



Strategy of Leiden University Campus The Hague 2020 - 2030:

One university in two cities

Key points

- **Leiden University has a permanent location in two cities;**
- **Leiden University's strategic long-term goal: to use all the advantages offered by The Hague in studying all sections of society from Leiden University's various academic perspectives in our education and research;**
- **Greater depth and breadth in key themes for research, education and impact;**
- **Quality of research, education and impact is crucial within responsible growth;**
- **Combination of national and international students, and education in Dutch and English;**
- **Special focus on the city's children;**
- **Close links with the city and partners in the city;**
- **Academy for Professionals;**
- **Innovation, start-ups and student entrepreneurship: connecting with talented local individuals and on and advancing them to innovation hubs, via a centre for entrepreneurship;**
- **Realising a city campus of the University.**

1. Leiden University in two cities

Leiden University has been established in Leiden for 445 years and has been operating in The Hague for twenty years. The University has chosen The Hague as our second home city, in addition to Leiden. Around 6,000 of Leiden University's total of almost 30,000 students (approximately 20%) are currently based in The Hague, and more than 500 staff members of the University work here. Leiden University has decided to become one university in two cities, and the study programmes and research positioned in The Hague align closely with the profile of The Hague.

Leiden University is an international, research-driven university with a wide range of academic disciplines and study programmes. The specific characteristics and identity of the two cities where the University is located are the preconditions for high-quality links (face-to-face and online) with society – at the local, regional, national and international levels – and for maximum impact of our research and education. Over the centuries, the city of Leiden has given the University the opportunities needed to develop into a classic, broad-based university that excels at the international level. Leiden University will continue this development in the future.

The Hague is different from Leiden. The questions, problems and themes of current relevance to The Hague are different. This city has a different population composition and is the home of different partners, knowledge institutions and other institutions, which offer Leiden University other opportunities and development possibilities that supplement the context that the University finds in Leiden. The strategic long-term goal of Leiden University Campus The Hague is to use all the advantages offered by The Hague in studying all sections of society from different academic perspectives in our education and research. The guiding principles will be quality of education and research and an interdisciplinary approach, making optimum use of the strong links between Leiden University's disciplines.

The University's three core tasks – education, research and impact – will therefore be deepened and extended in The Hague. Leiden University aims to be an attractive location for national and international students and staff, and also for the residents and children of the city and region of The Hague. Leiden University wishes to be known and valued within the local community, so that local

people will choose more readily and consciously to study at one of Leiden University's locations.

A high-profile presence in The Hague will make Leiden University more attractive to students and staff. Students who decide to study at Leiden University in The Hague will increasingly choose to live and work in the city or region after graduating, thanks to the connection and collaboration with the city and its partners, knowledge institutions and companies. This will ultimately also generate substantial employment opportunities and boost the city's innovative and economic development. The Hague will achieve its ambition of becoming a future knowledge city, helped by this strategy of Leiden University.

This strategic plan for the next ten years sets out the ambitions of Leiden University in The Hague. It follows on from the Leiden University in The Hague 2015-2020 Framework Document, which specified a number of goals that have now mostly been achieved. This strategic plan is translated into actions in the 2020-2021 Implementation Plan. A new implementation plan will be formulated every couple of years, and this strategic plan will also be reviewed to see if any adjustments are needed.

The strategy document was largely produced before the COVID-19 crisis in the Netherlands. This crisis will undoubtedly have implications for the strategy and its implementation. Some elements will take longer, there will be more focus on the online aspects of education and research, and we will look specifically at whether and to what extent face-to-face meetings are necessary or desirable. This strategy will be implemented in line with Leiden University's transition to a blended or hybrid university. This means there will have to be a certain amount of flexibility, especially in the Implementation Plan, so that the implementation can reflect the most recent developments.

2. Themes and focus

Leiden University has locations in Leiden and The Hague. We provide academic education in The Hague on a structural and permanent basis, and conduct research here in many fields. We aim to achieve maximum impact with our education and research, not only in terms of science and culture, but also society and economics.

Metropolitan, national and international

Leiden University Campus The Hague is the setting for delivering education and conducting research that are related to The Hague's metropolitan, national or international character. The Hague is a large city (one of the four major cities in the Netherlands) with all the attendant opportunities and problems, which are also interesting for university education and academic research and supplement the higher professional education and practice-oriented research that already take place here. The city's national character is mainly emphasised by the fact that The Hague is home to the government and all the ministries. Its international character is expressed in the presence of many international organisations and its profile as the international city of peace, security and justice. The Hague, with its combination of being a large city and having a strong national and international character, offers a wealth of opportunities for Leiden University's students and scholars. The presence of Leiden University in The Hague creates added value for the impact of academic research and education.

Variety of academic perspectives on society

University education and research in the Hague will study society from a range of academic perspectives – whether that society is local, regional, Dutch, European or global. This will be reflected in the envisaged didactic methods of the education. The emphases of Learning@LeidenUniversity, our vision on teaching and learning, include the development of active learning and the integration of research and teaching in our educational methods. Studying society from a variety of academic perspectives is also highly appropriate for the 'Hague DNA' of an international city of peace and justice, a seat of government and a city by the sea.

Leiden University's presence in The Hague will enhance not only our academic research and education in the SSH (Social Sciences and Humanities) domain, but also the connection with and between other disciplines and faculties. Several Leiden University faculties currently engage in scholarship relating to society, including the Faculty of Governance and Global Affairs (FGGA),

the Faculty of Social and Behavioural Sciences (FSW), Leiden Law School (FdR) and the Faculty of Humanities (FGW); but society is also studied in other academic fields, such as the medical sciences (LUMC), science (FWN) and archaeology (FdA), and links between these faculties and Campus The Hague are desirable and indeed already exist. The interfaces between different disciplines that focus on society are ideal for designing innovative research and education. The strategic goal is to enable academic research and education in The Hague to also take place at an internationally high level.

Interdisciplinary character

The education and research in The Hague mostly have an interdisciplinary character. This involves collaboration between several academic disciplines in researching and teaching a societal problem. The interdisciplinary perspective forms the starting point for some fields of study, such as public administration, political science and security studies, while collaboration between specific disciplines is needed to create interdisciplinarity in others. Issues in society increasingly call for solutions that involve multiple academic disciplines, all of which also play an integral role in deliberations on these issues. Leiden University will contribute to this process by emphasising the interdisciplinary character of education and research in The Hague.

Substantive themes

The substantive focus of the education, research and impact of Leiden University in The Hague in recent years has centred on four key themes; a fifth theme (*globalisation and international relations*) will be added to these and the theme of *politics and public administration* will be broadened to include *public finance*.

1. *International law, peace and security;*
2. *Globalisation and international relations;*
3. *Politics, public administration and public finance;*
4. *Urban issues;*
5. *Health and patient care.*

These issues will continue to be important over the next ten years. The five themes will be further supplemented, deepened and broadened by focusing on a number of new subthemes and explicitly adding new perspectives to the research and education of Campus The Hague. We will also further strengthen the relationship with relevant partners in the city with whom we collaborate on the various themes.

The table below shows the desired greater depth and breadth of the key themes in subthemes and perspectives, and the changes in the key themes are explained in more detail.

		Themes of Leiden University Campus The Hague					
		Inter-national law, peace and security	Globalisation and inter-national relations	Politics, public administration and public finance	Urban issues	Health and patient care	
FSW, FGW, FGGA	International relations ('global affairs') (with external partners)	V	V	V			Research, Education & Impact
FGGA, FWN, FdR	Cyber security, data security and other security issues (with e.g. Hague Security Delta), digital security (LDE)	V	V	V	V		
FdR, FGGA	Economics and finance of the public sector		V	V			
LUMC, FSW, FGGA	Population health (with external partners)			V	V	V	
All faculties	Sustainable development and global challenges	V	V	V	V	V	
All faculties	Global challenges in diversity, equity & inclusion.	V	V	V	V	V	

Globalisation is a topic that concerns nearly all the study programmes and research at Campus The Hague, such as the bachelor's programmes in Security Studies (e.g. security issues relating to migration), International Relations and Organisations, Liberal Arts and Sciences: Global Challenges and Urban Studies. The bachelor's programme in International Studies, one of Campus The Hague's largest and longest-established study programmes, can also be categorised under this theme, while it is not particularly well recognised in the current four themes. International Studies centres on studying the impact of global changes in regions throughout the world and is situated in The Hague because of its close connection with the international organisations in the city and the valuable global knowledge that this research entails for The Hague.

International relations is researched and taught in several faculties within Leiden University. This topic will be given a more shared and interdisciplinary structure, based in The Hague, in close collaboration between all faculties and with external partners, such as The Hague University of Applied Sciences.

Economics and finance of the public sector ('public finance') is a new subtheme that has been a topic of interest for many years within Leiden Law School (FdR) and the Faculty of Governance and Global Affairs (FGGA) and ties in well with the theme of *politics and public administration* and also with *globalisation*: economists have an excellent reputation with respect to income distribution issues and poverty policies from an international or global perspective. It is logical to structure this theme more specifically in the areas of both academic research and teaching in The Hague, the seat of the Dutch government. An interesting partner in this area is The Hague University of Applied Sciences.

Sustainable development and global challenges One of the perspectives from which all of the key themes can be viewed is that of sustainable development and the global challenges associated with this. Relevant factors here include the United Nations' Sustainable Development Goals (SDGs) for 2030 and the European Union's missions in Horizon Europe. It is also important to address the climate and ecological crises, which call for new skills – and not only technical skills – and expertise from the Social Sciences and Humanities (SSH) domain.

Various scholars within Leiden University have been working on this theme for some time. In the coming years the global challenges perspective will be further developed in Leiden University Campus The Hague, looking particularly at how the various links with the five key themes can take more specific shape in The Hague's portfolio of education and research.

Global challenges in diversity, equity & inclusion is an integral part of Leiden University's research and education. This makes it possible to develop an innovative approach to diversity in education and research in The Hague, in line with the specific context provided by the city, and to attract a diverse population of students and teaching staff.

These themes and perspectives will be developed in more detail in the new and existing research programmes and the range of study programmes offered at Campus The Hague.

Connection with the city Within and among the five themes for Leiden University Campus The Hague, we aim to find links with the topics highlighted in the city's ambitions for its future knowledge economy. One of the City Council's key goals is a resilient economic structure (as described in the Economic Vision for 2030). In practice, this means *inter alia* deepening The Hague's profile of peace and justice, with three economic subprofiles defining the international image of The Hague: 1) Legal & Policy Capital (working to create a just world, with the ambition of further developing this cluster in the Policy Campus district, where Leiden University is also located), 2) Security Delta (working to create a safe world), and 3) ImpactCity (working to create a better world). We can also forge links on many fronts with the City Council's ambition under this key goal to achieve progress through knowledge, technology and innovation focusing on cross-sector, mostly technological themes (such as big data, AI, LegalTech). Together with this greater depth, there are also plans to develop a broader economic structure by investing in the health and care sector (prevention, e-health, well-being). These themes have for many years been an essential element in the academic research conducted by Leiden University and the LUMC in The Hague within each of our five themes, which the Campus now intends to study in greater depth and breadth. The Hague City Council emphasises the important role in the economy of The Hague of responding to global societal goals such as digitisation, technological innovation and internationalisation. It is also committed to creating an excellent environment for attracting new companies, for instance in the form of talent development (working towards a skilled and talented city). The University and the City Council share the same ambitions to attract more talented individuals to the city and to encourage local talent to progress to the innovation hubs.

The University's operations in The Hague are based in the Central Innovation District (CID), which is part of the city centre and adjacent to the ministries and the City Hall. The innovative character of our education and research, and the ambitions of Learning@LeidenUniversity (our vision on teaching and learning) in the area of active learning and the integration of research and teaching, including at Campus The Hague, are clearly evident in our choice of substantive topics that connect existing disciplines within the new range of study programmes and new research programmes; our development and implementation of educational innovations; and our focus on student entrepreneurship, start-ups and innovation labs.

3. Quality as our top priority

Quality as our top priority Leiden University wishes to provide high-quality academic education and research in The Hague, making close links with the children and citizens of the city, the knowledge institutions, organisations and companies in The Hague and the international community. Our top priority in this endeavour is the long-term quality of our education and research. Leiden University has established a location in The Hague for the long term. The University's goal is not simply to expand, but rather to engage in high-quality academic education and research on the themes outlined above. The core of Leiden University's vision on teaching and learning (Learning@LeidenUniversity) is to ensure that our graduates become academic professionals and engaged citizens who are able to take up positions both in and outside academia and contribute to solutions for the challenges facing our society.

Expansion in the numbers of students and researchers in The Hague therefore mainly depends on how the quality of our education and research will be assured. This quality is primarily determined by the scientific criteria for high-quality academic research, the evaluations made by supervisory bodies and students regarding the education we offer, and society's evaluation of the impact of our education and research on the individuals concerned and society as a whole. An essential precondition is naturally a high standard of facilities, where planned quantitative growth must be justifiable in financial, staffing, housing and organisational terms.

We aim to achieve at Campus The Hague an appropriate combination of bachelor's education, master's education and education for professionals, as well as an appropriate combination of first, second and third funding sources and a good balance between education and research. Key elements of the Campus are impact via research and education, and collaboration in the city's networks and with a wide variety of partners in the city. Knowledge transfer to society on the basis of our education and research is a core activity for Leiden University.

4. Academic research

Leiden University's academic research is conducted in our seven faculties and in institutes within those faculties. Collaboration between institutes and between faculties takes place in many different ways. The University has eight interdisciplinary programmes, which promote intensive collaboration between faculties and institutes on a wide range of topics. Some of them are mainly based in Leiden and others mainly in The Hague, while the research programmes are designed and implemented by Leiden University as a whole. The research (and education) in The Hague is always related to one or more of the five themes (international law, peace and security; politics, public administration and public finance; urban issues; health and patient care; globalisation and international relations) and to the focus as described above for Campus The Hague.

The guiding principles in all the research are quality and excellence, so that the academic research conducted in The Hague attains the international quality standard appropriate for the research-intensive, international university that Leiden is.

The research at Leiden University Campus The Hague encompasses both research that is physically based in The Hague, the second home city of the University, and research that has a substantive relationship or collaboration with the context of the city of The Hague. Research currently takes place (and research impact is achieved) in the following organisational units of Leiden University that are physically located in The Hague: the Institute of Public Administration, Institute of Security and Global Affairs and Leiden University College The Hague (LUCTH), and also the Dual PhD Centre (FGGA), LUMC-Campus The Hague (LUMC) and part of the Grotius Centre for International Legal Studies (FdR). The second category concerns *inter alia* the interfaculty research with or in The Hague, for instance through some of the interdisciplinary programmes that have a substantial basis in The Hague. The quality assurance of the research associated with Campus The Hague is the responsibility of the disciplinary organisation within the relevant faculties and institutes.

Research associated (physically or otherwise) with Campus The Hague		Themes of Leiden University Campus The Hague				
		International law, peace and security	Globalisation and international relations	Politics, public administration and public finance	Urban issues	Health and patient care
FGGA	Institute of Public Administration			V	V	
FGGA	Institute of Security and Global Affairs	V	V		V	V
FGGA	Leiden University College The Hague	V	V	V	V	V
FGGA	Dual PhD Centre	V	V	V	V	V
LUMC	Department of Public Health and Primary Care (PHEG)				V	
FdR	Grotius Centre for International Legal Studies (in Leiden and The Hague)	V	V	V		
FdR	Institute for Tax Law and Economics (in Leiden and The Hague)			V		
FdR	Institute of Criminal Law and Criminology (in Leiden and The Hague)	V	V		V	
FSW	Institute of Political Science (in Leiden and The Hague)		V	V		
Interfaculty collaboration, with core in The Hague	Interdisciplinary programme: Citizenship, Migration and Global Transformations	V	V	V	V	
	Interdisciplinary programme: Population Health - Living Lab				V	V
2020-2030	Other new research programmes - to be decided later	V	V	V	V	V

4.1 Existing research in The Hague

FGGA The academic research of the FGGA, which is located entirely in The Hague, focuses on public administration, security studies, global affairs and global challenges. The Faculty's interdisciplinary approach gives many points of contact with its neighbouring national and international organisations. As the researchers are located in The Hague, the city of peace, security and justice, they naturally look at 21st-century issues from a combined perspective of public administration, political science, law, sociology and economics. Complex issues are studied in inter- or multidisciplinary research groups, thus giving the research in The Hague a cross-boundary character.

The FGGA's research is organised within several institutes (Public Administration, Security and Global Affairs, University College) and centres. The Institute of Public Administration's research programme concentrates on the analysis of politics and administration of institutional change. The Institute of Security and Global Affairs (ISGA) specialises in the academic study of security issues. Researchers at Leiden University College conduct interdisciplinary, international research on various global challenges, in partnership with scholars and experts in practice, and at the interface between theory and practice.

LUMC-Campus The Hague In addition to the FGGA research, Leiden University has another specific research programme in the Hague, looking at population health management: how health and patient care in The Hague can be studied and improved. This research takes place at LUMC-Campus The Hague, in close collaboration with the GP training programme and the Faculty of Social and Behavioural Sciences (FSW).

Leiden Law School (FdR) The Grotius Centre for International Legal Studies, located in both Leiden and The Hague, offers research (and education) in The Hague focusing not only on public international law but also on international arbitration, in collaboration with many international organisations in The Hague.

Dual PhD Centre The Dual PhD Centre in The Hague makes it possible to link practice and scholarship on important societal or organisational challenges in a specific professional field. The Centre facilitates dual PhD research for all faculties of Leiden University: the dual PhD programme offers professionals the opportunity to devote some of their working hours to PhD research on a theme that relates to their professional practice. The Centre provides the intensive supervision that a candidate needs to effectively and successfully complete a PhD.

4.2 New research and substantive relationship and collaboration with partners in the city of The Hague

FGGA In the coming years, the research of FGGA in collaboration with other faculties, other research institutes and international partners will be further developed and structured. FGGA institutes wish to participate internationally in the top league of research in their field, which will also yield more funding for research from national and European grant programmes.

Interdisciplinary programmes with their core in The Hague The Executive Board made funds available to promote research in the period 2019-2023. The deans of the seven faculties agreed a joint proposal on the use of funds for demonstrably interdisciplinary research, taking into account: i) a good balance between upcoming talented researchers and more established researchers, and ii) a strong link to external developments (such as the National Research Agenda (NWA), the EU, the Digital Society programme of the Association of Universities in the Netherlands (VSNU), research agendas of funders etc.) and opportunities for public-private and public-public partnerships, including those offered by our participation in the Leiden-Delft-Erasmus (LDE) strategic alliance. FGGA takes the lead in the Citizenship, Migration and Global Transformations interdisciplinary programme and participates in several others, including the Population Health - Living Lab (led by LUMC), which has its core in The Hague. There are also many options for further developing *Global challenges in diversity, equity & inclusion* in research in The Hague, including through the interdisciplinary programme Citizenship, Migration and Global Transformations.

Citizenship, Migration and Global Transformations Globalisation, migration, technological innovation and climate change are challenges faced by citizens of European countries. These complex challenges raise critical and urgent questions that can best be answered by interdisciplinary teams of researchers working in political economy, international relations, law, history, public administration and other disciplines. This interdisciplinary programme brings together researchers from these different fields. The research programme (with FGGA as the coordinating faculty) consists of two interdisciplinary sub-programmes: Pillar A > Social Citizenship and Migration; Pillar B > Global Transformations: challenges for citizens, democratic states and international cooperation.

Population Health – Living Lab: Using data analysis to improve healthcare The medical world increasingly makes use of data sources, such as anonymised medical files and cohort and registration data. This involves working with techniques and analysis methods from data science, epidemiology and biostatistics. Population health management employs these to clearly identify the gaps in healthcare, thus enabling more proactive and personalised use of interventions. This can improve population health, reduce costs and increase satisfaction with the quality of care. Developing a strong scientific basis for these activities will help to make a sustainable and future-proof healthcare system. Leiden University researchers (LUMC, FSW, FGGA and FWN) contribute to this with techniques and analysis methods from the behavioural sciences and public administration.

Other interdisciplinary programmes with their core in Leiden can also play an important role within the themes of the city of The Hague and strengthen the interdisciplinary character of the research at Campus The Hague. Examples could include:

*Museums, Collections and Society - On the dynamics and implications of collecting;
Liveable Planet – Sustainable Futures - Policy change for a sustainable world;
Society, Artificial Intelligence and Life Sciences (SAILS) - Using artificial intelligence to tackle societal challenges.*

Other new research programmes Leiden University's intention in the coming years is to also design new specific research programmes in The Hague (in addition to the interdisciplinary programmes described above) in relation to creating greater depth and breadth in the five focus themes. They will all involve academic research with a close link to The Hague's metropolitan, national or international character. At present, we are considering *inter alia* research programmes in the fields of digital security/cyber security (with LDE partners), urban studies (FGW and other faculties), mental health (FSW and LUMC), media, information and communication (FGW), art, culture and society (FGW and the University of the Arts The Hague), global challenges in diversity, equity & inclusion (FSW, FGW, D&I Expertise Office). New research programmes will be closely linked to the master's programmes offered in The Hague, and they must have the potential of contributing to Leiden University's existing prowess as a research-intensive university.

Leiden University has chosen The Hague as the location for concentrating our academic research relating to public administration, security studies, global affairs and global challenges, population health management and the new research programmes mentioned previously. There is also intensive collaboration in both city locations between Leiden University researchers in many other academic fields. We expect that the need for new physical space due to new research ambitions will mainly be related to the growth of research conducted or coordinated by FGGA, while new interdisciplinary research initiatives led by other faculties or involving researchers from other faculties will initially be mostly a virtual collaboration, as has also been customary in the LDE Centres in recent years.

PhD candidates We will look at whether specific PhD tracks in the above fields can be developed in The Hague. If this is the case, an international recruitment and supervision programme for PhD candidates will be designed. The Hague could then be the core location for the supervision of PhD candidates and their PhD defence with respect to the themes mentioned. The feasibility of these research programmes and PhD supervision will be examined more closely over the next two years, in close conjunction with The Hague City Council. We are thinking specifically here of a PhD School for international law. The activities of the Dual PhD Centre in The Hague will be continued.

4.3 Impact of research

The University aims to achieve maximum impact for our education and research, not only in terms of science and culture, but also society and economics. Although our research covers the entire world, we also wish to have impact in our own region and in both our home cities. Knowledge and understanding obtained in The Hague will therefore be explicitly applied in Leiden and vice versa (from Leiden to The Hague).

Leiden University's Centre for Innovation is located at Campus The Hague and offers support for addressing challenges; for example, the HumanityX initiative enables organisations with digital innovations in the area of peace and justice to increase their impact on society. Students in the International Studies bachelor's programme carry out consultancy assignments for various parties in The Hague. Leiden University College conveys knowledge to the city via Schilderswijk University. And the Cyber Security Academy, a partnership with The Hague University of Applied Sciences, offers development opportunities for professionals in The Hague.

Relationships with the city of The Hague and its citizens Leiden University wishes to build an intensive relationship with The Hague and its citizens by transferring knowledge and involving the city in our activities. The University offers specific education for the citizens of The Hague both on site and in the buildings of the University and the city. The University organises activities, debates and events in the city (with the city or in conjunction with other partners) relating to general themes – often topical – of The Hague or the University.

Hague DNA However, the University also needs the Hague DNA for its own development. The University has presence and involvement in The Hague and therefore engages with questions and problems of current relevance in the city. We try to find answers to these questions or work on solutions to these problems. The themes that are relevant to The Hague will be reflected in the research and education of Leiden University Campus The Hague. The University wants to be a committed partner in The Hague and to work with our fellow knowledge institutions and other institutions and with the City Council to create a healthy and inspiring infrastructure for students, staff and citizens within the city. The University, city and partners need one another in this endeavour, and must work together and participate in joint initiatives. In close consultation with The Hague City Council and other organisations, we will look at what activities Leiden University can carry out in The Hague in order to become an even more essential part of the city. We will create a facility that civil society organisations can approach if they need something from Leiden University in the field of research (a kind of knowledge broker in the area of impact).

5. University education

5.1 University education in The Hague

Basic principles Leiden University applies a number of different principles in designing our education in The Hague. All of Leiden University's education has a strong foundation in academic research, and this applies equally for education in The Hague. We offer no academic education without the corresponding research. The themes relating to academic research in The Hague have been described above, and these play an important role here (see the appendix for links with the existing bachelor's and master's programmes). All phases of the University's range of education are represented in The Hague. After the regular bachelor's and master's programmes, professionals can follow training programmes and courses in The Hague. Our aim is that the further expansion of the teaching offered in The Hague will position Leiden University as a whole (one university in two cities) better for the future, and that this will not be at the expense of our current range of programmes. Another essential principle is that Leiden University's education in The Hague will always look at possible valorisation opportunities for students, staff and the city, as far as possible aligned to the wishes and problems of the city in relation to this education.

Mainly master's programmes and a few bachelor's programmes During this period, Leiden University Campus The Hague will mostly invest in regular and post-initial master's education (for professionals) in addition to a few specific bachelor's programmes and a range of options for school pupils and citizens of The Hague. There are many opportunities for expanding the master's education in The Hague on the basis of the characteristics described above. There are also opportunities for new bachelor's programmes in new fields, including ones that complement the programmes offered by The Hague University of Applied Sciences, and bachelor's programmes for school pupils of the city. The total range of bachelor's and master's programmes in The Hague will therefore be increased in the coming years, to strengthen the Social Sciences and Humanities profile within Leiden University. Our intention is that the new master's and bachelor's programmes will make the University attractive not only to international and national students but also to the children, school pupils and citizens of The Hague.

Children of the city Now that Leiden University has a location in The Hague on a structural and permanent basis, we also wish to play a part in developing the talents of specific population groups in The Hague and further raising the educational standard of the city as a whole. We must increase the appeal of Leiden University in general to a broader group of school pupils, including first-generation students, perhaps with a migration background, thus also strengthening the diversity of Leiden University. Over the next ten years, we want the University to assist in the educational emancipation of these groups, and hence indirectly in reducing segregation and division in the city: one of Leiden University's aims is to offer support to the children of the city.

5.2 Current bachelor's and master's programmes at Leiden University

Education associated with Campus The Hague - bachelor's programmes					Themes of Leiden University Campus The Hague				
Start year	Intake 2018/2019	Faculties	Language	Title	International law, peace and security	Globalisation and international relations	Politics, public administration and public finance	Urban issues	Health and patient care
2010	202	FGGA	EN	Liberal Arts and Sciences: Global Challenges	V	V	V	V	V
2010	34	FWN with EUR	NL	Informatica: (track) Informatica en Economie			V		
2012	463	FGW	EN	International Studies		V	V		
2013	241	FGGA	NL	Bestuurskunde (Beleid, Bestuur & Organisatie and Economie, Bestuur & Management)			V		
2017	197	FGGA	EN	Security Studies	V	V			
2017	471	FSW	EN	International Relations and Organisations (IRO)		V	V		
2018	31	FGW	EN	Urban Studies (US)				V	
In development									
2025-2030		all faculties	NL/EN	New bachelor's programmes - to be decided later	V	V	V		

relation to master's education and research

Bachelor's education The university bachelor's education offered by Leiden University Campus The Hague in the 2018/2019 academic year consisted of the following programmes:

Liberal Arts and Sciences: Global Challenges A broad, flexible and interdisciplinary residential bachelor's programme, focusing on 21st-century global challenges with specialisations in world politics, economics, governance, international justice, human and cultural interaction and the environment;

Informatica en Economie This track of the Computer Science study programme looks at the use of ICT for improving business processes and working with complex systems and large quantities of data, focusing on potential added value for organisations and companies;

International Studies This programme studies the effects of globalisation: how cultures are influenced in one of the eight world regions, from the multidisciplinary perspective of history, culture, economics and politics;

Public Administration Science Focuses on the big challenges that confront the public sector in the 21st century: governance solutions for societal issues;

Security Studies This programme looks at 21st-century security challenges and students learn to devise strategic solutions for a complex world. Threats are analysed by focusing on the political, historical and societal context in which they arise (or arose) and the effects of governance, institutions and the media;

International Relations and Organisations Addresses transboundary issues from a social sciences perspective. There is a strong focus on diplomacy and current world problems, paying particular attention to the role of global powers and influential organisations;

Urban Studies How do urban problems arise and how can they be solved? This programme is about healthy, safe, multicultural and sustainable cities, from the standpoint of disciplines in humanities, social sciences, law, science and language.

Education associated with Campus The Hague - Minors (optional courses in bachelor's programmes)					Themes of Leiden University Campus The Hague				
Start year	Enrol-led 2018/2019	Faculties	Language	Title	International law, peace and security	Globalisation and international relations	Politics, public administration and public finance	Urban issues	Health and patient care
	22	FGGA	NL	Bestuurskunde: Openbaar Bestuur, Beleid en Management			V		
	134	FGGA	EN	Global Affairs		V			
	108	FGGA	EN	Intelligence Studies	V	V			
	23	FGGA	EN	Public Administration: Multi-Level Governance			V		
	81	FGGA with TUD	EN	Security, Safety and Justice	V	V			
In development									
2020 (The Hague)	22 (Leiden)	FdR	NL	Economie en beleid (move to The Hague)			V		
2023-2030		all faculties	NL/ EN	New minors - to be decided later	V	V	V	V	V

relation to bachelor's and master's education

Education associated with Campus The Hague - Master's programmes (accredited)						Themes of Leiden University Campus The Hague					
Start year	Intake 2018/19	Faculties	Lang- uage	Type and dur- ation	Title	Intern- ational law, peace and sec-urity	Globa- lis-ation and inter- national relations	Politics, public ad- minist-ration and public finance	Urban issues	Health and pat- ient care	
2005	195	FGGA	EN	1-year FT	Public Administra- tion (PA)			V			relation to bachelor's education and research
2005	34	FSW	EN	1-year FT	Political Science (PS): (track) Inter- national Organisa- tion	V	V				
2012	222	FGGA	EN	1-year FT	Crisis and Security Management (CSM)	V					
2012	144	FGGA	NL	1-year FT, even- ing	Management of the Public Sector (MPS)			V			
2014	40	FGGA with Cling- en-dael	EN	Adv 2-year FT	International Rela- tions and Diplomacy (IRD)		V	V			
2015	25	FGGA with TUD, HHS	EN	Exec 1.5 – 2-year PT	Cyber Security (CS)	V	V				
2018	35	FWN	EN	2-year	ICT in Business and the Public Sector (ICTiB&PS)			V			
2018	75	FdR	EN	Reg and Adv 1-year	Public International Law (PIL)	V					
2018	15	FdR	EN	Adv 1- or 2-year FT/PT	International Dis- pute Settlement and Arbitration (IDSA)	V					
2018 (TH)		LUMC	NL	Post-grad mas-ter's	Huisartsgenee- skunde				V	V	
2019		FWN and FGGA	EN	2-year	Governance of Sus- tainability		V	V	V		
In development											
2020		FdR, FGGA, FGW with EUR/ISS	EN	1-year	Law and Society: Governance and Global Development		V	V	V		
2021		LUMC and FGGA	EN	Adv 2-year	Population Health Management (PHM)				V	V	
to be decided later		FGGA	EN	Exec 2-year PT	Public Affairs			V			
2021		FdR, FGGA	NL	Track	(track) Economie en beleid in MPS mas- ter's programme			V			
2021 (TH)		FdR	NL/ EN	Track	(track) Criminologie en Veiligheidsbeleid (in Criminaliteit en Rechtshandhaving master's pro- gramme)	V	V		V		
2024- 2030		all faculties	NL/ EN	Reg and Exec	New master's pro- grammes - to be decided later	V	V	V	V	V	

Master's education The following university master's programmes were offered by Leiden University Campus The Hague in the 2018/2019 academic year:

Public Administration How do we address the world's most pressing issues (the big challenges in the areas of climate change, technological innovation, economic and political crises) from the perspective of governance;

Political Science Strong basis in political analysis; choice is at the very heart of this: war or peace, left or right, liberty or security, sovereignty or integration, consensus or conflict;

Crisis and Security Management The political and societal dimensions of the governance of security/insecurity and crises. Focuses on contemporary security challenges from both national and global perspectives, gaining a deep understanding of the 'wicked problem' of security and crises in a complex and globalising world;

Management of the Public Sector Challenges and dilemmas of public sector management and organisations, and the various ways that public managers can address them;

(Executive) International Relations and Diplomacy International relations and political science, with practical education and training in international negotiation and diplomacy;

(Executive) Cyber Security (offered by the Cyber Security Academy The Hague – CSA) Interdisciplinary: focuses on technological, legal, public administration, economic and psychological aspects of digital security;

ICT in Business and the Public Sector Managing ICT in complex organisations, in an international context, at the interface between IT and management;

Public International Law Gives students a thorough understanding of the legislation that governs international relations in an increasingly complex world. Specialisations: International Criminal Law or Peace, Justice and Development;

(Advanced master's) International Dispute Settlement and Arbitration On the theory and practice of international dispute settlement and arbitration in international law, with a focus on international public law, blended with dimensions of private law;

Governance of Sustainability Major sustainability challenges of the future, viewed from the governance perspective;

Law and Society: Governance and Global Development Interdisciplinary study of the functioning of law and operation of legal systems in their political, societal and economic context.

5.3 New bachelor's education (including minors)

The following plans and principles are important in relation to Leiden University's new bachelor's education in The Hague. It is advisable to carefully investigate what the wishes and possibilities for new bachelor's programmes are before actually making a start on them. The basic principle in this strategic plan is that Leiden University should start no more than two new bachelor's programmes in The Hague, spread over the years from 2025 to 2030, with a growth estimate for each programme based on an intake of around 200 students in the first year (comparable to the intake of Security Studies in 2018). This will be additional to the seven existing bachelor's programmes offered in 2018/2019. (NB: the definitive number of bachelor's programmes is subject to verifying the financial implications of the Business Case growth scenario 2030.) Parallel to this, together with The Hague University of Applied Sciences we will explore ways to encourage students to progress to subsequent programmes within the existing range that is offered.

In development We expect the following study programmes to be launched in The Hague in the near future:

- Minor in Economie en beleid (FdR) to be moved from Leiden to The Hague (2020, FdR)

New themes for bachelor's programmes If we expand the range of bachelor's programmes, this could involve new themes for which there are currently no bachelor's programmes within Leiden University and the South Holland metropolitan region, or which complement the existing range of programmes. These could be such themes as digital security/cyber security/cyber crime/AI, public sector economics and sustainability. Over the next three years (2020-2022) we will examine whether it is feasible and desirable to introduce a bachelor's programme relating to these themes. Any such bachelor's programmes will be offered in collaboration between different faculties and as far as possible from an interdisciplinary perspective.

Children of the city Leiden University feels a broad societal responsibility to be more accessible for the children and citizens of The Hague. This is a city with a rapidly growing population, which is expected to reach nearly 600,000 by 2030; it is also a relatively young population. Leiden University has not yet been able to attract many of these students to study in Leiden itself, and its second city location offers these students the opportunity to follow university education not only in Leiden but also closer to home in The Hague. The Hague may have its own market for some bachelor's programmes, in the form of students who will not study in Leiden because of the distance (geographic and cultural). There is also a possibility of establishing a close relationship with The Hague City Council's economic strategy, an essential principle for which is to meet the needs of the job market. All this means that in the period 2020-2022 we will be examining which new bachelor's programmes could be offered in The Hague. We could consider – in addition to a bachelor's programme offered in Leiden – offering a variant with new themes in The Hague. We will also look at the relationship with the programmes offered by universities of applied sciences in The Hague (particularly The Hague University of Applied Sciences). Depending on the wishes of potential students and the areas of knowledge and interest of researchers and teaching staff, we need to look more closely at what the actual possibilities for this are. It could be a way to make university education more accessible for the children of the city.

National and international students and language Leiden University wants to maintain a reasonable balance between national and international students in The Hague, aiming for a proportion of 33% (1/3) international students for the English-taught programmes. Leiden University's principle is that master's education is in English, unless there are good substantive reasons for it to be delivered in Dutch, and that bachelor's education is in Dutch, unless there are valid reasons for using English. These principles will also apply for Leiden University's education in The Hague, so there is scope here for education to be delivered in both English and Dutch.

5.4 New master's education

In development The following new master's programmes have recently been developed or are expected to be introduced in The Hague in the near future (see the table in 5.2):

- *Law and Society: Governance and Global Development* (2020, FdR with FGGA/BSK and LUC, FGW, and EUR/ISS). Students engage in interdisciplinary studies of the functioning of law and operation of legal systems in their political, societal and economic context;
- *(Advanced) Population Health Management* (2020 or 2021, LUMC and FGGA);
- *(track) Economie en Beleid* within the existing Management Publieke Sector master's programme (2021, FGGA, FdR);
- *(track) Criminologie en Veiligheidsbeleid* within the existing Criminaliteit en Rechtshandhaving master's programme: moving from Leiden to The Hague (2021, FdR);
- *(Executive) Public Affairs* (FGGA). The planned starting date is still to be decided.

Ideas for new master's programmes All the faculties of Leiden University have serious ideas about new education in the master's area. In some cases we will start first with a minor, an executive master's programme or another form, to see whether students find the idea appealing. As far as possible, these will be master's programmes that adopt an interdisciplinary approach to a specific theme and aim to deepen and broaden the themes for Campus The Hague. Ideas and wishes for topics for new master's education will be included in the Implementation Plan for this strategy.

One new (initial) master's programme per year We expect that one new (initial) master's programme per year will start in The Hague from 2024, in addition to the already mentioned (initial) master's programmes (and master's tracks) that are already being developed and will start between 2020 and 2022. The growth estimate has been based on an intake per programme of around 100 students. (NB: the definitive number of master's programmes is subject to checking the financial implications of the Business Case growth scenario 2030.)

One new (post-initial) master's programme per year Our expectation for post-initial (advanced/professional/executive) master's programmes is that one new post-initial master's programme per year will start in The Hague in the period from 2024 (in step with the number

of new initial master's programmes), and the growth estimate is based on an intake of around 50 students. This is additional to the previously mentioned (initial) master's programmes that are being developed and will be introduced in 2021/2022. (NB: the definitive number of master's programmes is subject to checking the financial implications of the Business Case growth scenario 2030.)

The Implementation Plan will present the substantive line of thinking for a period of two to three years in advance (it is not realistic to specify topics ten years in advance).

5.5 Education for professionals

Market for education for professionals There is a large market in The Hague for education for professionals. Leiden University is not currently utilising this market sufficiently, and professionals in The Hague still have too few options to use Leiden University's broad knowledge. The Hague offers an ideal opportunity to make the University's knowledge available to professionals: both accredited professional education (such as advanced or executive master's programmes, described above in the section on existing and new master's education) and short training programmes and courses (such as in-service training, postgraduate courses, training sessions, masterclasses and in-company training programmes).

There is substantial and varied demand for this type of education among residents and workers in and around The Hague. We need to look at where the focus of the education for professionals in The Hague will lie, and where we can collaborate with other major providers in The Hague, such as The Hague University of Applied Sciences. It would be convenient if the education for professionals in The Hague could be linked to the regular (accredited) education in The Hague and to the research conducted in The Hague. Therefore the education for professionals in The Hague will mostly focus on society, and specific features of this education will be an interdisciplinary approach and connections with the metropolitan, national or international character of The Hague. The five key themes described above will be a guiding principle, which means that the knowledge and expertise for professionals in The Hague will primarily be located in the same fields as regular education and research. The core will consequently be formed by the already mentioned substantive fields of interest in The Hague.

Target groups The target groups for our education for professionals in The Hague are highly diverse and include civil servants in the many government institutions in The Hague, employees of companies in and around the city, and the staff of embassies and international organisations located here. These professionals all have different educational requirements, background and knowledge, so we will need to differentiate the education offered according to the various target groups. It will be quite possible to design a specific range of education for these target groups with the knowledge available in Leiden University.

Characteristics of education for professionals Education for professionals has very specific characteristics in terms of both content and organisation. The demands imposed on education for professionals are not entirely comparable to those imposed on regular education. Professionals have different subject knowledge and experience, and the funding sources are different. The content will need to be more oriented to application in practice. We will have to not only teach in English but also offer specific programmes in Dutch. Professionals' requirements for education and supervision are different, and the quality of the education offered to professionals by Leiden University in The Hague must be just as high as that of the related regular master's education at the University.

Academy for Professionals To ensure that the education for professionals is developed successfully in The Hague over the coming years, the University needs to set up a specific organisation. The working title of this organisation is the Academy for Professionals. This organisation will work closely with the faculties to design the content and organisation of the education for professionals. After the strategy for Leiden University Campus The Hague was chosen in July 2019, we conducted an exploration in the second half of that year regarding the possibilities for establishing an Academy of this kind. The exploration included the ambition that the Academy must contribute to the sustainable employability of professionals in a changing world by improving the problem-solving capacity of professionals and their organisations. The Implementation Plan attached to this strategy

gives a more detailed description of the steps following on from this exploration at the end of 2019. Our ambition for the ultimate capacity of the Academy for Professionals is a growth model rising to 24 courses per year, each comprising 10 half-days and with 20 participants per course.

Alumni Leiden University's alumni are an important target group for the education for professionals in The Hague. Around 10 % of our alumni live in The Hague, and 32 % of the total population of Leiden alumni live in the Leiden-The Hague region. Additionally, many of the alumni also work in The Hague: at the ministries, international organisations, NGOs or other public sector employers. Marketing of the education offered by the current Centre for Professional Learning (CPL), Legal Postgraduate Training (JPAO) and Boerhaave In-Service Training is already aimed at Leiden alumni, and this marketing can simply be expanded to include the education offered by the Academy for Professionals.

5.6 Other aspects of education

5.6.1 Range of education for school pupils and children

Intensify the relationship with primary and secondary education To enable school pupils in The Hague to become more familiar with the bachelor's education available at the University and to make such education more accessible for school pupils in and around The Hague, we must not only offer an appropriate range of study programmes but also give additional attention to preparatory education (primary and secondary). We want the structural long-term presence of Leiden University in The Hague to further raise the city's standard of education, and at the same time assist in reducing the segregation in the city and in university education. We aim to achieve this by bringing the University closer to a broad target group of school pupils in and around The Hague, focusing particularly on first generation students, perhaps with a migration background, and on secondary school pupils who progress to a higher level in their secondary education. A good example of this is the Students4Students project 'From International to Diverse', launched by LUC in 2019 to find ways of improving the link between recruitment communications on the one hand and the information needs of target groups that LUC currently does not reach sufficiently on the other. In keeping with the international character and profile of The Hague, children of expats and those who attend international schools are another target group that should not be forgotten. If we wish to reach these target groups, we need to further strengthen and expand our relationships with schools in and around The Hague, in both primary and secondary education. This process can build on the many existing activities and new ideas for better links with schools in the Hague and the experiences in Leiden. The various options need to be further explored and developed, preferably in conjunction with other higher education partners in the city, especially The Hague University of Applied Sciences.

Pre-university education Leiden University offers Pre-University College and Pre-University Classes for highly talented and motivated school pupils in pre-university education. These provide additional teaching for school pupils in upper secondary education who can and want to do more than the regular school curriculum. We are starting a pilot with a Pre-University College The Hague, where school pupils will acquire knowledge and skills relating to culture, governance, law, peace and security. The programme will also focus on the question of what academic knowledge can mean for their own future and their family and friends. In the Pre-University Classes, the school pupils follow special lecture series, which introduce them to the academic world and Leiden University. These Classes will be extended from Leiden to The Hague.

5.6.2 Summer and winter schools

Leiden University Campus The Hague offers a wide range of summer schools that give participants the opportunity to gain additional training (at professional level) or to learn about topics that are taught by the University. We will use the coming period to further expand this range and also to work with other knowledge institutions offering summer courses and The Hague City Council to jointly draw attention to these courses. More detailed agreements will also be made in The Hague about the infrastructure required for these courses.

5.6.3 Remote teaching

Our plans in the area of remote teaching were greatly accelerated by the outbreak of COVID-19. Our experiences with this will also be incorporated in the strategy of Campus The Hague, aligning with the broader transition of Leiden University in response to the COVID-19 crisis. There is no doubt that online learning will play a more important role in the strategy of Campus The Hague than originally envisaged. The practical consequences will be developed further in implementation plans.

Regular students The regular ‘on campus’ education makes use of digital resources to enhance the teaching and increase students’ success rates. Examples include the flipped classroom, which promotes the regularity of studying, online modules to support skills acquisition and workshops.

New target groups, international visibility Our Massive Open Online Courses (MOOCs) have proven to be particularly successful for reaching new target groups remotely. They help to raise The Hague’s international visibility as an international academic centre, and Campus The Hague will engage in the further development of open online education in the coming period.

Remote ‘experience days’ and matching We intend to use remote courses to allow students (both national and international) to find out about the range of study programmes offered at Leiden University. A private online course, for example, makes it possible for bachelor’s students to participate in an ‘experience day’, so that we can check whether they are suited for that specific study programme and they can learn more about the study programme. They can also choose to have their results included in the regular study programme if they actually follow it later.

Online pre-master’s courses Private online courses will also be developed in the form of pre-master’s variants that make it possible to check whether a student is suited for a regular master’s programme. These courses also enable students to find out about their potential master’s programme from their own home.

Prospective international students The University’s online course Dutch & More helps prospective students to prepare for their time at Leiden University.

Children of the city Leiden University offers online digital guest classes for this target group, in addition to face-to-face classes.

Professionals Online education will also be used to further develop a specific range of education for professionals, in conjunction with the Academy for Professionals. This could include online masterclasses, webinars, global classrooms and podcasts, as well as the existing SPOCs (Small Private Online Courses).

Our development of online and blended learning will be supported by the Centre for Innovation.

5.6 Impact of education

The ambitions formulated in the ‘Open to society’ element of Learning@LeidenUniversity, our vision on teaching and learning, mean that our education responds to society’s questions and requirements. Developments within society have a direct effect on our education and in the long term our education will have an important impact on society. Students can already make a contribution while still studying, for example with community projects (service learning) together with civil society institutions, such as local councils and schools, and through opportunities for social innovation and social entrepreneurship.

Connections with school pupils in the city and region The University currently offers a variety of activities for school pupils and their teachers/careers counsellors in pre-university secondary education and for school pupils and their teachers in primary schools. These include the South Holland Science Hub (WKZH; in collaboration with our partners in LDE: Delft University of Technology and Erasmus University Rotterdam), academic orientation and transition, teacher training programmes, continuous professional development for secondary school teachers (all supported by ICLON), and guest classes (including online classes). We are now exploring (on the initiative of The Hague City Council) whether it is relevant to organise an (academic) teacher

training programme in The Hague, together with the universities of applied sciences, partly in relation to the structures that Leiden University already has for this. Leiden University currently offers a teacher training programme (grade-one and limited grade-two qualification) in South Holland and adjacent regions, together with training schools in The Hague, Leiden and Rotterdam. Intensive collaboration in the context of continuous professional development and upgrading (from grade-two to grade-one) is also taking place among the LDE universities, all the universities of applied sciences in South Holland, the private sector and more than 55 secondary schools in the ONZ (South Holland education network). We also have a Hague mentorship programme, which links bachelor's students with secondary school pupils to provide guidance in all aspects of attending school and studying, and we intend to expand this. Leiden University College engages in activities focusing on particular neighbourhoods in The Hague such as Schilderswijk ('Engage The Hague'), and the city is also increasingly seen as a place where students can learn and conduct research. The AKWD (Academic Knowledge Workshop on Diversity) for secondary schools in The Hague is working to give all children the same opportunities to develop through education, offering practical tools for teaching in ethnically and culturally diverse classroom compositions. Leiden University participates in this workshop, together with The Hague City Council, The Hague schools, The Hague University of Applied Sciences, Delft University of Technology and Erasmus University Rotterdam.

Other ideas put forward in meetings with secondary school leaders include school visits by their former students, a buddy system, the involvement of parents and introductory sessions for school pupils at the University.

Studying and working We aim to ensure that the children of The Hague will see studying at 'their' Leiden University as an automatic option when choosing how to continue their education. They will have become very familiar with this University during their time at secondary school. The University wishes to assist specific population groups in The Hague in gaining access to the University, and to encourage them to choose more readily and consciously to study at one of Leiden University's locations. Graduates of Leiden University Campus The Hague have had the opportunity while studying here to become well acquainted with The Hague, and they will be able to make an informed decision to stay here to live and work after graduating. We must therefore also offer opportunities for new studies after a bachelor's or master's programme, in the context of lifelong learning.

Alumni in The Hague professional field Many of our alumni obtain positions in public administration, international organisations and NGOs in The Hague. In these positions they contribute to the societal issues of our time, with the knowledge and skills they acquired at the University.

Connection with the general public in The Hague We are exploring the possibilities for a structural range of HOVO (higher education for seniors) classes and expansion of Studium Generale activities in The Hague.

Strengthening innovation and student entrepreneurship The University aims to make a significant contribution to the innovative power and employment opportunities of the city and region, and this is equally true for The Hague. We are therefore intensifying contacts with the private sector, and these contacts will be used to inform students about the options for internships with companies in the city and region of The Hague, and perhaps for finding a job. There are around 30,000 students in higher education in The Hague each year. The Hague City Council is investing in several innovation hubs. For instance, the Central Innovation District is the umbrella area that covers The Hague Security Delta, The Hague Humanity Hub and Legal Delta. These innovation hubs form a potential driving force for the development of the local economy, but they are currently not achieving this sufficiently because companies are mainly investing in attracting talent from outside. There is not enough progression of local talented individuals to these hubs. Campus The Hague wishes to use the coming period to investigate – together with the City Council, companies and other partners in The Hague – how to improve the connection and progression of talented graduates of the higher education institutions to the various innovation hubs. We also intend to develop scenarios for The Hague in which local issues can be addressed with local talent.

We will work on strengthening Leiden University's role to make entrepreneurship education accessible, to assist in promoting entrepreneurial skills, and to give local councils and companies

access to the problem-solving and creative abilities of students. At present we are seeking to collaborate with The Hague City Council in the development of the Central Innovation District in The Hague, the area located between the three station interchanges, which is mentioned in the City Council's economic vision. Within the ambitions of this vision, the City Council places a strong emphasis on entrepreneurship, both because the City Council supports many of the existing hubs and because it aims to encourage innovation and enhance the loyalty to the city of talented individuals, both national and international. Several parties are therefore working in The Hague in relation to entrepreneurship, with the purpose of intensifying their shared collaboration and activities. This offers an opportunity for Leiden University to build a stronger role in the ecosystem of The Hague, to find and retain national and international talent and to increase knowledge utilisation by the city and the partners. We need to establish a sustainable organisation and substantive programme (with the PLNT initiative as the reference) with our existing partners (including The Hague University of Applied Sciences), entrepreneurs and other stakeholders. Important aspects of this will be pre-incubation and development of skills and innovative ideas. It could focus not only on activities organised by and for students but also on discussion about possible ways to address issues arising in the city. In addition to defining the content and connections with existing hubs, we are working on a suitable governance structure for partners.

6. Health and patient care in The Hague

Leiden University has been operating with the LUMC at LUMC-Campus The Hague for a number of years. This Campus is the locus of an optimum combination of research, education and impact in the area of metropolitan health issues.

The partners of LUMC-Campus The Hague are: LUMC, The Hague hospitals, the Haaglanden/City of The Hague GGD (community health service) and Leiden University (FSW and FGG). These partners work intensively with general practitioners and other primary healthcare providers in The Hague to improve health and patient care in the city. There are also possibilities for collaboration with The Hague University of Applied Sciences in this field.

Population health The healthcare system is under great pressure due to societal and demographic developments. University medical centres are increasingly asked to contribute not only to innovations in academic patient care but also to solutions for keeping patient care accessible and affordable in the future. There is a growing focus on prevention, lifestyle and early interventions. The LUMC has therefore chosen 'population health' as one of its societal priorities; it understands the term 'population health' to mean: studying the transition from health to disease in the population and researching how to reduce the risk of disease. It also involves developing and testing interventions to promote health. In view of its importance to society and the associated regional opportunities, the LUMC has chosen to maximise its efforts in this field. The metropolitan composition of The Hague population, with specific health issues such as diabetes, means that close collaboration will take place in relation to this theme in The Hague.

Expansion of LUMC-Campus The Hague In the coming years, LUMC-Campus The Hague will be further expanded to become a complete School for Population Health. This will be achieved in conjunction with the current partners and within Leiden University, in particular with the faculties of Governance & Global Affairs and Social & Behavioural Sciences. The number of research projects will be increased from 20 at present to a coherent portfolio of several research lines, which will remain strongly linked to practice. The intention is to launch the Population Health Management (advanced) master's programme in 2020-2021. Other themes to be addressed are research and application of (evidence-based) e-health, policy and transitions in healthcare and integrated care (collaboration in the patient care chain). Interfaculty cooperation is promoted through shared research and PhD candidates. The physical, personal presence of LUMC in The Hague will increase. An important precondition for successful expansion is the structure and collaboration relating to the data infrastructure for research.

In addition, part of the LUMC's department of Public Health and Primary Care (PHEG) is located at LUMC-Campus The Hague. PHEG combines its function as a 'branch' of the GP training institute with education for students in the areas of Population Health Management and General Medical Practice. PHEG also develops and supports research and innovation in patient care in

The Hague region and additionally implements some aspects of this in practice. The GP training programme takes place in cooperation with the care groups in The Hague, including Eerstelijns Zorggroep Haaglanden (ELZHA) and Stichting Haagse Gezondheidscentra (SHG). We are exploring together with Boerhaave In-Service Training whether (bio)medical continuing professional development can be offered in both Leiden and The Hague.

7. Strategic goal and growth

The strategic goal of Leiden University Campus The Hague is to use all the advantages offered by The Hague in studying all levels of society from various academic perspectives (including interdisciplinary perspectives) in our education and research. We have made specific proposals and presented our plans for attaining this goal in the foregoing sections. The basic principle is and will always remain the high quality of Leiden University's research and education in The Hague. We will only be able to achieve actual growth in the numbers of staff and students if this is assured.

Leiden University's growth in The Hague will depend on the possibilities for realising the previously mentioned quality and the facilities for students and staff. A possible translation of the educational ambitions for the period to 2030 is presented in the table below.

Table: Reference estimate and growth scenario to 2030 - education

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

* According to models supplied by the faculties (in February 2020) for the most recent Framework Memorandum (2021-2024; draft, subject to changes/decision-making of the Executive Board)

** The basic principle for the Academy for Professionals is a growth model to 24 courses per year, each comprising 10 half-days and with 20 participants per course. (NB: the table shows the total number of course participants per year, not converted to full-time ECTS equivalent).

*** Professional/advanced master's programmes are included in the growth scenario table as a separate category, in line with the separate description of the non-government-funded study programmes in the Framework Memorandum.

The table does not yet include any figures for the staff or the space required for facilities such as examinations, student facilities (sport, study associations, housing office, service desk, front desk, other student facilities), debating, student workspaces, bicycle parking, restaurant, collaboration with third parties and so on. The number of additional FTE (academic staff) associated with this increase in numbers of students will be estimated on the basis of an average student/staff ratio of 1 FTE to 30 students (education) + additional 30% for (first funding source) research time. We have also not taken account of development of specific research in The Hague. Additionally, some further fte for administrative and support staff are required. At present and up to 2024 we can make additional use of extra teaching space in Stichthage.

The above table gives an indicative estimate of the possible growth over the period to 2030 in the number of enrolled bachelor's and master's students in initial education in The Hague. It also includes an indication of the growth in post-initial master's programmes and the new range of education for professionals offered by the Academy for Professionals, excluding online education. The ambitions underlying the growth in this range of education are explained in more detail in the sections on new bachelor's and master's education. This growth will contribute to Leiden University's strategic goal of strengthening our academic interdisciplinary research and education and our societal impact in The Hague.

In our more detailed operational plans, we will need to develop the translation of these plans into teaching and research space and make a feasibility assessment.

8. Partnerships and networks

Intensive collaboration Intensive links with local public and private organisations, companies, relevant knowledge and education institutions and the international community are extremely important for the development, impact and quality of education and research at Campus The Hague. The city and region of The Hague offer opportunities for these links and we will seek intensive collaboration in different fields during the period covered by this plan to ensure that The Hague becomes even more attractive as a knowledge city.

The Hague City Council We wish to collaborate with The Hague City Council in relation to several development themes, including: the development of the Central Innovation District (CID) in The Hague around the three station interchanges; the City Council's economic vision (especially the job market and the city's DNA); in the area of culture, by exploring the possibility of a new debating centre (in conjunction with other knowledge institutions in the city, such as the Clingendael Institute); in the area of education, by linking with the City Council's policy ambitions in The Hague Education Agenda; and on topics connected with the City Council's need to strengthen the knowledge infrastructure in the city. The collaboration between the City Council, the University, LUMC and the hospitals in the region in the area of health and patient care, for instance in the GP training programme, has already been described in the previous section.

An example of a collaborative project between the city and knowledge institutions, which was launched in 2019, is development of infrastructure for meeting and sharing knowledge in 'city labs'. This is the focus of the City Deal: Research (*Kennis Maken*) The Hague project (part of the national City Deal: Research), a joint initiative of The Hague University of Applied Sciences, InHolland University of Applied Sciences, Leiden University and The Hague City Council. This project

involves conducting practice-oriented research in experimental labs in the city with citizens, city professionals, civil servants, educators, students and researchers, looking for solutions to complex urban issues.

The Hague University of Applied Sciences We entered into a covenant with The Hague University of Applied Sciences (HHS) in 2019, stating that Leiden University and HHS will endeavour to initiate joint education and research activities, focusing on the international profile of the institutions and the city of The Hague; to make it easier for students to progress to subsequent study programmes; and to link excellent academic education with applied and practice-oriented research. Topics on the agenda for this partnership include:

- Establishing The Hague Knowledge Hub (to extend education and research activities, in line with the profile of the institutions and the city of The Hague);
- Expanding the range of master's programmes and joint submission of research proposals within collaborative themes; opportunities for students to progress to subsequent study programmes; collaboration in knowledge centres;
- Campus Culture and Impact (joint innovative and multidisciplinary activities for students, staff and residents of The Hague in the area of debate, culture, education and society in The Hague);
- Student facilities (such as examination facilities, sports facilities, study spaces) and student housing (the parties will together attempt to realise sufficient affordable student housing in The Hague).

The existing collaboration with HHS in education and research in The Hague includes a joint professorial chair at LUMC-Campus The Hague and working together in the city labs.

University of the Arts The Hague In recent years Leiden University has developed a number of valuable collaborative relationships with the University of the Arts The Hague (Royal Conservatoire and Royal Academy of Art), such as our partnership in the Academy of Creative and Performing Arts (ACPA); research by PhD candidates in and on the arts; academic education for art students and art education for University students; and joint organisation of cultural events at the interface between the arts and knowledge (including the Art Research Convergence project). These collaborations will be continued in the coming period, and where possible will be strengthened.

General collaborative partners and the private sector Leiden University will intensify our collaboration with organisations in The Hague in the coming years, specifically focusing on knowledge and education institutions other than those listed above, international organisations, government ministries and companies; a good example could be the National Coordinator for Security and Counterterrorism. We will explore the specific need for cooperation of these partners and Leiden University, and look at what formats and content of collaboration will be possible and feasible. The University aims to make a significant contribution to the innovative strength and employment opportunities of the city and region, for instance by intensifying contacts with the private sector in the area of innovation and student entrepreneurship in The Hague; in the field of cyber security, with ICT security companies in the CID ICT Security Campus near Laan van NOI; and within the LDE strategic alliance in work on AI, Data and Digitalisation.

LDE We will seek collaboration within the LDE alliance for some topics and themes, in terms of research, education and impact, in line with the focus themes of the 2019-2024 LDE strategy (healthy society, inclusive society, sustainable society and digital society), existing centres and new explorations (such as safety and security, government of migration and diversity; see the link with research promotion funding in the section on research). A good basis is also provided by the presence in The Hague of Delft University of Technology (Engineering and Policy Analysis) and Erasmus University Rotterdam (via the International Institute of Social Studies, which also accommodates other LDE collaborations, such as the LDE Centre for Frugal Innovation in Africa).

International collaboration We are exploring possibilities for partnerships with a number of universities outside the Netherlands. For instance, we are looking at possible forms of collaboration in the area of education and research in The Hague with universities in the United Kingdom and also in relation to the European University for Well-being (EUniWell) initiative of seven European universities, which was launched in 2020. We expect the options for this to become clearer next year.

Collaborative networks From our base in Campus The Hague, we will actively participate in several relevant networks with the aim of working with the city of The Hague and our partners in the city and region to share our knowledge, exchange ideas, inspire one another and possibly establish new joint initiatives or partnerships. These networks include The Hague Academic Coalition (HAC; the members are other knowledge institutions), the International Community Platform (ICP; international employers in The Hague region are represented in this), The Hague Security Delta (HSD) and the Economic Board The Hague.

Student & Stad We collaborate in the Student & Stad (Student and City) platform with The Hague City Council and the higher education institutions in The Hague with the aim of ensuring a good infrastructure for students. Campus The Hague wishes to continue and further expand this unique and highly productive collaboration in the period covered by this plan; this is discussed in more detail in the section on facilities.

Leiden alumni who live and/or work in The Hague Leiden University is building a network of informed and committed alumni, who help to achieve the University's objectives with their time, networks and financial support. FGGA and Campus The Hague can specifically aim to strengthen the ties with Leiden alumni who live and/or work in The Hague. The alumni become involved with the Faculty and the Campus through a range of relevant events, education for professionals and networking sessions. Alumni in their turn are an important link to the job market. They can inform prospective and current students about the job market and how their studies prepared them for it. They can potentially provide internships, job vacancies, research assignments and other projects within the professional field. Many of them also work for government institutions and (international) organisations in and around The Hague that are relevant for Leiden University. FGGA and Campus The Hague are able to use the position and network of alumni to open doors and make contacts.

International alumni International alumni who studied in The Hague and are continuing their studies or career elsewhere are also ambassadors for Leiden University and the study programmes in The Hague. They can play an important role in the recruitment of new international students in their home country or at the university where they are currently studying.

9. Facilities

Leiden University on Campus Boulevard Leiden University Campus The Hague provides excellent facilities for students and staff in The Hague. The basic principle is a compact campus in the city centre where students, staff and visitors have access to all facilities for education and research in a single city campus. The aim for 2025-2030 is that Leiden University's education and research will be concentrated in just one high-quality location (Campus Boulevard) in The Hague city centre (preferably near Wijnhaven), also offering as many other facilities for students and staff as possible. Options include a 'dedicated' University building, which ideally would be connected to Wijnhaven with an appropriately designed building element (cantilever footbridge). This building will have (extra) lecture halls and classrooms, (modern) examination facilities, office spaces (staff offices and meeting rooms), study and workspaces, a branch of Leiden University Library, student facilities (fitness, Beehive), front office and back office, restaurant facilities, communal social area and bicycle parking (also suitable for electric bicycles, cargo bicycles, scooters etc.), and should also provide the space necessary for the Academy for Professionals.

The Campus Boulevard will be the physical campus environment that promotes and facilitates collaboration with other knowledge partners of the University. Any university needs to be challenged and requires an inspiring environment in which to develop. This new academic centre will offer inspiration and coaching for start-ups when launching their business, therefore the Campus Boulevard will also provide functions such as innovation, living and skills labs and enterprise units. Companies and organisations in The Hague will seek to collaborate with the University to enable their further innovation. The Royal Conservatoire is directly adjacent, the Royal Academy of Art and Royal Library are in the vicinity, and staff of the neighbouring ministries are able to visit, so that questions of current relevance in The Hague can easily be addressed to the University. The University will also benefit from a good, attractive link connecting the Campus Boulevard in the city centre to collaborative partners located in other parts of the Central

Innovation District, such as The Hague University of Applied Sciences at Holland Spoor, or the ICT security companies near Laan van NOI.

The Campus Boulevard is situated in a highly complex central area where The Hague City Council is also planning to build affordable homes for low- and middle-income ranges. It may be possible for a small proportion of the required student housing to be located on the Campus.

The space in the plinth area of the Campus Boulevard should be as open and inviting as possible for everyone: students, staff, business professionals and citizens of The Hague. The entrance of the building must be positioned in such a way that visitors are simply drawn in and can easily find their way. The entrance should literally have a low threshold.

The Campus Boulevard will offer a setting for debate, where students, staff and residents of the city can be inspired by talks and lectures. Some of these activities and events will take place in the context of the Studium Generale or HOVO (higher education for seniors), while others will be organised in conjunction with partners in the city, such as Campus Culture activities with The Hague University of Applied Sciences, freedom-themed activities with the Just Peace partners, or activities with Humanity House. Other possibilities include activities like the Science Café The Hague, which is organised in partnership with the City Council and other educational institutions in and around The Hague.

Academic culture in The Hague The University wants its activities to contribute to a lively city and to complement the profile of The Hague. Students will participate in debate while seeking solutions to problems they encounter in The Hague, and will engage in discussions about them with politicians, or will be active in the many (international) organisations with a presence in The Hague. Because students and staff will also be living and working in the immediate vicinity, they will help to create the inspiring ambience of the Campus Boulevard and its environs. The same is true for The Hague city centre, with students and staff to be found in many different locations, thus making an important contribution to the city's cultural life. They will also use the amenities in the city, including the public library and the shops, and will visit the leisure and entertainment venues situated in the city centre. In addition to these specific venues, many events are also held in the area around the Campus Boulevard, in which students, staff and residents of the city can take part. The University is eager to maintain a good balance in The Hague city centre and therefore participates in the 'Stichting Binnenstad Den Haag' foundation.

Student housing It is important to have sufficient affordable and high-quality housing for students and staff close to the city centre. Campus The Hague is therefore working with The Hague City Council and relevant housing associations to develop a long-term vision for accommodating both staff (including PhD candidates) and students (Dutch and international).

Student facilities The Campus Boulevard will make ample provision for excellent sports, study and student facilities and workspaces and meeting rooms for students. A first step has already been taken in the Beehive, opposite the Wijnhaven Building. By 2025-2030, a new student centre will have been realised on the Campus Boulevard to house these facilities and also the study associations and student associations of Campus The Hague (Dutch and international). This centre will provide services for students who have questions about admission and enrolment or their personal development, or who want advice about study guidance or career orientation, or information about studying abroad and the scholarships available for this. It will also offer support for international exchange students who are looking for suitable student housing.

Student & Stad The 'Student & Stad' (Student & City) platform was established in The Hague in spring 2018. This platform is a partnership of the universities of applied sciences in The Hague, Delft University of Technology, The Hague City Council and Leiden University, set up in response to the rapidly growing numbers of students (both Dutch and international) in The Hague. The City Council and the higher education institutions became aware of an urgent need to extend their collaborative efforts in order to improve the range of student facilities, the networks of student organisations, the coordination of activities and the infrastructure for students and its quality. The higher education institutions have together identified themes for collective action within the Student & Stad platform, which at present are: the international student community, introduction programmes for new students, the association culture, the relationship between

education and the job market, organising events and activities with impact for the city, mental health and medical provisions for students, and harmonising communication and marketing about issues relating to The Hague that are important for present and future students. The aim is to create an even better student environment and a higher standard of facilities for students in The Hague. Leiden University's ambition is to play an active role in this platform and also to collaborate in a broad sense with other higher education institutions. For example, a number of themes have been addressed in conjunction with The Hague University of Applied Sciences, including a shared approach to the concept of 'Campus Culture' in The Hague, agreements about sports and examination facilities and joint action in the area of student housing.

10. Alumni policy, fundraising and relationship management

The growing numbers of students, new specialisations, an interdisciplinary approach, the impact of our education and all the partnerships with the city of The Hague go hand-in-hand with an increasing need for alumni policy and fundraising.

Fundraising begins with support, and support begins with developing relationships. Campus The Hague already has a good support base, which will have to be further developed. Clear positioning of the Campus is essential here, and this document presents an excellent vision for this.

Relationships with all our stakeholders are important: both the private sector and the political sector in The Hague, the City Council, the residents of the city and private individuals. And also, of course, the students and alumni, staff and guest lecturers of Campus The Hague. By first analysing our relationships with all these target groups, we will be able to produce a fundraising action plan focusing specifically on their various characteristics, aims, capacities and interests.

Running parallel with this are the cutting-edge or essential projects that Campus The Hague itself wishes to highlight, which make it unique within the context of these themes. These are not only projects in the field of international peace, justice and security (such as cyber security) and projects that address the global challenges, but also research on population health management or other projects that will be developed with *inter alia* the research promotion funding. These projects could be seen as the 'products' that our communications can place on 'the market'. In this context, the market consists of affluent foundations, funds and private individuals who wish to use their money for societally relevant purposes, and this is precisely what the Campus can offer. Non-wealthy stakeholders may also be financially willing to commit to the many objectives of Campus The Hague.

As illustration There are several private charitable foundations with the purpose of improving the quality of life or partnerships between scholarship and culture in The Hague. A successful example in Rotterdam is the Droom & Daad foundation.

We will work with Campus The Hague on developing an action plan for fundraising.

11. Governance of Campus The Hague

One university in two cities Leiden University has chosen to be one university in two cities. All of Leiden University's faculties have a presence in The Hague. The Faculty of Governance and Global Affairs, which specialises in broad issues of governance, is entirely located in The Hague. Campus The Hague comprises all the activities of Leiden University in The Hague, within which FGGA is an independent administrative entity. We will continue to work on creating intensive connections and collaboration between FGGA and the other faculties present in The Hague.

12. Development of strategic plan

The strategic plan will be further developed into an implementation plan, setting out concrete agreements and timelines. The individual faculties of Leiden University will decide in consultation with one another which new education and research they definitely intend to offer in The Hague.

A multiyear schedule, together with a budget and the necessary organisation and provisions, will then be formulated as the basis for the implementation plan. We will hold regular meetings with The Hague City Council about our progress in executing the strategic plan. In view of the long-term nature of the strategic plan, it will be reviewed every three years to see whether adjustments are required.