



Knowledge that benefits society

Faculty of Governance and Global Affairs Leiden University: Strategy Plan 2020-2025

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Mission

The Faculty of Governance and Global Affairs (FGGA) provides high-quality interdisciplinary education and research with a *focus on societal and governance issues*. FGGA aspires to improve academic knowledge, educate students and professionals and contribute towards society.



FGGA provides socially relevant, academic education based on scientific research. Our graduates have obtained the knowledge and skills to make a substantial contribution to society.

The scientific research conducted at FGGA is innovative and geared towards solving societal issues.

FGGA nurtures a culture of collaboration with other universities and other social partners which enables us to provide new insights and have a real impact on society.

Basic Principles



We will present our ambitions and intended course of action based on nine central themes which have been established in accordance with the University's ambitions. This strategic plan offers a framework for education, research, management and administration, and will serve as a foundation for the choices FGGA will face over the upcoming years. It establishes the general outlines and frameworks for FGGA's organisational and operational processes. An implementation plan will be formulated in close collaboration with stakeholders from within and outside the Faculty. The implementation plan will provide a detailed overview of the various agreements. The Faculty's students and staff will be closely involved in the implementation of this strategic plan.

*Look at the
nine themes*

1. Societal and Governance Issues

A. FGGA will continue to evolve into an expansive and distinguished faculty that addresses societal and governance issues from a regional, national and international perspective in its education, research and knowledge transfer. In addressing these issues, FGGA focusses on several key areas: public administration, security, global challenges, international relations/global affairs, and public sector economy. Interdisciplinarity and connections with society are an essential part of the culture, organisation and operations of FGGA.

B. FGGA will collaborate with the Faculty of Social and Behavioural Sciences, Leiden Law School and the Faculty of Humanities at both a substantive and administrative level because of their strong affiliation with societal and governance issues. The Faculty will also closely collaborate with, for instance, LUMC in the field of public health and with the Faculty of Science (FWN) in the field of data science, artificial intelligence and sustainability. It is also open to working with the Faculty of Archaeology.



2. Responsible Growth

FGGA is an enterprising and innovative organisation that has grown rapidly over the last few years. With abundant opportunities, possibilities and ideas in the offing, we have to remain watchful for too rapid growth and too frequent changes because of the resulting impact on our staff. We are therefore striving to create a balance between the innovative strength of the Faculty and the organisation's ability to absorb change, with explicit attention to reducing the staff's workload. Our goal is to achieve qualitative and responsible growth in education, research and knowledge transfer, while providing both a stimulating work environment and possibilities for development to all Faculty staff. The research and education should be highly commended by not only the students and staff, but also external parties, peers and statutory organisations (for instance NVAO). The quantitative growth should take a responsible and moderate shape to give students, staff and the organisation time to adapt. The aim is for student numbers to increase by a maximum of 5 to 10% per year. The actual amount of students FGGA will be able to admit also depends on the faculties and available options for students and staffs



We strive to create a balance between the innovative strength of the Faculty and the organisation's ability to absorb change.

Core Areas of the Faculty

A. FGGA provides education and conducts research in the following *core areas*:

- a. Public Administration: including public management, leadership, European and international administration, digitalisation and public affairs;
- b. Security;
- c. Global Challenges;
- d. International Relations and Global Affairs;
- e. Public Finance/Public Sector Economy.

Various forms of internal and external collaboration are vital to achieving our goals:

- our collaboration with Political Sciences, which will be intensified. This will be aided by bringing a substantial number of Political Science staff to The Hague;
- our collaboration with the Institute of Tax Law and Economics (FdR) to further develop topics in the field of Public Finance. It seems only logical to also bring a number of the economists and possibly the business scientists to The Hague. This will strengthen the EBM programme run by Public Administration and will contribute to the development of specific MA tracks or programmes. We will also explore possible collaboration with the Criminology department, the Grotius Centre and the eLAW department;
- our collaboration with W&N and LUMC that aims at further developing and expanding our education in the field of applied science, data science, sustainability and population health management;





Continuation Core Areas



with other faculties on new educational programmes. A recent example is the MA Governance of Sustainability in collaboration with W&N. The Institute is also working closely in this field with LUMC and Leiden Law School. The collaboration with the Economy of Law Department will be intensified. The Institute places a lot of value on creating a safe and inclusive work environment. Ensuring that all staff are alert to workplace stress and career possibilities is part of that.

C. The *Institute of Security and Global Affairs (ISGA)* will continue to build on its successes as an innovative hub for policy oriented and interdisciplinary research and education at the cutting edge of security, safety and global affairs. It will achieve this by providing clear answers and hands-on advice on urgent societal challenges at a local, national, regional and global level. ISGA plans to gradually expand its educational programmes in order to address the growing interests of students in core questions in the field of security and global affairs without making concessions to quality or its innovative approach. ISGA's strategies on research and education are geared towards strengthening its position, network and connections in The Hague and the Netherlands, but also focus on its growing ambitions at a European and international level, in line with the strategic goals and ambitions of the Faculty.

D. *Leiden University College (LUC)* is an important part of FGGA and Leiden University, and a separate strategy is being developed for it. FGGA would like to expand LUC's sphere of influence by offering master's programmes

- we will also explore potential and new forms of collaborations with the following parties:
- within LDE in the field of security; within HCSS and ICCT;
- with Clingendael, the Police Academy, the Netherlands Defence Academy, The Hage University of Applied Sciences and ISS;
- within the Faculty and University to improve international relations;
- international partners.

B. The *Institute of Public Administration* aims to provide excellent research and education in an organisation that is welcoming to its staff and encourages them to further develop their talents. It strives to increase the scientific impact of its research. As part of the ongoing research programme, the Institute is working on world-leading output. This research will also need to help solve important societal issues. In order to do so, and especially if is

to be able to conduct wide-scale research, the Institute is looking to acquire funding from research organisations or through contract research. Within the framework of the University funds for educational innovation (stimuleringsmiddelen) the Institute of Public Administration will collaborate intensively with other faculties to explore new themes relating to governance and promote interdisciplinary and trans-disciplinary collaboration. Collaboration with other universities both within the Netherlands and worldwide will be equally important, for instance within national or European research consortia.

Innovation is essential to providing high-quality education. As a result, the Institute of Public Administration is experimenting with various forms of education, activating learning and ICT. The aim is also to prevent student from falling behind in or dropping out from the programmes. The Institute is also collaborating

Continuation Core Areas

and a research programme with structural PhD supervision. This will be attractive to students from LUC and other University Colleges because there are at present no master's programmes with a similar interdisciplinary educational philosophy. It also corresponds with the ambitions of the academic staff to provide excellent, innovative and research-led interdisciplinary education. For the master's programmes and research programme, LUC is looking to collaborate with the other institutes within FGGA and other Leiden faculties.

E. Two centres within FGGA are working to expand and strengthen the scope of our research and education and provide added value for the University and Campus The Hague.

- a. The *Dual PhD Centre* (DPC) has experienced steady growth in combination with a financially sound base. In order to optimise the efficiency and quality of the supervision of this category of PhD candidates, a drastic increase in scale would be preferable. In principle, this should be feasible from September 2020 but a complete financial overhaul will be required. During 2020 a new strategy will be developed for DPC in order to address these matters. The starting point will be widening its scope by providing more room for external PhD candidates.
- b. The *Centre for Professional Learning* (CPL) will continue to optimise the centre and its available educational programmes. CPL is working to expand its range by diversifying its target audience. The first steps were taken with the PVE Summer Course for an international audience and the CPM Program

for European managers. Requests to address new educational topics are also brought up by the centre's network. CPL will try to respond to these requests in collaboration with institutes within FGGA and other Leiden institutes in The Hague. Requests have been made, for instance, to address the following topics: subversion (NP), radicalisation (CTER), City Deals (BZK and VNG), professionalisation of council members (NVvR) and political office holders (NGB). CPL hopes to become the educational expertise centre for professionals at Campus The Hague. An exploration of the possibilities and administrative and financial frameworks will take place in 2020.



FGGA nurtures a culture of collaboration with other universities and other social partners which enables us to provide new insights and have a real impact on society.

3. Research

The output of FGGA's research on a wide variety of societal and governance issues is held in high esteem at both a national and international level. The institutes operate on a well-balanced mix of direct government funding, funding via research organisations and contract research. We will provide an *academic research strategy* for each institute as well as for the entire Faculty in which we will address the following issues:

- a. Paying *attention to integrity and independence* in all research programmes and implementation of the resulting frameworks while preparing for and conducting research, such as attention for ethical assessment and data management.
- b. Optimising *research funded via research organisations* and the research structure within FGGA. A strategy is being developed for the Faculty and institutes for applying for scientific funding, especially for funding from NWO, NWA, ERC and other funds that support scientific research;
- c. Optimising the *contract-research strategy* for each institute, aimed at large and long-term projects.
- d. Developing a *Visiting Scholars Program*, with special attention for housing;
- e. Continued professionalisation of the *PhD supervision* within the Graduate School;
- f. Expanding and designing the *PhD tracks* for academics and professionals within the Dual PhD Centre;

- g. Integrating and expanding research based on University funds for educational innovation (*stimuleringsgelden*) that have been awarded;
- h. Increasing student research participation within the Faculty, for instance by contributing to research projects.



4. Education

FGGA provides high-quality education for national and international students and professionals. It offers a combination of accredited bachelor's programmes, master's programmes, executive and advanced master's programmes and various non-accredited forms of education such as courses and masterclasses. A long-term planning is being developed for the integral educational offering of each institute and for the entire Faculty. This will be based on the following ambitions:

- a. Maintain and reinforce the quality of the current *bachelor's and master's programmes* per institute based on tangible action points;
- b. *Expand and diversify* the high-quality, regular and affordable master's programmes. In exceptional cases this can also apply to new bachelor's programmes. The following guidelines will be taken into account: (a) sufficient number of students – rule of thumb: intake \geq 80 students at MA level or intake \geq 225 students at BA level, and (b) the intended programme is innovative and does not overlap with existing programmes within FGGA or the University. The latter is important because launching a new programme or track demands a substantial financial and staffing investment;
- c. Design *executive and advanced master's programmes* for professionals under the academic supervision of the institutes, in collaboration with CPL. This might

include executive masters in the following fields: Public Affairs, Data, Law and Governance, and Global Public Tax Policy. Rule of thumb: intake \geq 25 students. Regular masters or master's tracks could become executive or advanced masters;

- d. Implement the *Educational Vision and Quality Agreements*. The Faculty has reserved a budget of 8.4 million euros for the period 2019 - 2024. A plan has been formulated containing 38 projects divided over six themes. The Faculty has chosen the following thematic prioritisation through budget allocation: More intensive and small-scale education (43%), more and improved student support (24%), education differentiation (18%), sufficient and adequate facilities (9%), study success (4%), and lecturer professionalisation (2%). The entire plan has been discussed within the Faculty and will be continued to be rolled out. Student participation in the form of panel discussions is considered to be a priority;
- e. Devote sufficient attention to *employment market preparation and internationalisation* in regular education;
- f. Continue to develop and implement *digitalisation and innovation* within the education whenever applicable, for instance blended learning;
- g. Devote attention to *inclusiveness* in The Hague and Leiden programmes, in accordance with the diversity and inclusiveness policy. The draft plan 'FGGA from diversity to inclusiveness' has formulated two



spearheads for education:

- I. Achieve a higher intake of 'first generation' students Faculty-wide.
- II. Make an inventory of students with a disability to see what they need to succeed in their studies and act on the information gained;
- h. *Student satisfaction* with their education plays an important role in improving our education and the assessment of our lecturers;
- i. Student satisfaction with the study and student support;
- j. Adequate *feedback* of evaluations on education to students;
- k. The honours and minor tracks are exhibiting steady growth, especially as a result of students enrolling from outside FGGA. This is also one of the reasons why such diversification in education should continually be weighed against the additional work that this implies for teachers. We will continue to look into this over the course of 2020 by developing a new strategy for the honours and minor tracks.

5. Knowledge transfer and the relationship with society and organisations.

FGGA aims to build a close relationship with society with regard to both its education and research. A *knowledge transfer strategy* will be developed for each institute and for the Faculty as a whole. This is by no means a non-binding exercise. The close relations between FGGA and its surroundings will be strengthened and expanded at both an individual and organisational level. We have formulated the following ambitions:

- a. Foster intensive links with the municipality of The Hague and the inhabitants of the city;
- b. Foster intensive links with knowledge institutions in The Hague.
- c. Foster intensive links with international organisations;
- d. Foster intensive links with Brussels/EU. Pay special attention to the possibility of developing pilot programmes in Brussels in collaboration with BSK, ISGA, CPL, DPC and other interested parties.
- e. Foster intensive links with central government;
- f. Maintain links with the key stakeholders: identify per unit (institute/centre) what the most important stakeholders are and develop a strategic plan accordingly;
- g. Install a spokesperson for the coordination of knowledge transfer activities within the Faculty and the institutes;
- h. Organise events for the city of The Hague.



6. Students

Students will be asked to actively participate in education, research and knowledge transfer within FGGA. We have formulated the following ambitions:

- a. Pay continued attention to maintaining and optimising an *inclusive culture within FGGA*.
Develop an inclusiveness plan, having consulted various parties involved;
- b. Improve *communication* with students, including managing students' expectations;
- c. Involve students in crucial decisions within FGGA, for instance by means of the Quality Agreements.
The students involved should be an accurate representation of our student population
- d. Maintain and expand the *alumni policy*, including strengthening ties with alumni.
- e. Devote explicit attention to *student welfare*.
- f. Support *student organisations* and student initiatives.



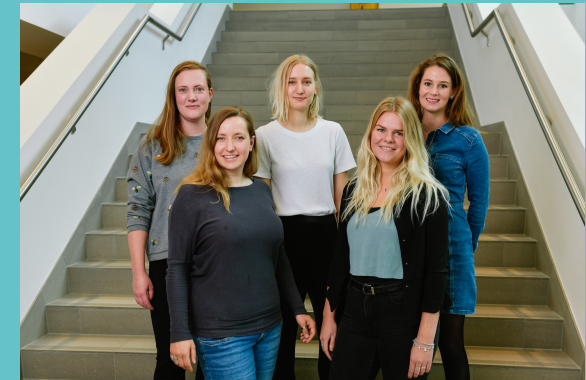
7. FGGA, Campus and University

A. As the Faculty is part of the University, it is only natural that we follow the University's strategy, guidelines and frameworks. The Faculty Board and Executive Board and the central administration have consulted at length on strategy and implementation. The relationship between FGGA and the Executive Board and the central administration focusses on constructive and open collaboration. More attention should be paid to increasing the internal and external visibility of FGGA.

B. The responsibility for Campus The Hague lies with the Campus The Hague administration and the Executive Board. UFB is responsible for the maintenance of the Campus The Hague facilities. Campus The Hague is a 'coordination arrangement' rather than an independent organisation. A separate strategy will be developed for Campus The Hague. The tasks and responsibilities of FGGA and Campus The Hague will be clearly separated and defined. FGGA and Campus The Hague have a close working relationship, but are separate organisational entities.



8. Organisation and culture



FGGA strives to be a good employer to its staff and to create a safe, positive and inclusive environment where ambitions and talents can flourish. All FGGA locations offer a positive working environment where staff can meet and collaborate with each other. The organisational philosophy of FGGA is: *administrative stability and reliability* within an academically enterprising faculty. The organisation of the Faculty will be made more professional and transparent. The starting point is trust: trust in the knowledge, skills and commitment of our staff; they know best how to allocate time and public funds to achieve the strategic goals above. Responsibilities will be allocated at the lowest possible level within the organisation, clearly stating each individual's role. In order to achieve this, everybody should be open to constructive debate, with meetings, e-mail correspondence and bureaucracy being kept to the minimum. We have formulated the following priorities:

- Climate change and environmental damage*: FGGA aims to reduce its footprint when it comes to housing, energy use, water consumption, acquisition, investments, waste and mobility. The Faculty also strive to create more awareness and commitment in its staff and students on the issue of sustainability. We aim to be an example for other faculties at Leiden University;
- The *tasks and powers* of the Faculty, institutes and centres should be clear and functional. Institutes and centres will have optimal administrative space

within the administrative, organisational and financial frameworks of the Faculty and University;

- The educational structure within the Faculty needs to be clarified and Faculty regulations amended as required;
- Faculty policy* will be continuously developed or adjusted to suit the phase the Faculty is going through;
- Administrative agreements* on tasks and activities will be made between the Faculty and the institutes;
- The faculty will be *financially* sound and the income and expenditure will at least balance from 2020 onwards;
- The *guidelines* and tasks for all staff must be transparent.
- A *sustainable workload* must be attained.
- Advisory councils* within the Faculty will be intensively involved in the development of plans and their implementation;
- The *diversity and inclusiveness* policy is of great importance to all staff within the organisation. FGGA will continue to address the issue in its inclusiveness plan, which is based on the institutions and institutes plans. The diversity policy in various areas, such as gender, background and disability, will be finalised and upheld. Equally important is that a diverse staff community can only be created and maintained once inclusiveness has been addressed. In order to achieve this, FGGA is looking to take further action;

A good employer to its staff and to create a safe, positive and inclusive environment where ambitions and talents can flourish.

Continuation Organisation and culture

- k. *Staff satisfaction will be improved and a safe environment created* through targeted measures that apply to all Faculty units. Special attention will be paid to the relationship between academic and non-academic staff, at both the central and local level;
- l. The *HR policy* will be given shape through the individual agreements on development and career planning that will be reached with each individual staff member. These will be based on transparent values and processes and will be in accordance with the frameworks (administrative agreements). The contribution of the individual to the team will play an important role;
- m. *Management information* will be improved and if necessary management information tools will be developed to support policy development and guidance. This might include calculating the workload of teaching staff;
- n. *Seniority* will be optimised within the Faculty by appointing internal and external associate professors and professors;
- o. The faculty's *accommodation* will be future proof and will anticipate expected growth. Additional accommodation will be needed in the short term; Current faculty budgets within the University are in alignment with the number of students that are enrolled in each faculty. When entering into new forms of collaboration or expanding our educational programmes an analysis will have to be made of the number of additional study places required. The required increase or optimization of existing study spaces will need to be implemented before new students, lecturers and/or other staff arrive in The Hague
- p. The *internal information provision and external representation will be intensified and improved*;
- q. The *budget process* will be improved from both a quantitative and qualitative perspective, and administrative agreements will be made with the institutes and centres within FGGA. An analysis of the division of the tasks of non-academic staff will be carried out to ascertain which task should be handled at the Faculty level and which task should preferably be handled by the individual units? The IFA systems will also be revised.
- r. Conference calls will be promoted in favour of face-to-face meetings and facilities to support these types of meetings will be made more accessible.



9. Workload

The most recent Personnel Monitor showed that the workload at FGGA is perceived to be high. The subject will be given ample attention over the next few years. The Faculty units have listed various actions that need to be taken to lower the workload pressure in the action plans that followed the Personnel Monitor. These include the following:

- a. Clarify the organisational structure and minimise coordination tasks/eliminate redundant coordination tasks.
- b. Clarify the criteria for staff advancement.
- c. Learn from the best practices of similar faculties that are also experiencing a high workload;
- d. Make clear individual agreements about tasks and expectations;
- e. Periodically evaluate processes relating to effectivity and efficiency.

Each institute or centre will implement specific measures to reduce the workload.





Accountability

This plan was developed during strategy meetings held by the Faculty Board in 2019 with the scientific directors and centre directors and a number of exploratory meetings within and outside the Faculty. The draft plan was discussed in the various Faculty councils and at a number of sessions that were held for interested staff and students in the second quarter of 2019. The plan offers frameworks on education, research, management and administration. These topics will be further outlined in spin-off articles for each theme. An implementation plan will also be written outlining the order and timelines of the plans.



Universiteit Leiden

The plan offers frameworks on education, research, management and administration.

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