campus, and there were plenty of opportunities for students to talk to her. The event was organised by International Studies and over 500 people registered to attend, from inside and outside the university.
- The Urban Trail The Hague took place on 4 July 2023, when thousands of athletes ran through Wijnhaven.
- On 12 September 2023, Ukrainian President [Zelensky](#) addressed students from Campus The Hague and The Hague University of Applied Sciences via a livestream.

### ***Marketing (Jan 2023)***

- On 24 October 2022, a [Open Day](#) was held at Campus The Hague for the first time. Instead of the usual hundreds of commuters making their way to the government ministries, the Hague Turfmarkt was filled with young aspiring students.