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UITSLUITEND PER E-MAIL

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Geachte [REDACTED] en [REDACTED],

Op 1 maart 2023 heeft Wageningen University uw verzoek om informatie ontvangen met betrekking tot de begroting van Wageningen University voor 2023.

U geeft aan dat uw verzoek d.d. 1 maart 2023 volgt op een eerder verzoek aan Wageningen University om openbaarmaking van de begroting voor 2023. Naar aanleiding van dit voorgaande verzoek zou u een uittreksel c.q. externe versie van de begroting voor 2023 hebben ontvangen.

Uw verzoek om informatie

Uw onderhavige verzoek om informatie heeft betrekking op de volledige begroting van Wageningen University voor 2023 en de documenten die betrekking hebben op deze begroting.

Met documenten bedoelt u informatie neergelegd in documenten, ongeacht de gegevensdrager: naast 'klassieke' papieren documenten, ook anderszins vastgelegde informatie. U doelt daarbij onder meer - maar niet uitsluitend - op notulen, rapportages, briefwisselingen, e-mails, SMS-berichten, WhatsApp-berichten, verkenningen, analyses, gespreksverslagen, memo's, foto-/film-/audio-/videomateriaal en correspondentie met interne en/of externe partijen.

Behandeling van uw verzoek

Bij e-mail van 1 maart 2023 hebben wij de ontvangst van uw verzoek bevestigd. Bij e-mail d.d. 13 maart 2023 heeft onze woordvoerder [REDACTED] contact met u opgenomen over de reikwijdte van uw verzoek. Vervolgens heeft u op 14 maart 2023 telefonisch contact met haar gehad, waarbij u uw verzoek nader heeft afgebakend. Deze afbakening heeft u tevens bij e-mail van diezelfde datum bevestigd. Het gaat hierbij om:

- de volledige begroting 2023 van Wageningen University, en
- documenten die betrekking hebben op de begroting 2023, meer specifiek: agenda's, notulen, rapportages, (gespreks)verslagen in welke vorm dan ook van bijeenkomsten van de raad van toezicht, raad van bestuur, Student Service Centre [bedoeld is: Student Staff Council] en medezeggenschapsorganen: ondernemingsraad, studentenraad, waarin de begroting 2023 is besproken of anderszins aan de orde is geweest.

Wageningen
University

DATUM
17 april 2023

ONDERWERP
Uw Woo-verzoek

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Naar aanleiding van uw verzoek hebben wij de volledige, definitieve begroting van Wageningen University voor 2023 opgevraagd bij onze centrale financiële afdeling. Ook hebben de (ambtelijk) secretarissen van respectievelijk het college van bestuur, de Raad van Toezicht en de medezeggenschapsorganen van Wageningen University zoekacties uitgevoerd binnen de reikwijdte van uw informatieverzoek. De betreffende medezeggenschapsorganen zijn de studentenraad (SR, in het Engels de Student Council, SC) en de gezamenlijke vergadering (GV, in het Engels de Student Staff Council, SSC).

Deze zoekacties hebben 23 documenten opgeleverd die onder de reikwijdte van uw verzoek vallen. Wij hebben deze documenten vervolgens inhoudelijk getoetst op de aanwezigheid van wettelijke uitzonderingsgronden.

Besluit

Het college van bestuur van Wageningen University besluit uw verzoek om informatie te honoreren. Hierbij nemen wij de kaders van de Wet open overheid in acht. Dit betekent dat wij de door u verzochte documenten verstrekken indien en voor zover Wageningen University die informatie onder zich heeft en indien en voor zover de uitzonderingsgronden van de Wet open overheid zich niet tegen openbaarmaking van deze informatie verzetten. Wij hebben in ieder document aangegeven op welke grond wij eventueel informatie hebben afgeschermd.

Beperkingen

Zoals u op onze website www.wur.nl kunt zien, bestaat onze organisatie uit enerzijds Wageningen University en anderzijds Stichting Wageningen Research. Wageningen University, een publiekrechtelijke rechtspersoon, is een bestuursorgaan in de zin van de Wet open overheid (Woo). Stichting Wageningen Research is een privaatrechtelijke rechtspersoon en valt niet onder de reikwijdte van de Woo. Uw verzoek kan derhalve uitsluitend doel treffen voor zover het gericht is tot Wageningen University. Om die reden hebben wij de informatie in de documenten die uitsluitend zien op Stichting Wageningen Research geredigeerd onder vermelding 'buiten scope'.

Toepassing van de uitzonderingsgronden

Niet alle informatie die aan uw verzoek voldoet kan openbaar worden gemaakt. In ieder document waarin passages zijn weggelakt is gecodeerd aangegeven op welke wettelijke grond informatie is weggelakt. De codering verwijst naar de artikelnummers in artikel 5.1 van de Wet open overheid.

Waar het gaat om een redactie op grond van artikel 5.1 lid 2, aanhef en onder b resp. f van de Wet open overheid, betreft het steeds specifieke verwijzingen naar de inhoud en strekking van gesprekken die thans gevoerd worden met externe partijen, onder andere over de cao. Openbaarmaking van deze vertrouwelijke informatie kan de discussies met die partijen en de daarmee gemoeide (financiële) belangen van Wageningen University schenden. Om die reden heeft Wageningen University deze informatie geredigeerd.

Informatie en termijn voor bezwaar

Wij vertrouwen erop u hiermee voldoende te hebben geïnformeerd. Indien u vragen heeft over dit besluit kunt u contact opnemen met onze woordvoerder [REDACTED].

U kunt binnen zes weken na de dag waarop dit bekend is gemaakt een bezwaarschrift indienen. U dient in dat geval schriftelijk uw bezwaren te richten aan het college van bestuur van Wageningen University, Postbus 9101, 6700 HB Wageningen dan wel per e-mail gericht aan woo@wur.nl.

DATUM
17 april 2022

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Hoogachten

Dr.ir. S. Hei
Voorzitter c
Wageningen

bestuur

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Budget for 2023

Wageningen University & Research

Wageningen, 14 December 2022

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1. Finding Answers Together in 2023

1.1 Strategic Plan

Our Strategic Plan *Finding Answers Together* (2019) was and still is a call to new and current partners, students, alumni and citizens to join us in exploring the potential of nature, understanding the challenges we face, and discussing and navigating between conflicting interests. We want to work together on scientifically based and social inclusive answers that can help shape transitions. Our ambition is to provide the highest quality knowledge, education and research to address global challenges and to design and accelerate required transitions.



In spring 2021, WUR decided to extend the current strategic plan by two years up to and including 2024. Within the framework of the theme of “finding answers together” and the toolbox of change performance indicators, new research challenges such as biodiversity in relation to food systems, renewable carbon-based materials and zoonotic crises are emerging. This one-off extension also ensures that the duration of the strategic plan will be synchronized with the strategic agenda to be delivered by WR to the Ministry of LNV once every four years (required in the TO2 scheme).

1.2 Shaping our strategy in 2023

During 2022 and looking forward to 2023 it is clear that the uncertainties in the world have increased significantly. The situation in Ukraine, the development of the global, European and Dutch economy, rising inflation and in particular rising energy costs have impact on WUR. Our policy will be to continue to fully focus on the realization of our strategy, since the importance and urgency of its themes and ambition are evident, while addressing, mitigating or financially absorbing- with our financial reserves - the effects of negative developments, should they occur.

Our research

WUR has identified *three investment themes* in the Strategic Plan to accelerate the development of knowledge and innovation in its domain: Connected Circularity, Protein Transition, and Digital Twins. The impulse on these themes will be completed in 2022 and at the same time, as part of the extension of the Strategic Plan, we will start with three new themes: Biodiversity-positive food systems, Transformative bioeconomy and Data Driven Discovery in a changing climate.

Five programmes have been defined for WR in alignment with the agendas of the Ministry of LNV as well as other ministries, the Top Sectors, the Sustainable Development Goals, and the European agenda. In 2019, programme managers were appointed to direct these programmes in 2020 beyond the boundary of the sciences groups.

We strive for continuous improvement to maintain excellent research in keeping with these themes. WUR does this through programmes such as “Animal sciences 2.0”, “Data visualisation lab”, “Farm of the Future”, which are further implementations of “Finding Answers Together”. Since 2021, the ERRAZE@WUR programme has also been an important line of research.

New sector plans have been announced in 2022 for, among others, Earth and Environmental Sciences, Biology and Engineering Sciences that intend to strengthen permanent academic staff in these areas. WU will receive additional funds to implement these plans. WUR is also participating in the sector plan Social Sciences and Humanities with own resources.

WU will receive additional funding for rolling grants for new lecturers/researchers. These rolling grants are intended to facilitate new lecturers/researchers in starting up their scientific research.

And finally, WUR is making funds available from the reserves for, among other things, specific investment programmes, including the additional appointment of PhD candidates/postdocs who can support the various programmes. In 2023, the 3rd instalment of this temporary PhD/postdoc programme will start.

Further integration and innovation of education: Education Ecosystem

In line with the multi-year forecast, the volume of the government funding from the "Van Rijn" funds and the Quality Agreements funds will continue in 2023. The funds for Sectorplans/starting grants resources for education get a boost directly and indirectly as well. All these resources are used to reduce the workload and improve the quality of education and research. In 2023, WUR will continue to invest in innovative education on campus and online. For instance, in 2023 the new Bachelor 'Marine Sciences' will start, and the new master's programme "Datascience for Food and Health" will be expanded with Food Technology subjects.

In September an Engineering Doctorate (EngD) programme will start: this is a two-year Post-Master's programme focused on practice in the field of "Designs of AgriFood and Ecological Systems". It will address the observation that design and technical elements have been somewhat neglected. The EngD is aimed to bring this back into our education: not only through the EngDs, but also in Bachelor's and Master's programmes,

Partnerships and value creation

We combine scientific strengths and stimulate value creation through partnerships. We invest in several partnerships, during 2023. In particular among others:

- EWUU is the partnership with the University of Utrecht, Eindhoven University of Technology and Utrecht Medical Center that challenges future generations (starting researchers and lecturers, and students) to work more closely together;
- OnePlanet Research Center is a multidisciplinary collaboration agreement between Wageningen University & Research (WUR), Radboud University, Radboud UMC and nano-technology company IMEC. OnePlanet uses the latest chip and digital technologies to create a society in which everyone can live a healthy life and have access to healthy and sustainable food;
- AMS, Amsterdam Institute of Advanced Metropolitan Solutions. Founded in 2014 by WUR, Delft University of Technology and the Massachusetts Institute of Technology, AMS focuses on urban challenges for an innovative, sustainable and just cities and in 2023 will look to renew itself for a new period at the end of its initial eight-year term;
- IASPE, Institute for Advanced Studies for Photosynthetic Efficiency. This institute was founded in 2022 as an independent group of researchers aiming to double the efficiency of photosynthesis of food crops within a decade, and will come up to speed during 2023;

Expanding our campus ecosystem and sharing research facilities

In the spring of 2022 Omnia has opened its doors. Omnia offers researchers, students, society and partners room to meet each other, planned or by chance, for discussions, conferences, promotions and more. In 2023 Omnia will further mature and will take a prominent place on the WUR Campus.

Our strategic housing plan contains a new research building that will combine labs with office spaces in a flexible manner so it can be used by multiple sciences groups. The first preparations started in 2022. The design phase and the preparation of a tender will start in 2023. The actual construction is planned for 2024. Additional labs are needed for, for instance, UNLOCK, our open infrastructure for exploring new horizons for research on microbial communities.

We are working on the renewal, modernization and flexibilization of our Food Tech Facility and Biobased Products Innovation Plant in order to create a Smart Fabric. The WUR Smart Fabric will offer researchers the necessary facilities to contribute to the transition of the food system (including protein transition) and further expanding the circular food chain with special attention to the

nutritional quality of food, making food production more sustainable, reducing global food waste and optimal post-harvest quality of fresh products.

With the start of the Strategic Plan, SRF (Shared Research Facilities) has been given a broad and strategic role within WUR. From the investment grants and the accumulated revolving fund, SRF will continue to invest in facilities to be shared in 2022 and beyond. SRF is continuously working on the roadmap for new research equipment and facilities, improving the visibility/findability of the existing facilities, and stimulating their wide use within and outside WUR. Other partners on the campus are also invited to use these facilities at an arm's length price. All sciences groups, together with Shared Research Facilities (SRF) are investing in the innovation and the more intensive use of our research facilities.

The new data management system 'Open Up' with data about health and nutrition is near completion. Researchers can use the data available in Open Up for all kind of economic models relating to agriculture and health.

The renewal and innovation (of the greenhouses) of Unifarm will continue in 2023. This renewal and innovation program started in 2018 and is to be completed in 2027.

In 2023 WUR will invest in new facilities funded by the Ministries of Agriculture, Nature and Food Quality and Economic Affairs (TO2-fund). For example, WFSR is aiming at a Biosafe Level 3 facility and high-tech green houses at Bleiswijk.

In the coming years, WUR will continue to focus on reducing CO2 emissions and being energy neutral by 2050 at the latest. Since the legislation regarding energy is changing rapidly, WUR will plan in more detail five years ahead.

The basic infrastructure for the thermal energy storage (TES) is ready. In the coming years, buildings will gradually be connected to this TES network. Given the high energy prices, WUR is investigating how to speed up planning for the connection to TES network.

In 2023 WUR will have to make sure that all office buildings have an energy label C and a label A as from 2030.

More focus on staff development through mobility, diversity, an inspiring working environment, and talent development

At both WU and WR, significant growth has been achieved in the number of employees in recent years, which has contributed to the desired objective of a younger and more diverse staff. The PhD/postdoc programme financed from our own reserves is an example of this and focuses on talent development and diversity. At the same time, the programme also facilitates entering into and intensifying new and existing partnerships and supporting and deepening the WU investment themes.

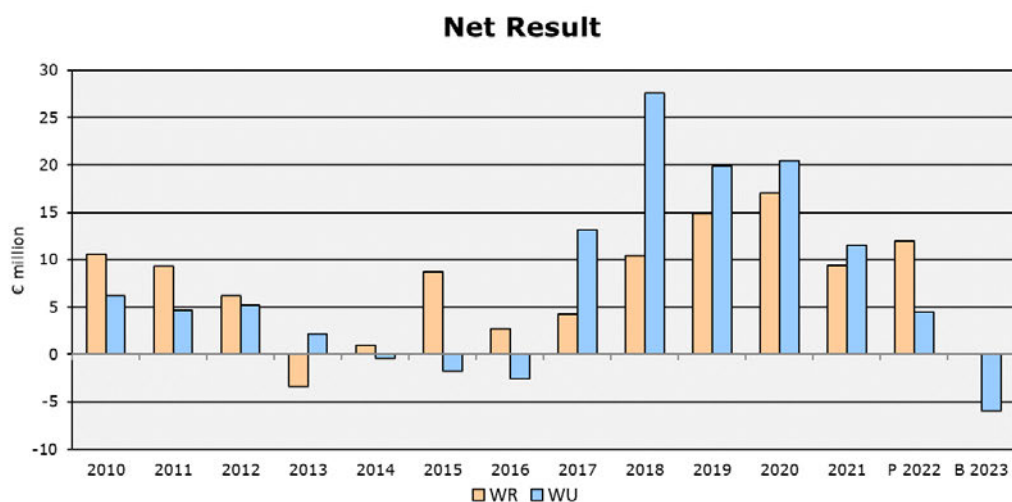
WUR also invests in its staff members through talent development, attention to reducing work pressure and social safety, and by providing an inspiring working environment. Working@WUR establishes the vision of how we at WUR will work in the future. Important elements for the on-campus working environment have been incorporated into the strategic housing plan.

By means of the JOPS programme, WUR encourages its organizational units to offer suitable work to employees who belong to the *participatiewet* (participation act) target group.

Further development of operational management

With WURIdclass business operations, WUR innovates and optimizes its supporting processes. In addition to efficiency and improved provision of information, WUR focuses on staff experience and a solid chain from contact to contract to cash. With support processes, WUR aims to facilitate a culture of team performance, entrepreneurship, and trust.

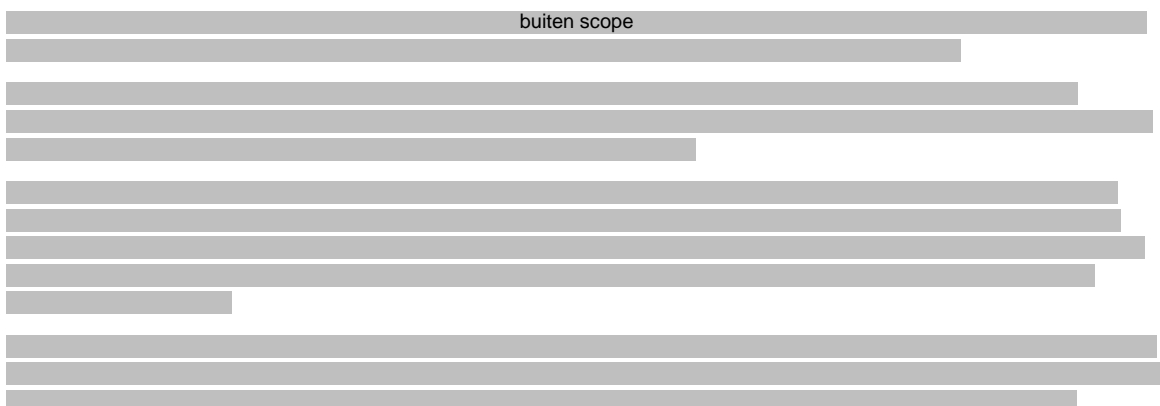
1.3 Overview budget Wageningen University & Research



| Net Result | Actual 2021 | Budget 2022 | Forecast 2022 | Budget 2023 |
|--|-------------|-------------|---------------|-------------|
| Amounts in € million | | | | |
| WR | 9,4 | -1,5 | 12,0 | 0,0 |
| WU | 11,5 | -4,0 | 4,5 | -6,0 |
| Net result Wageningen University & Research | 20,9 | -5,5 | 16,5 | -6,0 |

* The actual and forecasted results include incidental results where the budget by contrast does not.

Wageningen Research



Wageningen University

Wageningen University (WU) budgets a result of €-6 million due to the usage of own funds for (temporarily) additional academic staff and higher energy costs, which are likely to be only partially compensated by the Ministry of Education, Culture and Science (OCW).

WU expects a growth in revenues of 10% with a similar composition as previous years. About 74% of all revenues consist of *first tier funding* from the Ministry of Education, Culture and Science, plus tuition fees.

In the *first tier funding* an additional € 17 million. is related to the new sector plans and rolling grants. In the 2023 budget it is assumed that the remaining funds for the sector plans and rolling grants will not be spent in 2023 and can be placed on the balance sheet as an advanced payment to be used in 2024.

Costs will increase at WU as well. Only partly compensation from the Ministry of OCW is assumed for the higher prices and wages. The budget includes a 4% increase in salary level because of an assumed new collective labour agreement in 2023. Besides the increasing salary level, costs of personnel will also increase because of the planned growth of 300 fte in 2023. Tangible costs (excluding energy) are expected to rise as well at a similar page as the wages. Energy costs will be much higher in 2023 compared to previous years since fixed price contracts expire in 2022.

1.4 WUR-Wide Financial Risks

Due to current uncertain times WUR is facing multiple risks with potential financial impact. The risks below apply to WUR as a whole, but the financial impact can differ between WR and WU. Here we will only identify the major risks. In the chapters about WU an WR we will elaborate on the financial impact of these risks.

Volatile energy market

Energy prices are much higher and more volatile than ever before. In the budget 2023 WUR assumes that variable rates are six times higher than in 2022 since the current contracts expire per the end of 2022. A new supplier was contracted for 2023, with whom we will effectuate an energy purchase strategy to spread the price risk, that will include a combination of upfront and spot market purchasing.

Currently, the upfront purchase prices for the initial (limited) supply of electricity and gas are higher than assumed in the budget. At this moment (early November), prices show a slight downward trend. WUR has chosen to use some forward contracts to avoid extremely high price volatile in the future and to secure energy supply.

The budget assumes the same volumes of gas and electricity usage as in 2021. This is probably an overstatement of the usage given the ongoing TES development, additional solar energy and the focus on limiting energy usage.

The WUR total energy costs budget 2023 is € 30 million. Depending on the actual volume and the upfront/spot market price development the prognosis ranges between € 27 and € 36 million. Some of the potential above budgeted energy costs can be passed on to customers and/or might be compensated by the government (e.g., for energy consuming HCU facility).

5.1.2.b/f

5.1.2.b/f

Inflation (building expenses, material)

For each type of material cost, departments and institutes have estimated price increases. Price increases for fertilizer and diesel, for example, are higher.

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At WU, the size of material, inflation-sensitive costs other than energy is ca. € 80 million in the 2023 budget. Approximately 25% of this is project-related of which we assume that any higher inflation will be resolved within the contours of the project. 5% more inflation than budgeted would result in a risk of approx. € 3 million. Part of this is expected to be compensated via the government contribution. On balance, a residual risk of approx. € 1,5 million remains.

Recently, prices in the construction industry have risen dramatically. Given rising interest rates, consumer purchasing power decline and the gloomier economic outlook, construction costs are not expected to rise much further in 2023.

Continuing labour shortage

Recruitment expects it will stay difficult to fulfil vacancies in 2023, especially WR and staff positions. Currently, the outflow of personnel is slightly increasing, partially caused by a growing number of retirements. At the same time, WUR has the ambition to realize in 2023 a net growth in fte of approximately 500 fte compared to September 2022. If the fulfilment of vacancies is delayed, the financial result of WUR will probably be higher than budgeted given the full orderbook and the ongoing *first tier funding*.

Economic outlook

Some economists state in the media that the first signs of a coming recession are visible. Economic headwind will influence the future contract research revenues. For 2023, it is estimated that the impact will be limited.

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3 Wageningen University Budget 2023

3.1 Result

Wageningen University's budgeted result for 2023 is -€ 6.0 million.

| Net result | realization | forecast | budget |
|---|--------------------|-----------------|---------------|
| <i>Amounts in € million</i> | 2021 | 2022 | 2023 |
| Agrotechnology & Food Sciences | 5,6 | 4,0 | -0,9 |
| Animal Sciences | -0,8 | -0,9 | -1,4 |
| Social Sciences | 0,9 | -0,8 | -0,6 |
| Environmental Sciences | 2,5 | 1,0 | -0,5 |
| Plant Sciences | 3,7 | 2,6 | -0,5 |
| Net result departements | 11,9 | 6,0 | -4,0 |
| Shared Research Facilities | 0,5 | 0,4 | 0,3 |
| Facilities&Services/Corporate staff departments/ISRIC/Corporate operational | -3,7 | -1,8 | -1,7 |
| Corporate incidental | 2,8 | -0,1 | -0,6 |
| Net result central departments | -0,4 | -1,5 | -2,0 |
| Net result Wageningen University | 11,5 | 4,5 | -6,0 |

Table 3.1: Wageningen University Result

Breakdown of the budget for 2023

| | |
|--|----------------------|
| Result for departments | € -4.0 million |
| Results for corporate units | € -2.0 million |
| Deficit in direct government funding/negative policy scope | € -6.8 million |
| Upside relating to "caution" | €+2.9 million |
| Sales | €+0.0 million |
| Impairments | € -0.5 million |
| Result for housing | €+4.4 million |
| <i>Total result</i> | <i>€-6.0 million</i> |

Wageningen University's budgeted result for 2023 shows a difference of €-10.5 million compared to the projected result in 2022. The main causes of this difference are:

The loss of non-recurring income/expenses from 2022 (difference: €-0.5 million)

The incidental result in the 2022 forecast includes the incidental benefit (€ 2.9 million over the period 2016-2021) related to the outcome of the "pro-rata discussion" with the tax authorities in relation to the VAT status of direct government funding. The book profit from the auditorium will no longer exist in 2023 either. Some incidental costs related to allocations to personnel provisions (€-0.7 million) and repayment of excess compensation received for the halving of tuition fees of first-year students (€-2.3 million over the period 2018-2021) will no longer exist in 2023 either.

Reduced result for departments (difference of €-10.0 million)

In recent years, the departments have had difficulty in fully converting the significant increase in the direct funding — from the "WU investment plan" that launched in 2019 — into additional costs. Nevertheless, the number of fte has risen considerably in recent years. Compared to September 2018, the average number of fte at the departments has increased by about 680 fte in September 2022. This is an increase of 32% in four years. The departments are also estimating a further increase of over 250 fte next year compared to September 2022. Partly due to the budgeted development of the average number of fte, costs will rise considerably in 2023, more than the increase in income will. The expectation that general costs will recover due to the diminishing impact of COVID-19 also contributed to a lower result.

Constant operating result for corporate departments (€-0.0 million)

- First and foremost and as in previous years, more funds will be allocated in excess of group income (direct funding, direct government funding, and tuition fees) in 2023. This "over-expansion" (negative policy leeway) will be € 6.8 million for the year 2023. In the 2022 budget, the negative policy leeway was set at € 9.7 million. In practice, the over-expansion turned out to be smaller than budgeted, which is why this has been taken into account in budgetary terms (see below).

- Result from possible under-utilisation of the allocated additional resources: €+2.2 million. The amount of the allocated additional funds has increased so rapidly that the units may not be able to hire new staff and incur costs at the same pace in 2023. The question is whether the departments will succeed in realising the initial position of the number of fte budgeted in 2023. For this purpose, a general "financial upside" has been included in the 2023 budget, just as in previous years.
Note 1: a "financial upside" of € 4.2 million was included in the 2022 budget. In the 2022 forecast, €+0.7 million remains; the rest has already been absorbed into the decentral result.
Note 2: In addition to the abovementioned "financial upside", the Board's strategic budgets take "underinvestment" into account. In general, strategic budgets reserved in the budget are not fully allocated. For this budgeted underinvestment, an estimated under-utilisation of € 2.8 million has been included.
- The housing result is higher (€+0.8 million) due to higher rental income and slightly decreasing housing costs. In particular, maintenance costs decreased compared to the 2022 forecast.
- The operating result of Corporate Staff, Facilities & Services, and Shared Research Facilities will be lower in 2023 (€-0.9 million) than projected in 2022. The reduction in the result is mainly attributable to Facilities & Services and stems from higher energy costs and higher wage costs than estimated at the time of the Framework Letter.

General

Research activities

The activities associated with research that are financed by direct government funding are restricted to the research portion of the facilities' expenses (Box II) and to conducting research (Box IV) These represent an amount of approximately € 132 million. This includes additional funds from the coalition agreement for rolling grants and sector plans. Research activities also extend to activities that fall under funding from government agencies (€ 43 million) and contract funding (€ 81 million). These amount to a total of € 256 million.

Teaching activities

Most of the teaching activities fall under direct government funding activities. Funds of € 168 million have been allocated to these teaching activities. This is for teaching (Box III) and the teaching part of facilities (Box II). About 56% of direct funding is allocated to teaching. The government allocates about 42% of the government contribution to teaching (including tuition fees approximately 50%). Internally, reallocation in favour of education is still under way in the education/research ratio even after major financial supplements such as the Van Rijn resources. The percentages for teaching are lower than in the 2022 Budget because of the additional coalition agreement funds for rolling grants and sector plans allocated to research. However, the reallocation is more or less similar to the previous year.

Value-creation activities

Funds are set aside for value creation within the various budgets of the corporate departments. These amount to € 1.8 million for the structuring of the organisation and € 1.6 million for the actual value-creation activities, a total of € 3.5 million. The departments are also engaging in value-creation activities, which primarily pertain to establishing intellectual property rights.

3.2 Opportunities and risks

Revenue

- Funding

Various developments pertaining to the funding of Wageningen University may affect the amount of the government contribution. These concern the following, in particular:

 - The minister had a cost study carried out within the higher education sector following the report from the Van Rijn Committee ("*Wissels om*", 2019). According to the committee, better insight into the costs of education and research is necessary for a more transparent funding system that is more in line with the actual costs of education and research. This cost study, on which PWC reported in March 2021, showed that in The Netherlands as a whole academic education and research fall short by € 1.1 billion.

Partly as a result of this report, the coalition agreement included additional funds for higher education, in particular for sector plans and start-up and incentive grants. The Administrative Agreement between the Dutch Ministry of Education, Culture and Science and the higher education institutions concluded in July 2022 states the following in this regard: "Sector plans provide for increased capacity, more room for training, attracting, and retaining scientific talent, and in turn more permanent contracts (which contributes to reducing work pressure), improved coherence between teaching and research and joint, wise decisions in terms of task allocation/profiling and collaboration between universities." The Administrative Agreement states the following about the new grants: "Start-up and incentive grants are a new instrument to provide greater stability and predictability in research funding for universities and UMCs." These are non-competitive resources. Goals include: encouraging unaffiliated research and reducing pressure regarding work, competition, and requests for funds." A total of € 200 million is available annually for the new sector plans. Part of this amount (€ 60 million) has already been allocated to the institutions. The distribution of the remainder (€ 140 million) will be decided in spring 2023. For WU, these are the sector plans Earth and Environmental Sciences (AMW), Biology, and the Technical Sciences. WU also participates in the Social Sciences and Humanities (SSH) sector plan in terms of content, but it does not receive funding for it. SSH resources will become available from 2023 through a contribution from the core funding of all chair groups participating in the new sector plans. Wageningen University's 2023 budget provisionally includes € 15.4 million for the new sector plans. A total of € 300 million is available for the start-up and incentive grants. Of this, € 3.2 million will be available for WU in 2023 for start-up grants, € 5.2 million for incentive grants. The incentive grants are temporary (10 years).
 - The PWC researchers are also arguing for a new funding model, in which a fixed amount is no longer distributed on the basis of ever-growing student numbers, but on the basis of formulated ambitions and with funding adjusted accordingly. Whether the results of this report will have an effect on funding in the future is still uncertain.
 - *Nationaal Programma Onderwijs* (NPO) (national education programme): within the NPO framework, funding has been made available temporarily (2021 and 2022) to mitigate the effects of COVID-19. Part of this funding is specifically used for education (such as thesis support) and research (extension of PhD contracts). Part of the additional NPO funding is also meant to compensate for halving the statutory tuition fees in the 2021/2022 academic year. The additional direct government funding from NPO will cease from 2023, but the specific funds can still be spent until 2024.
 - The question for WU is how the market share in the student-based funding of the OCW funding model will develop in the coming years. After a long period of growth, there seems now to be stabilisation in the total student population at WU in 2023. However, WU's share of student-related funding will be in decline by 2023. This is mainly caused by a decrease in the number of funded enrolments (based on the number of enrolments in October 2021). As the number of funded enrolments at other universities has increased, WU's share of student-related funding falls from 4.3% in 2022 to 4.0% in 2023, a decrease of about 6%. If other universities continue to grow faster than WU on average in the coming years, then this could lead to a further decrease in the share of student-based funding. Whether the increase in OCW's macro framework after 2023 is sufficient to absorb this possible decrease will become clear in the coming years.
 - The Ministry of Education, Culture and Science has released projections, indicating the extent to which the resources for the purpose of Quality Agreements will accumulate during the 2022-2024 period. The estimated amount for Wageningen University in 2024 is approximately € 9.5 million, which is an increase of roughly € 1.1 million when compared to the amount Wageningen University will receive in 2023. The amount for 2024 is an estimate,

because it depends on WU's share of student-related funding (see also previous point). The Student Staff Council (SSC) has right of approval regarding the use of these quality resources.

Despite the loan system coming to an end from September 2023, quality resources will be retained for higher education after 2024. It is not clear at this stage what conditions will be attached to its allocation from 2025. Appendix 4 provides insight into the plan that was established at the beginning of 2019 in the consultations between the Executive Board and the Student-Staff Council, including a number of adjustments that have been made.

- Since September 2018, universities have received compensation for the halving of the statutory tuition fees for first year Bachelor's students. The compensation is allocated in proportion to the student-based funding in the funding model of the Ministry of Education, Culture and Science. In view of the fact that Master's students are also included in the student-based funding — and Wageningen University has a relatively large number of Master's students — the compensation was relatively high in recent years, compared to the loss of income from statutory tuition fees. The weighting factors (low/high/top) used in student-based funding also provided relatively high compensation for universities with relatively many highly-funded programmes such as Wageningen University. Meanwhile, excess compensation received during the years 2018-2021 was settled with the other universities in 2022. Settlement for the year 2022 will most likely follow in 2023.
- For a number of years, the WU budget has anticipated receiving wage compensation from the Ministry of Education, Culture and Science (for adjustments to the Collective Labour Agreement and (pension) contribution adjustments). This wage compensation for 2023 is already set out in the Framework Letter. The 2023 budget also anticipates — this year for the first time — price compensation to be received for other expenses. This is due to the effects of increased energy costs. Only in the summer of 2023 will we know how much money will actually be made available by the Ministry of Education, Culture and Science for wage and price compensation. However, the probability is high (>90%) that compensation will indeed become available.
- Disappointing or better than expected student numbers: sensitivity to developments in student numbers are often related to non-EEA students. On the one hand, their numbers fluctuate more, while on the other, tuition fees are significantly higher than for EEA students. Depending on the academic intake year, this can go up to a factor of 9 times higher, thus covering costs. The 2023 Budget shows an increase compared to 2022 in income from institutional tuition fees by more than € 4 million due to a higher number of incoming non-EEA students, the expiry of the temporary COVID-19 discount and an increase in the fee for MSc students by € 900 to an amount of € 19,600.
- No property sales have been included in the budget due to their uncertain nature.

Costs/operations

- It was already stated above that a financial upside has been included in this budget. This upside, which amounts to € 2,9 million, is an overall assessment of the possible realisation of the budgeted activities and associated additional costs that are planned for 2023. This can work both ways. If all plans are realised and can be converted into costs, Wageningen University is heading towards a larger deficit in 2023 than is currently foreseen. If, just as in 2018-2022, there is a delay in hiring new staff and this delay is greater than the assumptions in the upside, the result will be higher than currently budgeted. No costs for reorganization processes are expected in the departments in 2023.
- In connection with the anticipated diminishing effects of COVID-19, the departments expect to incur more general costs (such as travel and accommodation costs) again in 2023. Incidental costs will decline for corporate staff, but costs continue to be incurred for the continuation of support for blended learning.
- Due to the considerable increase in the number of staff members in recent years, the pressure on the available accommodation space has increased, not only in the offices but also in the labs. However, this has already been addressed in many ways in recent years, such as by placing porta cabins and "increases in density". Now that the new education building Aurora is open for use, education spaces at the departments have become available. A strategic housing plan (SHP) was adopted at the end of 2021. We are currently working hard on the implementation of the adjusted plan, incorporating the growing insights from working in the (post) covid situation. The liquidity budget for 2023 takes into account additional investments arising from this revised housing plan, especially in pilot projects. For the time being, the effects on 2023 costs are small.

- The current Collective Labour Agreement for Dutch Universities (CAO NU) will continue until the end of March 2023. The changes to the collective labour agreement after 1 April 2023 are not yet known. The budget contains assumptions for both the new collective labour agreement and changes to the pension contributions in line with the budget instructions included in the Framework Letter.
- Energy costs: developments in the energy market are very uncertain. Compared to energy costs in 2021, budgeted energy costs in 2023 at WU increased by about € 10 million. This is partly offset by an expected gain from anticipating the price compensation for other expenses to be received from the Ministry of Education, Culture and Science. However, the extent of the additional expenses, as well as their compensation from the government, is uncertain at the moment.
- Inflation: in addition to energy costs specifically, the degree of inflation in general is an uncertain factor at the moment.

Fiscal Focal Points

- As a result of the claim that higher education has against the tax authorities regarding the pro-rata VAT treatment, WU will have to pay approximately € 2 million less in VAT charges annually. This windfall has already been included in the budget. The final commitment related to this claim has yet to be issued but is expected before the end of 2022.

3.3 Profit and loss account

| <i>Amounts in € million</i> | realization 2021 | forecast 2022 | budget 2023 |
|--|-----------------------------|--------------------------|------------------------|
| INCOME | | | |
| Basic funding | 305,5 | 335,8 | 357,9 |
| Second tier funding (NWO) | 36,4 | 39,0 | 43,4 |
| Co-funding and subsidy market | 20,2 | 25,5 | 28,0 |
| Top sectors | 3,8 | 4,8 | 7,2 |
| Contract research | 43,9 | 46,0 | 45,4 |
| Secondary activities | 15,9 | 14,5 | 15,2 |
| Miscellaneous revenues | 4,8 | 8,0 | 9,5 |
| TOTAL INCOME | 430,5 | 473,6 | 506,7 |
| COSTS | | | |
| Direct personnel costs | 271,3 | 292,7 | 319,3 |
| Temporary employees and contracted personnel | 17,0 | 12,9 | 7,9 |
| Other personnel provisions | 9,1 | 9,6 | 10,4 |
| Additions to personnel provisions | 3,4 | 1,8 | 1,5 |
| total personnel costs | 300,9 | 316,9 | 339,2 |
| Housing costs | 28,6 | 35,3 | 47,4 |
| Depreciation costs | 28,8 | 31,0 | 33,7 |
| Other equipment costs | 8,0 | 10,7 | 12,2 |
| Other general costs | 13,6 | 31,2 | 34,5 |
| Additions to the provisions | -0,5 | 0,5 | 0,5 |
| total general costs | 78,4 | 108,7 | 128,4 |
| Specific costs | 17,1 | 22,6 | 23,9 |
| Services provided by third parties | 17,4 | 13,3 | 14,3 |
| Provided contributions and subsidies | 5,3 | 7,5 | 7,0 |
| total other costs | 39,8 | 43,4 | 45,2 |
| TOTAL COSTS | 419,0 | 469,1 | 512,7 |
| OPERATING RESULT | 11,5 | 4,5 | -5,9 |
| Financial income and expenditures | -0,1 | -0,1 | -0,1 |
| RESULT FROM OPERATIONAL ACTIVITIES BEFORE TAX | 11,4 | 4,4 | -6,0 |
| Tax for Ordinary Activities | 0,0 | 0,0 | 0,0 |
| Result from participating interests | 0,1 | 0,1 | 0,0 |
| RESULT FROM OPERATIONAL ACTIVITIES AFTER TAX | 11,5 | 4,5 | -6,0 |
| Third-party share | 0,0 | 0,0 | 0,0 |
| Exceptional income and expenditures | 0,0 | 0,0 | 0,0 |
| NET RESULT | 11,5 | 4,5 | -6,0 |

Table 3.3: Profit and loss account, Wageningen University

Turnover

The budgeted turnover of Wageningen University is expected to be approximately € 507 million in 2023. The turnover is about € 33 million higher than in 2022.

Basic funding: Direct government funding

The government contribution will increase by € 11.6 million to a total of € 313.8 million. The funding data developments in recent years were as follows:

| Variabel components government funding WU | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|------|-------|------|------|------|------|------|------|
| Funded registrations bachelor | 3468 | 3749 | 3903 | 4193 | 4348 | 4236 | 4219 | 3949 |
| Funded registrations master | 2560 | 2761 | 2841 | 3084 | 3379 | 3755 | 4200 | 3995 |
| Funded degrees bachelor | 872 | 972,5 | 874 | 1070 | 1156 | 1247 | 1280 | 1328 |
| Funded degrees master | 1035 | 1126 | 1251 | 1370 | 1454 | 1538 | 1523 | 1773 |
| Funded PhD graduations | 287 | 305 | 296 | 297 | 290 | 289 | 285 | 289 |

The funding data are based on numbers from year t-2.

There are various reasons for the increase in direct government funding:

- Just as in recent years, this budget will anticipate wage compensation to be received from the Dutch Ministry of Education, Culture and Science in the year ahead (€ 5.3 million). New to this budget is that it now also anticipates price compensation to be received for other expenses (€ 5 million). It is expected to be made available due to the sharp rise in energy costs.
- Direct government funding of € 8.5 million is budgeted for start-up and incentive grants. This is € 5.7 million higher than what was received in 2022.
- An amount of € 15.4 million is included for the new sector plans Earth and Environmental Sciences (AMW), Biology, and Technical Sciences. This is € 11.1 million higher than in 2022.
- NPO funds for specific investments in education and research will cease from 2023. This also applies to the NPO compensation for the halving of statutory tuition fees in effect during the 2021/2022 academic year. The direct government funding decreases by € 13.2 million in total as a result.
- Changes in funding variables of enrolments, degrees, and PhDs (including adjustment of the Ministry of Education, Culture and Science (OCW) macro framework from, for example, 'referentieramingen'): €-2,6 million.
- A settlement was made in 2022 covering the period 2018-2021 of the excess compensation received for the halving of tuition fees for first-year BSc students. The amount involved (€ 2.3 million) will expire in 2023. This will be replaced in 2023 by the currently estimated settlement for 2022 (€-1 million).
- Other adjustments (€-1.0 million), mainly due to the loss of a one-off increase in research funds for expertise development (SEO) in 2022.
- The resources for the 2019-2024 Quality Agreements will not continue to increase in the upcoming year compared to 2022. However, the total amount to be distributed by the Ministry of Education, Culture and Science (OCW) for quality funding did increase in 2023. However, due to the decrease in the share of student-related funding, the amount for WU will remain more or less the same as 2022 (exclusive indexation).

Despite a decline in incoming BSc students in 2021 and 2022, the total anticipated student population (BSc and MSc) will remain more or less equal to the level of October 2022 at approximately 12,850 students.

Basic funding: income from tuition fees

The income from statutory tuition fees will increase by approximately € 7.5 million in 2023 compared to 2022. The reason for this is that the NPO will cease halving the statutory tuition fees, as was mentioned in direct government funding. The 2022 calendar year will be affected by two-thirds of the reduction implemented in the 2021/2022 academic year. The indexation of statutory tuition fees is also somewhat higher than in previous years.

Due to a higher number of incoming non-EEA students, an increase in the institutional tuition fee, and the expiry of the NPO discount, tuition fee revenues will increase by € 4.3 million. The waivers on tuition fees are already included in the income.

Other turnover

The funds from research institutions relate to contracts awarded by the Netherlands Organization for Scientific Research (NWO). This is expected to amount to € 43.4 million, € 4.4 higher than in 2022. In particular, Plant Sciences (€+1.3 million) and Agro Technology and Food Sciences (€+2.3 million) anticipate higher income from this source. The increase is a continuation of the trend in recent years. In 2014, funding from NWO still amounted to € 26.8 million.

The co-funding and grant turnover has increased by € 2.5 million to € 28 million due to higher turnover in the EU grant market.

The bilateral market (contract research) will fall by € 0.5 million. The decrease mainly occurred at Environmental Sciences (€-0.9 million) and Corporate Staff (€-1.3 million). Plant Sciences and Agrotechnology and Food Sciences are budgeting a higher bilateral turnover.

Ancillary activities turnover will increase by € 0.7 million, mainly at Corporate Staff, partly due to the growth of Wageningen Academy. Other income will increase by € 1.5 million.

Expenses

Direct staffing costs are expected to increase by about € 27 million. This rise is primarily the result of an increase of approximately 290 in the number of fte for Wageningen University as a whole from 01/01 to 31/12. The increase is also caused by the expected wage development, accrès, and by changes in the structure of the workforce. 10.2.b/f

The current Collective Labour Agreement for Dutch Universities will continue until end of March 2023.

Housing costs will increase by €+12 million. The increase is mainly due to higher energy costs. Taxes, levies, and insurance and the opening of the new Omnia building (full year vs. 9 months) will also cause an increase in housing costs.

Depreciation costs will also increase slightly as a result. Equipment investments in the departments and IT investments in Facilities and Services also result in higher depreciation costs.

In previous years, the other general costs were temporarily lower due to COVID-19. The units expect an increase in these costs due to the expected end of COVID-19 effects in 2022 and 2023. In 2021 the (positive) outcome of the pro-rata VAT discussion with the tax authorities was included under general costs (negative) as well.

The increases in specific costs (€+1 million) are often project-related (NWO and contract funding).

3.4 Balance sheet

| <i>Amounts in € million</i> | realization 2021 | forecast 2022 | budget 2023 |
|--|-----------------------------|--------------------------|------------------------|
| ASSETS | | | |
| Intangible fixed assets | 3,9 | 3,0 | 2,0 |
| Tangible fixed assets | 313,4 | 309,6 | 314,7 |
| Financial fixed assets | 2,6 | 2,3 | 2,3 |
| Total fixed assets | 319,9 | 315,0 | 319,1 |
| Inventory & work in progress | 13,9 | 17,5 | 18,2 |
| Receivables and accrued assets | 43,5 | 36,6 | 28,4 |
| Cash and cash equivalents | 83,1 | 95,0 | 95,0 |
| total current assets | 140,5 | 149,1 | 141,6 |
| TOTAL ASSETS | 460,5 | 464,1 | 460,7 |
| LIABILITIES | | | |
| Equity | 244,0 | 248,5 | 242,5 |
| Third party share | 0,0 | 0,0 | 0,0 |
| Equalization account investment grants | 4,1 | 4,0 | 5,6 |
| Provisions | 11,9 | 11,4 | 11,0 |
| Long-term debt | 0,0 | 0,0 | 0,0 |
| Short-term debt | 200,4 | 200,1 | 201,5 |
| TOTAL LIABILITIES | 460,5 | 464,1 | 460,7 |

Table 3.4: Wageningen University Balance Sheet

Tangible non-current assets include land and buildings, equipment, and inventory. As more is invested in buildings than depreciated in 2023, this item increases by about € 4 million compared to 2022. Developments in liquid assets are explained in the following paragraph.

Solvency will decrease slightly by approximately 1% to 53% in 2023 when compared to 2022.

3.5 Cash Flow Statement

| <i>Amounts in € million</i> | realization 2021 | forecast 2022 | budget 2023 |
|--|-----------------------------|--------------------------|------------------------|
| Net result | 11,5 | 4,5 | -6,0 |
| Depreciation costs | 28,8 | 31,0 | 33,7 |
| total net result & depreciation costs | 40,3 | 35,5 | 27,7 |
| Changes provisions | -1,1 | -0,5 | -0,4 |
| Changes current assets | -9,1 | 3,3 | 7,5 |
| Changes current liabilities | 11,5 | -0,3 | 1,4 |
| Results in participations | -0,1 | -0,1 | 0,0 |
| total operational activities | 41,5 | 38,0 | 36,2 |
| Investment activities | -63,8 | -26,3 | -37,8 |
| total investment activities | -63,8 | -26,3 | -37,8 |
| Financing activities | 1,4 | 0,2 | 1,6 |
| total financing activities | 1,4 | 0,2 | 1,6 |
| Cash flow | -20,9 | 11,9 | 0,0 |
| CHANGES LIQUID ASSETS | | | |
| Balance liquid assets 1-1 | 104,0 | 83,1 | 95,0 |
| Balance liquid assets 31-12 | 83,1 | 95,0 | 95,0 |
| CHANGES LIQUID ASSETS | -20,9 | 11,9 | 0,0 |

Table 3.5: Wageningen University cash flow statement

Wageningen University expects a liquidity balance of € 95 million by the end of 2023. This is equal to the expected final position for 2022. The budgeted negative result (€-6 million) and excess of investments over depreciation (€ -4 million) are offset by an improvement in working capital.

The balance of liquid assets includes advance payments for own projects and funds to be passed on to partners for third-party projects. It is estimated that third-party advances of € 121 million will be received and € 7 million will be passed on to partners for projects for which Wageningen University is the lead partner in 2023.

The depreciation costs amount to € 33.7 million, € 14.5 million of which will be budgeted corporate for the depreciation of buildings. Depreciation at Facilities and Services is € 10.9 million, primarily for the depreciation of ICT equipment and teaching facilities. The depreciation costs of Shared Research Facilities equipment are budgeted at € 2.5 million. The departments and corporate staff's depreciation costs are budgeted at € 5.8 million.

The change in working capital (change in current assets minus current liabilities) is estimated at € 8.9 million and is mainly due to the refund of overpaid VAT from previous years (pro-rata arrangement).

Investments are budgeted at € 37.8 million. The budgeted investments at the corporate level amount to € 15.5 million. These are mainly investments in the context of the strategic housing plan for Remote Working (€ 3.8 million) and for thermal energy storage (ATES, € 3.5 million) as well as investments in new construction for the greenhouses at Unifarm (€ 3.1 million) and a new research building (€ 1.4 million). Major necessary maintenance (€ 2.1 million) will be carried out on buildings, land, and installations.

Facilities and Services will invest € 12.2 million, mainly in IT hardware, expansion of data storage, and inventory.

Decentral investments are budgeted at € 10.1 million. Of this amount, Shared Research Facilities will invest € 4.1 million and Agro Technology and Food Sciences will invest € 3.6 million into laboratory equipment.

Appendix 1: Key Figures for Wageningen University & Research

| | | | realization 2018 | realization 2019 | realization 2020 | realization 2021 | prognosis 2022 | budget 2023 |
|---|-------|----------|---------------------|---------------------|---------------------|---------------------|-------------------|----------------|
| Key Figures Education & Research | | | | | | | | |
| New enrolment WU | | | | | | | | |
| Bachelor | WU | aantal | 1.666 | 1.556 | 1.643 | 1.451 | 1.388 | 1.360 |
| Pre-master | WU | aantal | 68 | 76 | 106 | 109 | 95 | 95 |
| Master | WU | aantal | 1.414 | 1.472 | 1.467 | 1.707 | 1.592 | 1.615 |
| Total new enrolment WU | WU | aantal | 3.148 | 3.104 | 3.216 | 3.267 | 3.075 | 3.070 |
| Total number of students (BSc + MSc) | WU | aantal | 12.007 | 12.337 | 12.973 | 13.153 | 13.108 | 12.850 |
| BSc graduations | WU | aantal | 1.162 | 1.268 | 1.295 | 1.345 | 1.139 | 1.500 |
| MSc graduations | WU | aantal | 2.028 | 2.055 | 1.944 | 2.318 | 2.190 | 2.550 |
| PhD graduations | WU | aantal | 284 | 291 | 281 | 294 | 320 | 334 |
| Key Figures Personnel | | | | | | | | |
| buiten scope | | | | | | | | |
| buiten scope | | | | | | | | |
| fte's WU (based on employment contract *) | WU | fte gem. | 2.590 | 2.743 | 2.951 | 3.176 | 3.316 | pm |
| fte's WU (based on allocation of costs **) | WU | fte gem. | 2.818 | 3.005 | 3.255 | 3.530 | 3.647 | 3.943 |
| buiten scope | | | | | | | | |
| buiten scope | | | | | | | | |
| Supporting staff ***) | WU | % | 5,2% | 5,1% | 5,2% | 5,3% | 5,0% | 5,0% |
| Overhead ****) | WU | % | 15,9% | 17,1% | 17,5% | 17,3% | 16,5% | 16,5% |
| Primary staff ****) | WU | % | 78,9% | 77,8% | 77,3% | 77,5% | 78,5% | 78,5% |
| Total | WU | % | 100% | 100% | 100% | 100% | 100% | 100% |
| buiten scope | | | | | | | | |
| buiten scope | | | | | | | | |
| buiten scope | | | | | | | | |
| Sick leave | WU/WR | % | 4,1% | 4,5% | 3,5% | 3,5% | 4,6% | 4,6% |
| Employment contract for an indefinite period ***) | WU/WR | % fte | 72% | 68% | 65% | 64% | 65% | 65% |
| Key Figures Financial | | | | | | | | |
| buiten s | | | | | | | | |
| buiten scope | | | | | | | | |
| buiten scope | | | | | | | | |
| buiten scope | | | | | | | | |
| buiten scope | | | | | | | | |
| Net result | WU | m€ | 27,6 | 19,9 | 20,5 | 11,5 | 4,5 | -6,0 |
| Margin | WU | % | 7,6% | 5,2% | 5,1% | 2,7% | 1,0% | -1,2% |
| Total income | WU | m€ | 362,5 | 383,9 | 404,6 | 430,5 | 473,6 | 506,7 |
| Changes liquid assets | WU | m€ | 35,0 | 25,3 | -10,0 | -20,9 | 11,9 | 0,0 |
| Solvency | WU | % | 52% | 52% | 53% | 53% | 54% | 53% |

*) FTEs WU and WR on the basis of employment contract are in accordance with the principle used in the Annual Report. The figures are based on the average number of fte's excl. stagiairs.

**) Fte's WU and WR on the basis of allocated costs is in accordance with the budgets of the departments/institutes. In these numbers are taken into account the allocated costs WU/WR and internal hiring (excl. external temporary personnel).

***) Budget 2023 is based on the prognosis 2022

Appendix 2: Prices for 2023/2024 WU Institutional Tuition Fees

In € per student per annum

Institutional tuition fees 2023/2024

Wageningen University

| | |
|---|--------|
| Non-EEA students 1st year | 19.600 |
| Non-EEA students 2nd year | 19.600 |
| Non-EEA students 3rd year *) | 19.600 |
| Non-EEA students 4th year | 19.600 |
| Non-EEA students 5th year | 19.600 |
| EEA-students 2nd study MSc (sequentially) - 1st year | 13.900 |
| EEA-students 2nd study MSc (sequentially) - 2nd year | 13.900 |
| EEA-students 2nd study MSc (sequentially) - 3rd year | 13.900 |
| EEA-students 2nd study MSc (sequentially) - 4th year | 13.900 |
| EEA-students 2nd study MSc (sequentially) - 5th year or older | 13.900 |
| Non - EEA BSc 1st year | 16.400 |
| Non - EEA BSc 2nd year | 16.400 |
| Non - EEA BSc 3rd year | 16.400 |
| Non - EEA BSc 4th year **) | 16.400 |
| EEA 2nd study sequentially BSc | 13.125 |

*) in the first 3 months of third MSc year statutory tuition fees, then regular institutional rate again

***) in the first 3 months of fourth BSc year statutory tuition fees, then regular institutional rate again

Appendix 3: Breakdown of net result and WU investments

| I Breakdown net result | Budget 2022 | Adjustments | Framework 2023 | Adjustments | Budget 2023 |
|--|---------------|---------------|----------------|--------------|---------------|
| Breakdown net result (in € 1.000) | | | | | |
| A. Corporate funding | 328.121 | 3.675 | 331.796 | 36.106 | 367.902 |
| B. Allocated means | | | | | |
| Box 1: Central means for Education & Research | 63.733 | 10.653 | 74.386 | -139 | 74.247 |
| Box 2: Specific means for Education & Research | 12.159 | 2.660 | 14.818 | 0 | 14.818 |
| Box 3: Teaching | 164.973 | 509 | 165.482 | -713 | 164.769 |
| Box 4: Research | 97.015 | -135 | 96.880 | 24.030 | 120.911 |
| C. Result on allocated means (policy space) | -9.759 | -10.012 | -19.770 | 12.927 | -6.843 |
| D. Housing result | 3.684 | 1.006 | 4.690 | -309 | 4.380 |
| E. Result entities | -2.329 | -600 | -2.929 | -2.864 | -5.793 |
| F. Other result | 4.403 | 4.312 | 8.716 | -6.460 | 2.256 |
| I Net result | -4.000 | -5.294 | -9.294 | 3.294 | -6.000 |
| II Investments | 32.400 | pm | pm | 5.400 | 37.800 |
| III Personnel (capacity) in FTE | 3.673 | pm | pm | 270 | 3.943 |

The result of the financial framework for the preparation and presentation of the annual budget of 2023 was €-9.3 million. A result of €-6.0 million is budgeted in the 2023 budget. An increase in the result of approx. € 3.3 million. There have been a number of changes with respect to the framework letter:

- Result of the units (specifically additional energy expenses) €-2.9 million.
- Direct government funding (incl. additional price compensation for other expenses) €+5.4 million.
- Tuition Income €+2.3 million.
- Adjusted calculation of education database: decrease in funds invested €+0.8 million
- Housing-related costs and revenues €-0.3 million
- Income from sales and impairments €-0.5 million
- Provision item for department upside €-1.2 million.
- Other investment changes €-0.3 million

Note: the charging of IT costs from the Executive Boards to the units (the "IT shift" in the 2023 Framework Letter of € 4.5 million) has been shifted from Other result to Result on the allocated means (policy leeway) in the budget.

Appendix 4: WU Quality Agreements 2019-2024

| Quality Agreements 2019 - 2024 | | | | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|------|
| | In € 1.000 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| 1. Small-scale intensive education | | | | | | | | |
| a. Extra compensation for thesis supervision | 1.700 | 1.700 | 1.857 | 2.113 | 2.283 | 2.224 | 2.299 | |
| b. Extra staff and other measures to maintain and further develop small-scale education | 500 | 500 | 500 | 513 | - | - | - | |
| c. Hiring staff to resolve bottlenecks via bottleneck analysis | - | 725 | 1.030 | 1.391 | 2.669 | 2.913 | 2.913 | |
| Total Small-scale intensive education | 2.200 | 2.925 | 3.387 | 4.016 | 4.952 | 5.137 | 5.212 | |
| 2. Total Study success | | | | | | | | |
| | - | - | - | - | - | - | - | - |
| 3. More and better study guidance | | | | | | | | |
| a. Stress prevention campaign | 50 | 50 | 50 | 51 | 52 | 54 | 54 | |
| b. More study advice for student by hiring more study advisors | - | 30 | 272 | 478 | 486 | 500 | 500 | |
| c. More mental support for students by hiring more student psychologists | - | 50 | 200 | 205 | 209 | 215 | 215 | |
| d. Fund to subsidise student initiatives to support students | - | 5 | 20 | 21 | 42 | 54 | 54 | |
| e. Launch and running of a virtual training centre, hire of coördinator | - | 10 | 50 | 51 | 52 | 54 | 54 | |
| f. Training for staff to recognize and deal with student issues | - | 55 | 40 | 41 | 42 | 42 | 42 | |
| Total More and better study guidance | 50 | 200 | 632 | 847 | 883 | 918 | 918 | |
| 4. Education differentiation: personal development and career preparation | | | | | | | | |
| a. Student challenges | 300 | 300 | 300 | 308 | 313 | 322 | 322 | |
| b. Skills development (groepswork, writing, etc.) | 300 | 225 | 285 | 328 | 360 | 376 | 376 | |
| c. Expand extracurricular activities, including more coaching and career preparation | - | 75 | 130 | 323 | 355 | 370 | 545 | |
| Total Education differentiation | 600 | 600 | 715 | 959 | 1.028 | 1.068 | 1.243 | |
| 5. Adequate facilities | | | | | | | | |
| Bring your own device | 200 | 200 | 320 | 200 | 104 | 54 | - | |
| Total Adequate facilities | 200 | 200 | 320 | 200 | 104 | 54 | - | |
| 6. Professionalisation | | | | | | | | |
| a. PhD Skills training | 150 | 75 | 75 | 77 | 78 | 81 | 81 | |
| b. Fund to compensate chair groups for professionalisation and peer review expenses | - | 25 | 80 | 179 | 222 | 322 | 322 | |
| c. Unburden and support lecturers by hiring support staff and instructional designers | - | 75 | 300 | 718 | 1.374 | 1.413 | 1.413 | |
| Total Professionalisation | 150 | 175 | 455 | 974 | 1.674 | 1.816 | 1.816 | |
| 7. Total Free space per year | | | | | | | | |
| | - | - | - | - | - | - | - | - |
| TOTAL | 3.200 | 4.100 | 5.509 | 6.996 | 8.642 | 8.993 | 9.189 | |
| Budget Ministry of OCW (from 2022 indicative) | 3.055 | 3.072 | 3.835 | 6.689 | 8.444 | 8.405 | 9.487 | |
| Wage indexation 2023 Ministry of OCW (anticipation) | - | - | - | - | - | 128 | 128 | |
| Totaal op te nemen incl. aanpassingen rijksbijdrage | 3.055 | 3.072 | 3.835 | 6.689 | 8.444 | 8.533 | 9.615 | |
| <i>Advance investments own account ==></i> | -145 | -1.028 | -1.674 | -307 | -198 | -460 | 426 | |



P.O. Box 9101 | 6700 HB Wageningen | The Netherlands

Executive Board Wageningen University & Research

Attn.: Mr. L.A.C. Buchwaldt

art 5.1.2 e Woo

- CONFIDENTIAL -

Dear Mr. Buchwaldt,

On 14 November 2022, the Student Council (SC) and the Student Staff Council (SSC) received the preliminary decision of the Executive Board (EB) of Wageningen University to adopt the 2023 budget of Wageningen University (WU) (your reference art 5.1.1 c Woo). The 2023 WU budget was sent to the Student Council for advice.

Introduction

A technical meeting with Corporate Finance & Control (CF&C) took place on 8 November 2022, where the draft version of the budget was presented to the SSC and SC by CF&C. After a technical meeting on 10 November SSC and SC gave an informal response to CF&C regarding the informal version of the budget on 11 November. The SSC and SC would like to thank CF&C for their help in explaining the WU budget. In a joint internal meeting on 16 November 2022 (SC/WUR-C 3), the SSC and the SC discussed the WU budget 2023. Based on the technical meetings and this joint meeting the SSC and SC made a list of issues that the SSC and SC considers essential to the decision of approving the main lines of the 2023 WU budget, for discussion with the Executive Board in the budget consultation meeting of 22 November (CSC/CWUR-C 2).

Outcomes budget consultation meeting

1. The SSC noted that student numbers are stabilizing and asked for the strategy of the Executive Board to keep the market share of Wageningen University. Additionally, the decline in students in secondary school choosing the tracks Nature & Technology and Nature & Health also contributes to stabilizing student numbers. Furthermore, few second-generation Dutch people study at Wageningen. A task force has been established to investigate why. The Executive Board is satisfied with the current Dutch to international student ratio.
2. The SSC thinks branding of Wageningen University and Wageningen as a city plays an important role in attracting students and employees. The Executive Board mentioned that there is an investigation going on regarding the reputation and image of WUR. Especially within the Netherlands, the Executive Board wants to shift the reputation from agriculture to other areas Wageningen University is specialized in. Those outcomes will be considered with the branding strategy.

Student Council

DATE
25 November 2022

SUBJECT
Positive advice - 2023 budget
of WU

YOUR REFERENCE

art 5.1.2 e Woo

OUR REFERENCE

art 5.1.1 c Woo

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art 5.1.2 e Woo

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3. Furthermore, the SSC noted that wellbeing should be clearly reflected in the budget. The Executive Board appeared hesitant to do this, as the definition of investments in wellbeing is poorly defined and discussion on the topic could persist. Additionally, it would provide much more work for CF&C. However, the Executive Board explained that several steps are being taken to improve the well-being.
4. The SSC expressed their concerns about housing for staff and students. The Executive Board explained that WUR is not allowed to directly build housing intended for residence, whether it is for sale or for short stay. However, the Executive Board is in contact with Idealis, DUWO and the municipality concerning the housing of students and with the municipality on the housing of staff. Specific plans were not named, but the respective parties appear to be aware of the housing shortage.
5. The Executive Board will investigate the possibility of a direct bus from Ede-Wageningen station to Wageningen Campus. This would greatly increase accessibility of the Wageningen Campus, especially during rush hour. However, by law WUR is not allowed to compete in the public transport market.
6. The Executive Board is not worried about the FTEs decline of Q3 and expects a net growth of FTEs in 2023. The size of WUR staff has increased by 40% in the past five years. They also noted that an increase in FTEs does not always lead to a reduction in work pressure.

Advice on the 2023 budget WU

In consideration of the above, the Student Council gives a positive advice on 2023 budget WU. The SC advises to take the following points into careful consideration:

1. While the Student Council acknowledges the hesitance from the Executive Board, the Student Council still believes that all investments that have been made and will be made for wellbeing of students and staff could be communicated more clearly, especially to the latter. Therefore, the SSC would like to see a table with all investments that have been made and will be made for the wellbeing of students and staff.
2. Explore the possibility of a shuttle service from Station Ede-Wageningen to Wageningen Campus. The shuttle service should operate during rush hour and be accessible for students and staff.
3. The Student Council believes there is a lot to gain in terms of branding Wageningen. Not only Wageningen University and Research, but also the city of Wageningen. Therefore, a better collaboration with the municipality is beneficial to ensure the qualities of Wageningen as a student city and of Wageningen University and Research are better known to the general public.
4. Investigate how Wageningen University and Research can contribute to the housing options for staff and how WUR can support employees in moving to Wageningen, especially staff coming from abroad.

On behalf of the Student Council,
With kind regards,

art.5.1.2.e Woo

art.5.1.2.e Woo

art.5.1.2.e Woo Student Council Wageningen University

C.C.

- art.5.1.2.e Woo
- [REDACTED]
- Arch. CS+
- Arch. SC

DATE
25 November 2022

OUR REFERENCE
art.5.1.1.c Woo

PAGE
3 of 3

P.O. Box 9101 | 6700 HB Wageningen | The Netherlands

Executive Board Wageningen University & Research
Mr. L.A.C. Buchwaldt MBA

CONFIDENTIAL

Dear Mr. Buchwaldt,

On 14 November 2022 the Student Staff Council (SSC) and Student Council (SC) have received the preliminary decision of the Executive Board to adopt the 2023 budget of Wageningen University (Corsa **art.5.1.1.c Woo**). In accordance with article 9.33a subsection 2 of the Higher Education and Research Act, the SSC has right of approval on the main lines of the Wageningen University (WU) budget. In accordance with article 9.33a subsection 1 sub b of the same act the SC has right of advice on the budget as a whole.

Introduction

A technical meeting took place on 8 November 2022, where the draft version of the budget was presented to the SSC and SC by Corporate Finance & Control (CF&C). After a technical meeting on 10 November, SSC and SC gave an informal response to CF&C regarding the informal version of the budget on 11 November. The SSC and SC would like to thank CF&C for their help in explaining the WU budget.

In a joint internal meeting on 16 November 2022 (SC/WUR-C 3), the SSC and the SC discussed the WU budget 2023. Based on the technical meetings and this joint meeting, the SSC and SC made a list of issues that the SSC and SC consider essential to the decision of approving the main lines of the 2023 WU budget, for discussion with the Executive Board in the Consultation meeting of 22 November (CSC/CWUR-C 2).

Previous correspondence between SSC and Executive Board on the main lines of the budget

In the Consultation meeting of 6 April 2022 (CWUR-C 78) the SSC presented the Position paper, containing five topics for the main lines of the budget of 2023. First, ensuring the wellbeing of employees and students should be properly reflected in the budget. Second, a significant investment should be made towards branding of WUR. The third topic is the high quality of education, the SSC would like to see more investments in reduction of administrative burden and support staff and sufficient student assistance. Fourth is maintaining human capital. Lastly, the SSC asked the Executive Board to invest in good facilities, IT-support, and furniture for working from home and at the office.

During the CWUR-C on 6 April 2022, the Executive Board answered the questions of the SSC about the Position paper, wellbeing, branding, and working from home and at the office.

On 7 June 2022 the Executive Board sent the draft Framework letter to the SSC and asked the SSC for a formal response. The SSC responded on 23 June 2022. The

Student Staff
Council/WUR Council

DATE
24 November 2022

SUBJECT
React on SSC 2023 budget WU

YOUR REFERENCE
art.5.1.1.c Woo

OUR REFERENCE
art.5.1.1.c Woo

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Executive Board informed the SSC, as response to the advice regarding the Framework letter, that the final version of the Framework letter was adopted on 27 June 2022.

Outcomes budget consultation meeting

1. The SSC posed that student numbers are stabilizing and asked for the strategy of the Executive Board to keep the market share of WU. The Executive Board explained that WU is looking into the branding and how WU may be perceived as an agricultural university. Additionally, a decline in pupils choosing Nature & Technology and Nature & Health also contributes to stabilizing student numbers. Furthermore, very little second-generation Dutch people study at WU. A taskforce has been established to investigate why. The Executive Board is satisfied with the current Dutch to international student ratio.
2. The SSC thinks branding of Wageningen University and Wageningen as a city plays an important role regarding the attraction of students and employees. The Executive Board mentioned that there is an investigation going on regarding the reputation and image of the WUR. Especially within the Netherlands, the Executive Board wants to shift the reputation from agriculture to other areas WU is specialized in. Those outcomes will be taken into account with the branding strategy.
3. The SSC also noted that wellbeing should be clearly reflected in the budget. The Executive Board appeared hesitant to do this, as the definition of investments in wellbeing are poorly defined and discussion on the topic could persist. Additionally, it would provide Corporate Finance & Control with much more work. However, the Executive Board explained that several steps are being taken to improve the well-being.
4. Wageningen University & Research is not allowed to directly build housing intended for residence, whether it is for sale or for short stay. However, the Executive Board is in contact with Idealis, DUWO, and the municipality concerning the housing of students and with the municipality on the housing of staff. Specific plans were not named, but the respective parties appear to be aware of the housing shortage.
5. The Executive Board will investigate the possibility of a direct bus from station Ede-Wageningen to Wageningen Campus. This would greatly increase accessibility to the Wageningen Campus, especially during rush hour. However, by law Wageningen University and Research is not allowed to compete in the transportation market.
6. The Executive Board is not worried about the FTEs decline of Q3 and expects a net growth of FTEs in 2023. The size of WUR staff has increased by 40% in the past five years. They also noted that an increase in FTEs does not always lead to a reduction in work pressure.

Approval of the 2023 budget WU

In view of the above, the SSC approves the main lines of the 2023 budget WU unconditionally. The SSC makes the following recommendations:

1. While the SSC acknowledges the hesitance from the Executive Board, the SSC still believes that all investments that have been made and will be made for the wellbeing of students and staff could be communicated more clearly, especially to the latter. The SSC believes that this can facilitate improvement in wellbeing, since it provides a clear overview that serves to align with what the Executive Board sees as important to wellbeing with the experience of the SSC on wellbeing. Therefore, the SSC would like to see a table with all investments that have been made and will be made for wellbeing of students and staff.
2. Explore the possibility of a shuttle service from Station Ede-Wageningen to Wageningen Campus. The shuttle service should operate during rush hour and be accessible for students and staff.

3. The SSC believes there is a lot to gain in terms of branding Wageningen UR together with the city of Wageningen. While Wageningen as a city itself might not be able to compete with bigger Dutch cities when it comes to entertainment, the SSC believes that more focus should be put on highlighting the special qualities of Wageningen as a student city. Therefore, a better collaboration with the municipality is beneficial to ensure those qualities are better known to the general public.
4. Investigate how WUR can help staff looking for housing, especially for staff wanting to move to Wageningen from abroad (e.g., offering a relocation bonus).

DATE
24 November 2022

OUR REFERENCE
art.5.1.1.c Woo

PAGE
3 of 3

The SSC is looking forward to the response of the Executive Board to this letter.

With kind regards,
On behalf of the SSC,

art.5.1.2.e Woo

art.5.1.2.e Woo

Student Staff Council/WUR Council

C.C.

-art.5.1.2.e Woo

COR/SCC/SC

- Arch. COR/SSC/WUR Council
- Arch. DML

Student Staff Council Wageningen University (SSC)

Dear members of the SSC,

The Executive Board would like to thank the SSC for approving the main lines of the 2023 budget of Wageningen University.

With regard to the recommendations of the SSC:

1. *While the SSC acknowledges the hesitance from the Executive Board, the SSC still believes that all investments that have been made and will be made for the wellbeing of students and staff could be communicated more clearly, especially to the latter. The SSC believes that this can facilitate improvement in wellbeing, since it provides a clear overview that serves to align with what the Executive Board sees as important to wellbeing with the experience of the SSC on wellbeing. Therefore, the SSC would like to see a table with all investments that have been made and will be made for wellbeing of students and staff.*

Although the Executive Board is not in favour of identifying wellbeing as an isolated line of the budget, we do understand the Council's request to provide a clear understanding of what can be expected within Wageningen University & Research in 2023 in terms of student and staff well wellbeing. Looking into 2023, the following priorities have been set.

Alongside the existing provisions at WUR, such as confidential counsellors, the occupational social work team, student psychologists and the ombudsperson, a social safety contact point has been implemented for talking about undesirable behavior or getting information on how to proceed in an easily accessible way (confidentially) or for making a report. Furthermore we are working on a code of conduct. And, as the starting point of the WUR 'Looking out for each other' – a program on social safety – we are organizing the Mindlab theater performance for both WU and WR employees and PhDs. For students there is a (social) safeTEA programme on making WUR a safe place to study. Information about [social safety for employees](#) and [social safety for students](#) is outlined clearly on the internet.

In the field of health, vitality and (social) safety, the Annual Report 2021 of Zorg van de Zaak, the Annual Report 2021 of Occupational Social Work (BMW) and the Confidential Counsellors Report 2021 on Undesirable Behavior create a bigger picture. We have defined two central spearheads for the coming year:

- focus on proper implementation of hybrid working, with an eye for vitality of individuals and teams;

Executive Board

DATE
November 29, 2022

SUBJECT
Reaction EB 2023 budget WU

YOUR REFERENCE
Art. 5.1.1.c Woo

OUR REFERENCE
Art. 5.1.1.c Woo

HANDLED BY
Art. 5.1.2.e Woo

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- embedding all topics in the good conversation between manager and employee (Let's Talk Together), this applies in particular to the themes of social safety and work pressure.

The implementation of hybrid working within WUR is monitored closely by the working group working@WUR. It appears that making workable agreements about hybrid working it is important that employees feel confident and empowered to express their needs and concerns within their team.

2. *Explore the possibility of a shuttle service from Station Ede-Wageningen to Wageningen Campus. The shuttle service should operate during rush hour and be accessible for students and staff.*

The Executive Board will call attention to the accessibility of the campus during rush hour and urge the operators of the public transport and the municipality of Wageningen to investigate the possibility of a shuttle service from Station Ede-Wageningen to Wageningen Campus.

3. *The SSC believes there is a lot to gain in terms of branding Wageningen UR together with the city of Wageningen. While Wageningen as a city itself might not be able to compete with bigger Dutch cities when it comes to entertainment, the SSC believes that more focus should be put on highlighting the special qualities of Wageningen as a student city. Therefore, a better collaboration with the municipality is beneficial to ensure those qualities are better known to the general public.*

The city of Wageningen and WUR have adjacent interests when it comes to the branding of the university and our research institutes. The Executive Board holds cooperation with the municipality in high regard and will maintain a close tie.

4. *Investigate how WUR can help staff looking for housing, especially for staff wanting to move to Wageningen from abroad (e.g., offering a relocation bonus).*

WUR interacts regularly with the municipality of Wageningen on spatial planning, and more specific tries to address, via various channels, the demand for sufficient and adequate housing for employees working on Wageningen Campus. This has partially been absorbed in the recent developed Housing Plan Wageningen (Woningmarktstrategie Wageningen) in which the demand for knowledge workers has been addressed.

Please note that WUR has a regulation on relocation expenses. WUR is not considering a relocation bonus. The Welcome Centre Food Valley also offers housing services these days.

We very much appreciate the good discussions and would like to express our appreciation for the constructive dialogue on the 2023 WU budget.

Kind regards,
on behalf of the Executive Board,

Art. 5.1.2.e Woo

L.A.C. (Rens) Buchwaldt

Student Council Wageningen University (SC)

Dear members of the SC,

The Executive Board would like to thank the SC for their positive advice with respect to the 2023 budget of Wageningen University.

With regard to the advice of the SC:

1. *While the Student Council acknowledges the hesitance from the Executive Board, the Student Council still believes that all investments that have been made and will be made for the wellbeing of students and staff could be communicated more clearly, especially to the latter. Therefore, the Student Council would like to see a table with all investments that have been made and will be made for wellbeing of students and staff.*

Although the Executive Board is not in favour of identifying wellbeing as an isolated line of the budget, we do understand the Council's request to provide a clear understanding of what can be expected within Wageningen University & Research in 2023 in terms of student and staff wellbeing. Looking into 2023, the following priorities have been set.

Alongside the existing provisions at WUR, such as confidential counsellors, the occupational social work team, student psychologists and the ombudsperson, a social safety contact point has been implemented for talking about undesirable behavior or getting information on how to proceed in an easily accessible way (confidentially) or for making a report. Furthermore we are working on a code of conduct. And, as the starting point of the WUR 'Looking out for each other' – a program on social safety – we are organizing the Mindlab theater performance for both WU and WR employees and PhDs. For students there is a (social) safeTEA programme on making WUR a safe place to study. Information about [social safety for employees](#) and [social safety for students](#) is outlined clearly on the internet.

In the field of health, vitality and (social) safety, the Annual Report 2021 of Zorg van de Zaak, the Annual Report 2021 of Occupational Social Work (BMW) and the Confidential Counsellors Report 2021 on Undesirable Behavior create a bigger picture. We have defined two central spearheads for the coming year:

- focus on proper implementation of hybrid working, with an eye for vitality of individuals and teams;
- embedding all topics in the good conversation between manager and employee (Let's Talk Together), this applies in particular to the themes of social safety and work pressure.

Executive Board

DATE
November 29, 2022

SUBJECT
Reaction EB 2023 budget WU

YOUR REFERENCE
Art. 5.1.1.c Woo

OUR REFERENCE
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Art. 5.1.2.e Woo

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2. *Explore the possibility of a shuttle service from Station Ede-Wageningen to Wageningen Campus. The shuttle service should operate during rush hour and be accessible for students and staff.*

The Executive Board will call attention to the accessibility of the campus during rush hour and urge the operators of the public transport and the municipality of Wageningen to investigate the possibility of a shuttle service from Station Ede-Wageningen to Wageningen Campus.

3. *The Student Council believes there is a lot to gain in terms of branding Wageningen. Not only Wageningen University and Research, but also the city of Wageningen. Therefore, a better collaboration with the municipality is beneficial to ensure the qualities of Wageningen as a student city and of Wageningen University and Research are better known to the general public.*

The city of Wageningen and WUR have adjacent interests when it comes to the branding of the university and our research institutes. The Executive Board holds cooperation with the municipality in high regard and will maintain a close tie.

4. *Investigate how Wageningen University and Research can contribute to the housing options for staff and how WUR can support employees in moving to Wageningen, especially staff coming from abroad.*

WUR interacts regularly with the municipality of Wageningen on spatial planning, and more specific tries to address, via various channels, the demand for sufficient and adequate housing for employees working on Wageningen Campus. This has partially been absorbed in the recent developed Housing Plan Wageningen (Woningmarktstrategie Wageningen) in which the demand for knowledge workers has been addressed.

Please note that WUR has a regulation on relocation expenses. The Welcome Centre Food Valley also offers housing services these days.

We very much appreciate the good discussions and would like to express our appreciation for the constructive dialogue on the 2023 WU budget.

Kind regards,
on behalf of the Executive Board,

Art. 5.1.2.e Woo

L.A.C. (Rens) Buchwaldt



Agenda 2nd budget WU Consultation meeting of the Student Council / WUR Council with the Executive Board (CSC/CWUR-C 2),

Tuesday 22 November 2023, 11h00–12h00, hybrid in Atlas 1+2 / online via MS Teams

Please note: the hyperlinks on the agenda are only accessible to Student Council / WUR Council members. Send an email to secretariat.sc@wur.nl / secretariat.cor-ssc@wur.nl if you have any questions concerning documents on the agenda.

| | |
|-------|---|
| 11h00 | <p>1. Opening Status: order of the agenda</p> |
| 11h05 | <p>2. SC/SSC: Wageningen University Budget 2023 (confidential)</p> <p>* WUR Council ([REDACTED]):</p> <ul style="list-style-type: none"> - Letter Executive Board: [REDACTED] - Memo SSC/WUR-C & SC: WU budget 2023 (SSC: approval main lines – SC: advice) (to be expected) <p>Status: approval SSC and advice SC (reaction deadline 25 November 2022, 12h00)</p> <p><i>Additional information:</i></p> <ul style="list-style-type: none"> - [REDACTED] - [REDACTED]: Draft Framework letter WU 2023 - EB: Procedural arrangements right of approval SSC main lines budget WU [REDACTED] <p>* Student Council ([REDACTED]):</p> <ul style="list-style-type: none"> - Letter Executive Board: [REDACTED] - Memo SSC/WUR-C & SC: WU budget 2023 (SSC: approval main lines – SC: advice) (to be expected) <p>Status: approval SSC and advice SC (reaction deadline 25 November 2022, 12h00)</p> <p><i>Additional information:</i></p> <ul style="list-style-type: none"> - EB: Procedural arrangements right of approval SSC main lines budget WU [REDACTED] |
| 11h55 | <p>3. SC/SSC: Queries and closing of the meeting</p> |

Next budget meetings:

- Internal SC / WUR-C 4 meeting budget WU 2023, 23 November 2022, hybrid in Atlas 1+2 and online via MS Teams

All meetings of the WUR Council and Student Council are being recorded in order to make proper minutes.



Please note: the hyperlinks in the minutes are only accessible to Student Council / WUR Council members.

Confidential minutes of the 2nd joint Consultation meeting of the Student Council / WUR Council with the Executive Board of Wageningen University & Research (CSC/CWUR-C 2)

Tuesday 22 November 2023, 11h00–12h00, hybrid in Atlas 1+2 / online via MS Teams

5

Present:

- *COR members:* [redacted] (temporary member, OR WSFR) (online), [redacted] (OR ESG; [redacted] COR and WUR Council) (online), [redacted] (temporary member, OR AFSG)
- *COR-SSC members:* [redacted] (OR AFSG), [redacted] (OR SSG), [redacted] (OR ESG; [redacted] COR)
- *SSC directly chosen staff members:* [redacted] (ESG; [redacted] SSC/WUR Council), [redacted] (FB), [redacted] (PhD-candidate), [redacted] (PhD-candidate; [redacted] SSC)
- *SSC student members:* S&I: [redacted]
- *SC members:* S&I: [redacted]
- [redacted] SC: [redacted]
- *Executive secretaries:* [redacted] (online), [redacted]
- *Executive Board:* Rens Buchwaldt (member EB WUR), Arthur Mol (vice chair EB WUR and rector magnificus WU)
- *Advisors Executive Board:* [redacted] ([redacted] CG&LS), [redacted] ([redacted] CG&LS), [redacted] ([redacted] F&C)

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Absent:

- *COR members:* [redacted] (OR WSFR), [redacted] (OR SSG), [redacted] (OR PSG; [redacted] COR), [redacted] (OR ASG), [redacted] (OR FB), [redacted] (OR AFSG), [redacted] (OR AFSG), [redacted] (OR PSG), [redacted] (OR ASG), [redacted] (OR CS+)
- *COR-SSC members:* [redacted] (OR ASG), [redacted] (OR PSG)
- *Executive Board:* Sjoukje Heimovaara (chair EB WUR),
- *SC-members:* CSF: [redacted]

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Minutes: [redacted] ([redacted] Student Council) and [redacted] ([redacted] WUR Council)

1. Opening

The WUR Council [redacted], [redacted], opened the 2nd joint consultation meeting of the Student Council and WUR Council with the Executive Board (CSC/CWUR-C 2) regarding the budget WU 2023 at 11h05. The order of the agenda was accepted.

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2. CONFIDENTIAL: SC/SSC: Wageningen University Budget 2023 (WUR-C: [redacted] SC: [redacted])

The SC and SSC wrote a memo (WUR-C: [076 2022.11.21a Memo SC-SSC budget WU 2023 for CSC-CWUR-C 2, 22-11-2022.pdf](#) / SC: [042 2022.11.18a Memo SC & SSC - Budget WU 2023 - CSC-CWUR-C 2.pdf](#)) in response to the Executive Board letter and enclosure (WUR-C: [076 2022.11.14a Letter and encl EB budget WU 2023.pdf](#) / SC: [042 2022.11.14a Letter EB - 2023 budget WU encl.pdf](#)). This dossier was sent to the SSC for approval on the main lines of the budget and to the SC for advice on the entire budget, with the response deadline of 25 November 2022, 12h00.

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As explained in the memo, the SC and SSC have concluded that the inflation and rising energy prices have less impact on the budget for 2023 than previously expected. The negative result of the budget for 2023 is mainly caused by the investments for the Strategic Housing Plan (SHP). Altogether, the SC and SSC think WU is a financially healthy organisation and remains to be that way even with all the mentioned uncertainties. Nevertheless, there were two points of attention which the SC and SSC would like to discuss in more detail with the EB, i.e. the number of students and the well-being of staff and students.

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Overall, before answering the questions, the EB had two comments:

- windmills are not of WU but WR;
- and on SHP: yes, there will be some investments, but overall in 2023 the effect will be rather limited.

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Questions for the Executive Board:

Number of students

- Q1 The amount of students at WU is currently stabilizing. This has an effect on the number related government funding. How will WU maintain its market share regarding inflow of technically oriented students?

The EB confirmed that the stabilisation in student numbers has been a trend for Wageningen the past 2-3 years, and is now also seen nationally. It is partly related to demography.

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There are four areas through which the university tries to maintain its market share: 1. WU carefully looks into how the university communicates and markets its programmes. 2. A reputation study is being done: How does the university brand itself? To what extent is WU known in the Netherlands? Is WU known for the right things? 3. There is a drop in the number of Dutch students from secondary schools, and the university therefore has to focus more on pre-university. Nationally there is the trend that less pupils choose the profile 'Nature & Technology' and 'Nature & Health'. The university is in contact with the ministry and other universities to see what can be done to get pupils more active in these areas. 4. The 2nd generation of Dutch people does not come to Wageningen to

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Please note: the hyperlinks in the minutes are only accessible to Student Council / WUR Council members.

study. The university has set up a taskforce with the BoE to look into this issue. It is comparable with other technical universities, but more extreme at WU. It has to do with the study programmes as well as how WU brands itself. All in all, the EB does not want exponential growth, but aims at maintaining WU's market share especially with regard to Dutch students.

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Follow-up questions:

- Does it concern the BSc programmes or also MSc?

The EB explained that before, it especially concerned the BSc, but this year also Dutch MSc students. The EB thinks that students have taken a gap year due to the return of the basic grant for students. Additionally, BSc students are delayed due to the COVID-19 pandemic. The university expects this will be easily repaired next year. For the BSc it is more structural.

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- WU looks into how the university markets its programmes. Is this done at decentral level?

The EB confirmed that study programmes are looking into it by themselves, but is also centrally coordinated. In addition there are central projects like the mobile practicals (e.g. DNA or environmental practicals) at secondary schools. Those practicals are focused on certain programmes and organised at a central level.

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- Does the university see positive feedback on such actions?

The EB answered that internally people believe it is good that the university does these kinds of projects, but the university does not really see an effect in the number of students.

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- Are there already some interesting insights why the number of students is stabilising?

The EB indicated that there are various reasons why the numbers are stabilising. As already mentioned demographics is one of the reasons; the number of people in secondary school are flattening in the Netherlands. With regard to branding, the reputation of the agricultural sector may also play a role and people may see WU still as an agricultural university. Surveys have shown that people know WU for the right things, but not a lot of secondary school pupils know WU. Among people who start a study, WU is better known internationally than in the Netherlands.

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- If WU is less known in the Netherlands and more known abroad and the EB aims to maintain its market share for BSc students, does that mean WU will focus more on internationalisation?

The EB is quite happy with the balance between Dutch, EU and non-EU students. About 40% of the MSc students is international, with a fifty-fifty division of EU and non-EU. About 10% of the BSc student is international. The EB would like to maintain the balance and does not have the desire to tremendously grow in number of international students. This topic will be discussed further in the coming period.

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- Q1a. What is the policy of WU regarding this issue?

See the answers to Q1.

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- Q1b. How does EB want to align their branding policy for WU, regarding attracting students, with other Dutch universities?

See also the answers to Q1.

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Follow-up questions:

- A lot of people know WU for the agricultural part. Does WU therefore focus more on sustainability, environment and food in the branding?

Internationally WU is primarily known for agriculture, which is fine. In the Netherlands it might be good to indeed have more branding in the other areas of WU like sustainability, health and food. The communication department is looking into how to brand it, e.g. how to put it in simple phrases so that it becomes recognisable. When this is further developed, it might be nice to discuss it with the SC and SSC (A 2-01).

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- Not only the study programmes are important for BSc students, but also e.g. the possibilities of doing extracurricular activities, philosophy, arts and culture. Is this being taken into consideration as well in the branding?

The EB confirmed that Wageningen is not like other major university cities where a wide range of facilities are present in the city. WU therefore has the deliberate policy that the university needs to do more in terms of extracurricular facilities. Nevertheless, it will be difficult to compete with other major cities in that area.

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- Q1c. What is the vision of the EB on student numbers and teacher to student ratios for WU in 2030?

In 2010 the staff-student ratio was 1:14, which is relatively low. In 2018 it was about 1:18. Now it is back to 1:15, and it is expected that it will drop a little bit further. The EB believes this is possible with the sector plans. WU is doing good, in reference to other (technical) universities.

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Well-being of staff and students

- Q2 What investments will be made to increase the well-being of students and employees in 2023?

The EB stated that the big challenge in the matter of well-being is that there are so many aspects involved; work pressure, inefficient processes (for example administrative burden), social safety, working@WUR. And even more generally speaking: the world is changing and somewhat uncertain.

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From a budgetary perspective: we are bringing new people in, maybe not as much as we would like, because of the current state of the market. Perhaps just as important is to keep existing employees in, to the best of our abilities, to try and make sure people feel good working here at WUR.

Follow up question: could you give examples?

5 The EB responded by saying that social safety really has their attention, and they really hope to make steps forward.

On a more practical side: the EB has plans for making the administrative processes less of a burden. For example: there will be a pilot within ESG for an easier declaration process.

10 The collective labour agreement also has the attention of the EB. In the matter of attracting and maintaining employees it is very important to have an attractive and competitive labour agreement.

Another follow-up question: in the labour agreement freely spendable time is an option, but as far as we know, this has never been properly implemented by WUR. Colleagues from knowledge institutions for example have more base funding, so are not as dependable on grants. Could this option be made more available or visible for WUR? The EB acknowledged it to be an area of attention. [art. 5.1.2 e Woor](#) suggested to come back to this matter at another time.

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- Q2a. *It was shown in the budget that more FTEs is expected to reduce work pressure for employees at WU. However, we have been informed by Committee Personnel that there is a bigger outflow of employees and lower inflow. Does the EB recognize this trend and what investments will be made to attract new personnel?*

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[art. 5.1.2 e Woor](#) asked the EB what their take is on the matter that more employees are leaving than coming in. The EB stated that this is not the case, there is still a net growth. We are not hiring as many people as we would like, but we are not losing more than we gain. One of the WUR Council members responded that the number of outflow is growing, and therefore grow is approaching 0. The EB acknowledged that maintaining employees is definitely key in this matter and this has their attention.

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What is the opinion of the EB on contracting student assistants to reduce work pressure of employees?

The EB answered that this is always a possibility, and already happens a lot, it can be decided to do so on a decentral level.

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- Q2b. *What does the EB recognize as biggest challenges to improve student and employee wellbeing in 2023?* EB already answered this question under the first response to Q2, see above.

- Q2c. *Committee Finance has been informed that the lack of housing in and around Wageningen causes a lot of stress for students and employees. The lack of housing might impact the attractiveness of WU as educational institution and WUR as an employer, which impacts the abovementioned outflow trend as well. Is EB aware of this issue? Since WU already has a negative result in the budget because of the Strategic Housing Plan, is it still possible to reduce student and employee stress from housing by investing in (on campus) housing for students and employees?*

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The EB explained that WUR is very much limited as a university, a public organisation, to do something about this. The WHW explicitly limits this, because of experiences in the past. The EB works very closely together with Idealis and the municipality. Wageningen seems to be doing reasonably well, on student housing we are doing better than other student cities. On non-student housing: this is even more difficult. We are in close contact with the municipality with regard to pieces of land WUR has available. The municipality can buy these from WUR, for a fair price, and then they can be used for developing housing. Follow-up question: This housing can probably not be exclusively available to WUR employees? The Executive Board confirmed, it would be a mix of social housing and free market.

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Follow-up question: are there options on short stay, temporary housing for newly hired employees? This would give them more time to find longer term housing. The Executive Board answered that this is not an option. Only in a crisis situation, but even then only temporary. Here also Idealis is the party who should provide.

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- Q2d. *Unilever has a shuttle bus from the station to the company, is this something WU could invest in as well for reducing the daily commuting pressure for students and employees and for attracting more human capital? What does the EB think of collaborating with companies on campus on a shuttle bus?*

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EB: The Unilever shuttle service is from their other location in Rotterdam. In general we try to work together with companies for public transportation. We are limited in our influence here, because we cannot compete with the existing transportation companies by providing transportation for our own employees. The SSC would very much appreciate it if the EB would look into other options. Perhaps buy a few shuttles, hire a few people and provide a connection between Ede-Wageningen and campus. It is really a big issue for (prospect) employees. Might also be a factor worth considering, in getting people back to campus.

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The EB asked what is wrong with the existing bus lines? The SSC answered that in peak hours a bus takes 25 minutes between station and campus. A shuttle which would only travel between train station Ede-Wageningen and campus, without stops in between, might only take 10 minutes. The Executive Board is willing to look into the possibility, but we cannot compete with transportation providers. [art. 5.1.2.e Woor](#) suggested to ask the existing providers to arrange such a shuttle. The Executive Board will look into it (**A 2-02**).

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- Q2e. What does the EB think about having a separate post for well-being in the budget?

As mentioned earlier, the EB thinks this would be too complex with all these different factors in place.

5 Follow up: could it be made explicit in other posts then? The EB thinks this would be very difficult, even to determine what would be considered a well-being investment; for example a new teacher hired, could be considered an investment in well-being.

The [art. 5.1.2.e Woo](#) F&C invited the students to address wellbeing for students, within the quality agreements. [art. 5.1.2.e](#) replies: the SSC should remember to ask for quality agreements to remain a separate post in the future.

10 A last follow-up question on housing: could there be a housing partner for employees like Idealis? The EB answered that there are many different players involved, but the municipality is in charge.

3. Queries and closing of the meeting

There was one more follow-up question with regard to transportation:

15 - *Would there be a possibility to subsidise e-bikes, e.g. for students or staff to rent this e-bikes?*

The EB confirmed that there is a pilot for staff, which has been extended. A number of different transportation options have been made available for staff, including e-bikes. It does not exist for students.

20 [art. 5.1.2.e Woo](#) WUR Council closed the Consultation meeting (CSC/CWUR-C 2) regarding the budget WU 2023 at 12h04.

Next budget WU 2023 meetings:

- ***Internal SC / WUR-C 4 meeting budget WU 2023, 23 November 2022, hybrid in Atlas 1+2 and online via MS Teams***

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Action list CSC/CWUR-C 2

| Nr | What | Who | Status | When |
|--------|---|-----|--------|---------|
| A 2-01 | <i>Branding of WU other than on agricultural in order to attract the right students:</i> CHR is looking into the branding of WU, e.g. how to put it in simple phrases so that it becomes recognisable. When this is further developed, it might be nice to discuss it with the SC and SSC. | EB | | Q2 2023 |
| A 2-02 | <i>Shuttle bus between Ede-Wageningen & Campus:</i> The EB is willing to discuss with existing providers to arrange a direct shuttle between Ede-Wageningen railway station and the Campus. | EB | | Q1 2023 |

All meetings of the WUR Council are being recorded in order to make proper minutes.

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P.O. Box 9101 | 6700 HB Wageningen | The Netherlands

Executive Board Wageningen University & Research
Prof. dr. ir. L.O. Fresco

geredigeerd o.b.v. art. 5.1.1.c en art. 5.1.2.e Woo

Dear Professor Fresco,

The Student Staff Council (SSC) would like to take the opportunity to bring forward its vision on topics that should be mentioned in the Framework letter and consequently translated into the budget of Wageningen University (WU) 2023. This draft Position paper and its topics were discussed with the Executive Board during the Consultation meeting of 6 April 2022 (OWUR-C 78).

This "Position paper" is the result of an inventory survey within the Programme Committees of WUR, as well as further research within the SSC. Following the first draft, discussions took place within the WUR Council which resulted in a final consensus by the members of the SSC. On the 31st of March 2022, a technical meeting with art. 5.1.2.e Woo was held.

The Position paper contains five main subjects and some other topics that were agreed upon by the Executive Board during the discussions of the WU budget 2022 to make sure that they are still incorporated in the WU budget of 2023.

POSITION PAPER SSC ON THE FRAMEWORK LETTER / BUDGET WU 2023

Wellbeing

Since 2019, the COVID pandemic has been affecting the wellbeing of people throughout all levels of WUR. Having online lectures and meetings has meant a decline in social interactions. On the long term, the COVID pandemic has a lasting impression in the way we work and interact with each other, impacting overall wellbeing. Before the COVID pandemic, wellbeing was also on the agenda already, for example when talking about pressure to perform, burnout and anxiety. Therefore, we would like to see a larger budget post dedicated to this purpose, to maintain a high level of wellbeing. This budget will focus on diminishing work pressure by providing tools to maintain the quality of work.

In general, we would like to provide a better environment in which students and employees can ask for support. Examples would be prevention campaigns for burnout, stress related diseases, psychological problems and more. This can be done by hiring more psychologists and counsellors that are experienced in those specific areas.

To improve wellbeing, we would like to see structural budget for matching procedures, to help students find the right fit for studies. For employees, matching or guidance to create the best suitable workplace and work environment for everyone, are also good examples of how this budget would be spent.

Student Staff
Council/WUR Council

DATE
April 7, 2022

SUBJECT
SSC vision on investments
Wageningen University 2023
Position paper

OUR REFERENCE
[REDACTED]

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6700 HB Wageningen
The Netherlands

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CoC NUMBER
09215846

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+31 [REDACTED]

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[REDACTED]@wur.nl

To facilitate international employees and students we would like to investigate the options for confidential advisors with an international background. The whole process of reaching out to confidential advisors, psychologists and the ombudsperson should be improved.

The university is responsible for the social safety at WUR and can take a leading role in teaching employees and students how to deal with the modern way of working and studying. Employees and students must cope with distractions, high expectations, pressure to perform, blended and hybrid ways of working and we think that it is important to express that in the budget.

The quality agreements are the biggest post providing for wellbeing at this moment and it is important to acknowledge the end of this system. We, therefore, would still like to see this post of wellbeing on the budget structurally.

Branding

In previous years, WUR has positioned itself in the national and international realm as an important player in the life sciences domain. The branding of WUR has got the needed attention and is now part of the strategy of WUR. However, the growing competition with other universities, the changing social context and the environmental challenges constrain bigger efforts to place WUR as a point of reference in the global discussions. The pressure to attract outstanding students and employees increases. To counteract this concern, major investments in the branding of WUR are needed. Investments focused on communication and the construction of a clear identity that close the gap between the internal and the external image would be highly beneficial.

In the past, WUR used to be located around Wageningen city. The centralization of WUR on the campus has made living in Wageningen less visible and attractive. Wageningen is a small city compared to other university cities in the Netherlands. With the high competition and other universities moving closer to having the same programs as WUR, students might opt to study in a more vibrant city. Therefore, strengthening the connection with the municipality and the city life by having activities, shared events and other close interactions would be extremely beneficial for the WUR image and for students' and employees' social network, hence their wellbeing. Nijmegen University and city give a notable example of this, having science cafes around town, open colloquia and in general a close interaction between the university and the city life, makes studying and working there an inviting option.

Another aspect that plays a major role in the branding of WUR is the presence of an extracurricular agenda. Having the space to develop yourself beyond the curriculum, in WUR's case life sciences, would make Wageningen much more attractive to the outside world. For example, having an Arts and Culture Centre like TU Delft, where employees and students can interact and bring science and art closer while boosting their creativity, would put WUR's image to the next level.

In summary: we have concerns about how clear, attractive and known the brand of WUR is from our target groups and stakeholders' perspective. This seems to be an actual problem for our student recruitment. Addressing this challenge is not an easy task considering that other universities are moving to the domains where we did not experience fierce competition in the past. We find remarkably important to invest and work in the branding not only through advertising but by creating the space and interactions that enrich the experience of studying and working at WUR.

High quality education

The work pressure and increasing student numbers on top of the COVID pandemic, have a negative impact on the quality of education. In order to continue providing the high quality of education at WUR through signature small scale education

we advise a larger investment to support the teachers and researchers through a reduction in the administrative burden with the use of better and more efficient tools, improving the current working structure and FTE including support staff and sufficient student assistance.

DATE
April 7, 2022

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[REDACTED]

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Maintaining human capital

We think extra investments are needed to have up-to-date knowledge about improving the quality and to distinguish relevance in teaching and research. A large part of the students at WUR leave Wageningen when they receive their diploma, meaning an outflow of high-quality human capital. We think that an investment to improve the collaboration between WU and WR would be beneficial for the quality of education at WU and for the quality of research at WR thus, for WUR's future development. To make this happen, there must be budget to promote WR among WU students as an attractive research organization. And budget to have a competitive and alluring fee while doing the internship there. After graduation there must be attractive jobs for WU former students to start their career at WR. In a few words, we need an increase in FTE and investment in the connection between WR and WU.

Working from home and at the office

Last year we discussed with the Executive Board the necessity to mark some budget to make sure that "working from home" can be facilitated in a proper way. At that time, the conclusion was that the investment for this purpose in the 2022 budget was not substantial. We are of the opinion that this budget post should be reconsidered. There are certain developments that give us the indication that a (larger) investment – clearly earmarked – should be visible in the budget 2023.

The numbers of staff and students are rising and could be rising more after the COVID pandemic has ended. The future and current employees and students of WUR need to be able to do their work well and Arbo-proof. Good support, IT-facilities and furniture are needed at home as well as in the office. This hybrid way of working means more investments are needed compared to the case that everyone works at the office only. We would like to see a clear investment for modification of normal offices to hybrid offices and the facilitation of "working at home".

At this moment there is some compensation for working at home as is being agreed upon between WUR and the unions. We do get quite some remarks on the amount of compensation (much too low) and we do get them more because of the recently strongly increased costs of warming of "the home office". It's to be expected that the unions will start a new discussion on the compensation, but we advise to be proactive on this and make a larger reservation in the budget. We think that it's wise to do so because the success of the Strategic Housing Plan is also depending on the number of people that work from home and the time they spend doing this.

Topics from discussions on WU budget 2022

Blended Education:

In last year's Position paper, blended education was mentioned. Since the COVID pandemic is still present and has changed our way of teaching and learning more permanently, we would like to see this post still present in the 2023 framework letter and budget. We were previously satisfied with the investments that were made. We would like to make budget available to support the development of students and staff.

DATE
April 7, 2022

OUR REFERENCE
[REDACTED]

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Future Housing Plans:

In 2021 we agreed upon receiving more information regarding future housing plans related to budget of WU.

As discussed in the previous position paper we would again like to press the need for a clear budget post on this. We would like to see a clear investment for modification of normal offices to hybrid offices. We would also like to be able to see the difference in building new buildings and modifying the current buildings for hybrid education and working.

With kind regards,
On behalf of the SSC,

[REDACTED]

[REDACTED]

Student Staff Council

Cc:

- [REDACTED] COR/SCC/SC
- Arch. COR/SSC/WUR Council
- Arch. DML

P.O. Box 9101 | 6700 HB Wageningen | The Netherlands

Student Council Wageningen University (SC)
Student Staff Council Wageningen University (SSC)

Dear members of the SC and the SSC,

On 7 November 2022 the Executive Board of Wageningen University took the preliminary decision to adopt the 2023 budget of Wageningen University. Enclosed you will find the 2023 budget.

Chapter 1 (*Finding answers together in 2023*) is included as background information.

In accordance with art. 9.33a subsection 1 sub b of the Higher Education and Research Act the budget of Wageningen University is sent to the SC for advice. In accordance with art. 9.33 subsection 2 of the same act, the SSC has the right of approval regarding the main lines of the budget of Wageningen University.

I kindly request the Councils to formally react no later than 25 November 2022, 12:00 noon.

The budget must remain confidential until it has been approved by the Supervisory Board. However, corporate department employees with whom your Councils discuss this document in a technical meeting, are exempted from this requirement. After the confidentiality period has expired, the text remains an internal document. As such, you are requested never to distribute it to third parties inside or outside the organisation.

Kind regards,
on behalf of the Executive Board,

5.1.2.e

L.A.C. (Rens) Buchwaldt

Appendix:

1. 2023 budget of Wageningen University

Executive Board

DATE
14 November 2022

SUBJECT
2023 budget WU

OUR REFERENCE
5.1.2.e

HANDLED BY
5.1.2.e

POSTAL ADDRESS
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The Netherlands

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CONFIDENTIAL

Memo

From/van : SC/SSC
To/aan : Executive Board for CSC/OWUR-C 2, 22-11-2022
Dossier number : XXXXXXXXXX
Date of memo : 18-11-2022
Concerns/betreft : Budget WU 2023
Status : For discussion

(geredigeerd o.b.v. art. 5.1.1.c Woo)

Introduction

The SSC has right of approval on the headlines of the WU budget and the SC has the right of advice on the entire WU budget. April 6 2022, the SSC presented the Position Paper 2022/2023 to the Executive Board (EB) and Corporate Finance & Control (CF&C). This document addresses the main points on which the SSC would like the university to focus on and invest more in the coming year. It consists of five points: Well-being, Branding, High quality education, Maintaining human capital, and Working from home and at the office. With the Position Paper, CF&C developed the Framework letter that contains the guidelines for the 2023 budget. This Framework letter for the 2023 budget was approved by the SSC on June 23 2022.

On November 8 2022 the Student Staff Council (SSC) and the Student Council (SC) received the first draft of the WU Budget 2023. An informal presentation on its content was given by CF&C. Afterwards, SSC was able to send in questions regarding the draft budget. The answers to these questions were presented to Committee Finance on November 10. The detailed answers to Committee Finance's questions were received with great satisfaction. On November 14 2022 the SSC and the SC received the preliminary decision regarding the WU Budget 2023.

Findings Committee Finance

The draft budget was very well explained by CF&C to Committee Finance in the technical meetings on November 8 and November 10. Committee Finance concluded that between the Framework letter and the Budget for 2023, the inflation and rising energy prices have less impact on the Budget for 2023 than previously expected. This is because WUR will see an increase in revenue from university owned windmills and the WUR will receive more funding from the Ministry of Education, Culture, and Science (OCW). These funds fall in line with growth seen in past years and includes additional non-competitive sector plans funding. The negative result of the Budget for 2023 is mainly caused by the investments for the Strategic Housing Plan (SHP). Altogether, the Committee Finance thinks WU is a financially healthy organization and remains to be that way even with all the mentioned uncertainties. To conclude, the Committee thinks a positive consent/advice is in order.

Some points of attention:

1. The number of students is stabilising for the upcoming academic year. Stabilizing student numbers does affect student quantity related funding from OCW, especially when the market share of WUR drops. Committee Finance would like to know if branding can be an issue in stabilisation of student numbers, especially because technical universities have more difficulties in being attractive for students. Currently the opinion of the EB on stabilizing student numbers and its effect on funding from the Ministry of Education is not known.
2. The impact of the budget on well-being is not clear right now. Work pressure remains high, and filling vacancies still lags behind. Committee Finance wonders if the EB sees possibilities to invest in more provisions to reduce work pressure for employees in 2023.

Questions for the Executive Board

1. The amount of students at WU is currently stabilizing. This has an effect on the number related government funding. How will WU maintain its market share regarding inflow of technically oriented students?
 - a. What is the policy of WU regarding this issue?
 - b. How does EB want to align their branding policy for WU, regarding attracting students, with other Dutch universities?
 - c. What is the vision of the EB on student numbers and teacher to student ratios for WU in 2030?
2. What investments will be made to increase the well-being of students and employees in 2023?
 - a. It was shown in the budget that more FTEs is expected to reduce work pressure for employees at WU. However, we have been informed by Committee Personnel that there is a bigger outflow of employees and lower inflow. Does the EB recognize this trend and what investments will be made to attract new personnel? What is the opinion of the EB on contracting student assistants to reduce work pressure of employees?

- b. What does the EB recognize as biggest challenges to improve student and employee well-being in 2023?
- c. Committee Finance has been informed that the lack of housing in and around Wageningen causes a lot of stress for students and employees. The lack of housing might impact the attractiveness of WU as educational institution and WUR as an employer, which impacts the abovementioned outflow trend as well. Is EB aware of this issue? Since WU already has a negative result in the budget because of the Strategic Housing Plan, is it still possible to reduce student and employee stress from housing by investing in (on campus) housing for students and employees?
- d. Unilever has a shuttle bus from the station to the company, is this something WU could invest in as well for reducing the daily commuting pressure for students and employees and for attracting more human capital? What does the EB think of collaborating with companies on campus on a shuttle bus?
- e. What does the EB think about having a separate post for well-being in the budget?

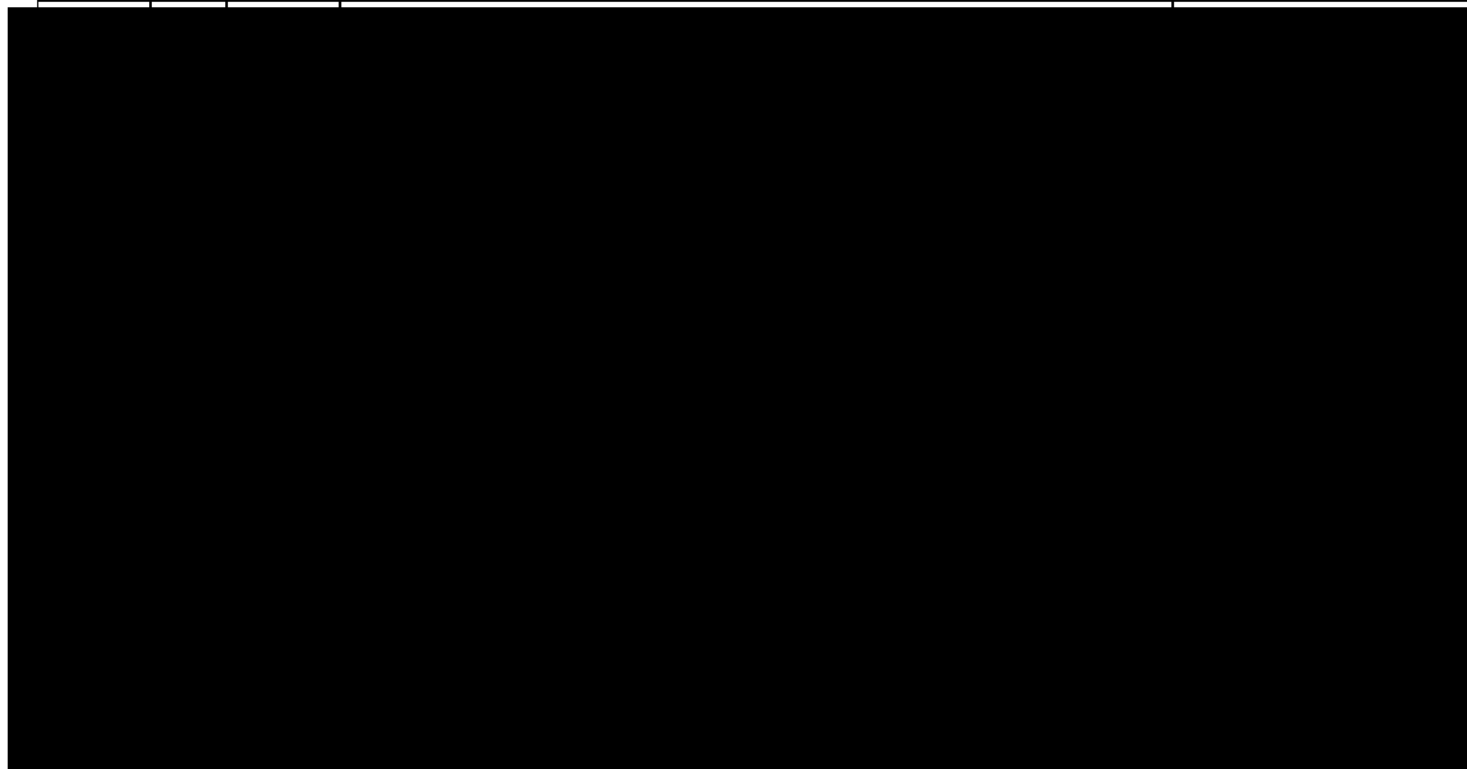
Overleg raad van bestuur
Wageningen University en Research
Nr. 38
Maandag 24 oktober 2022, 10.00 – 13.00 uur
Atlas, art.5.1.2.e Woo

AGENDA

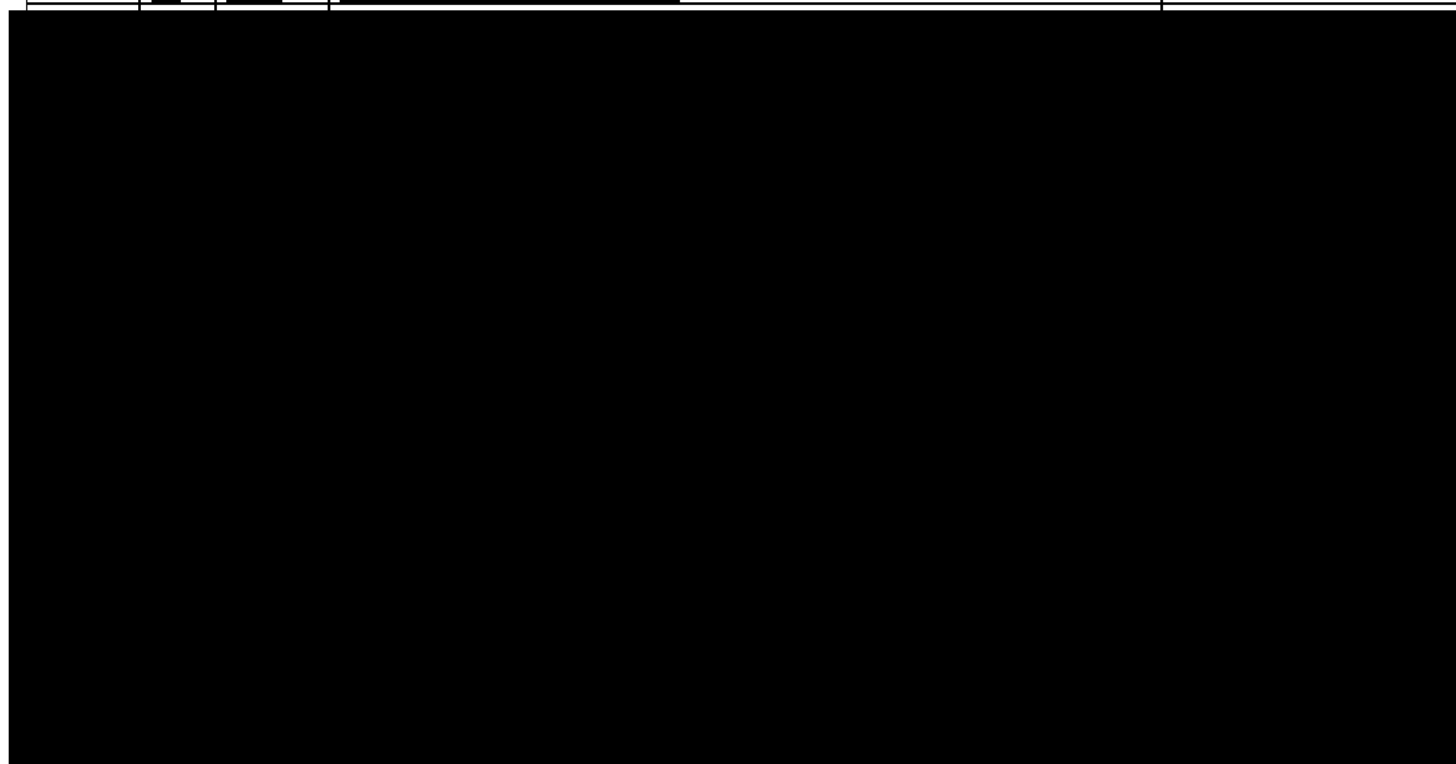
zwartgelakt valt niet onder de scope van het Woo-verzoek

Deelnemers: Heimovaara, Buchwaldt, Mol, art.5.1.2.e Woo

| Tijd | | Agpt. | Onderwerp | i.a.v. |
|------|--|-------|-----------|--------|
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| | | | | |
|--------------|------------|-------------|--|---------------------------------|
| | | 6 | Onderwerpen Corporate Finance & Control | |
| 10.00 | ./. | 6.01 | 1^e Concept Begroting 2023 | art.5.1.2.e Woo - Online |
| | | | | |



**Overleg raad van bestuur
Wageningen University en Research
Nr. 40
Maandag 7 november 2022, 9.00 – 11.30 uur
Atlas, art.5.1.2.e Woo**

AGENDA

zwartgelakt valt niet onder de scope van het Woo-verzoek

Deelnemers: Heimovaara, Buchwaldt, Mol, art.5.1.2.e Woo

| Tijd | | Agpt. | Onderwerp | i.a.v. Fysiek |
|------|-----|-------|---|---------------|
| | | | | |
| | ./. | 6.02 | Concept hoofdstuk 1 begroting WUR 2023 en concept hoofdstuk 3 WU Begroting 2023 | |
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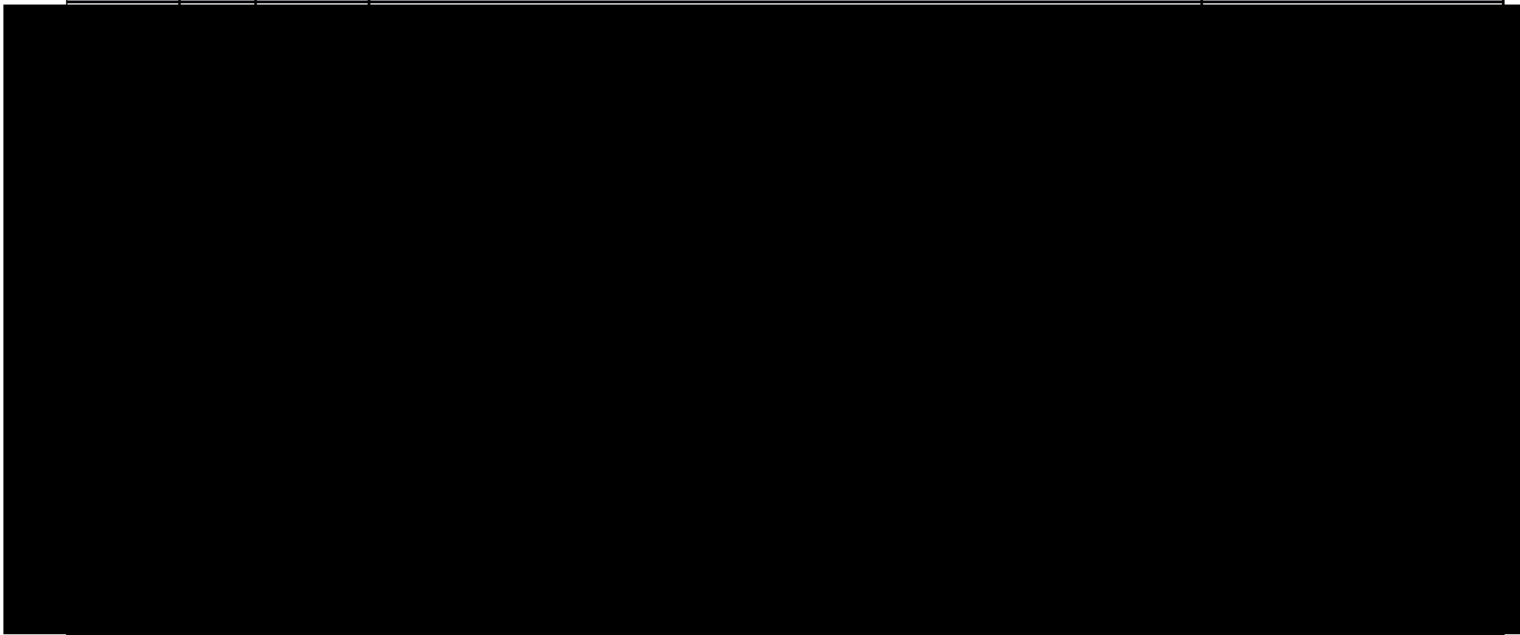
**Overleg raad van bestuur
Wageningen University en Research
Nr. 42
Maandag 21 november 2022, 10.00 – 12.30 uur
Atlas, art.5.1.2.e Woo**

AGENDA

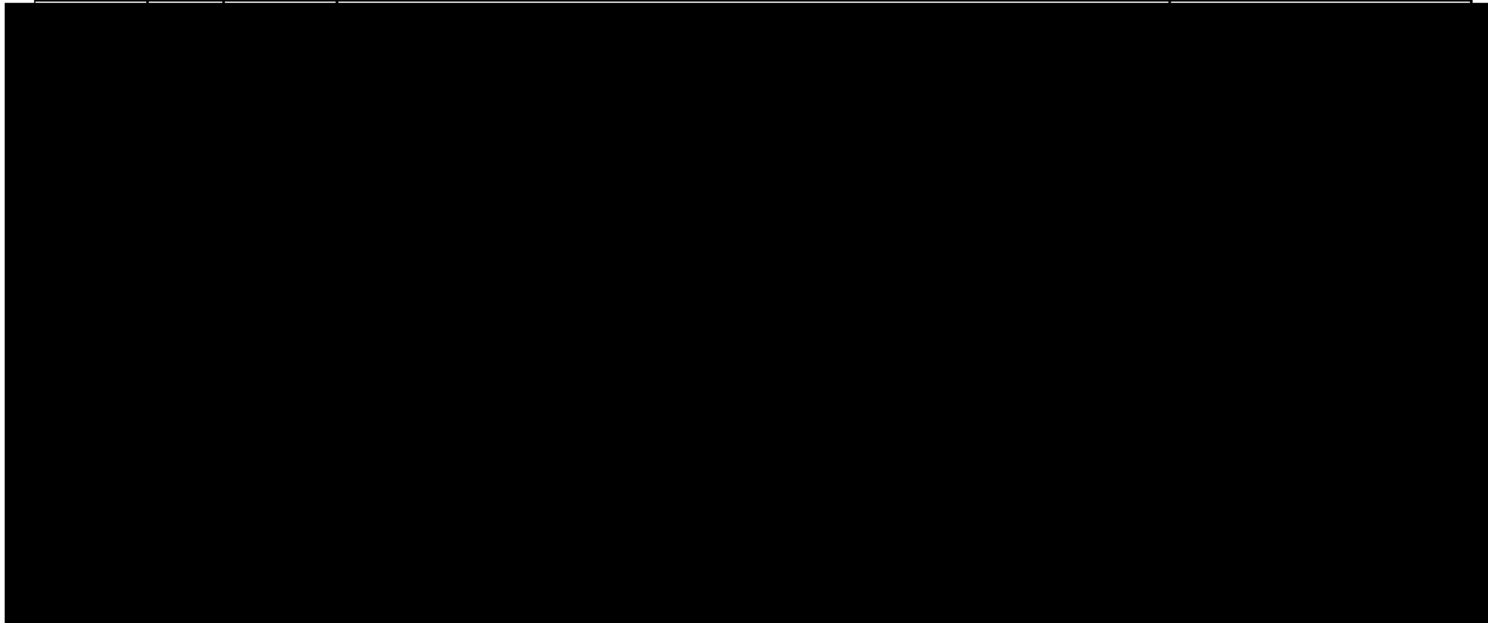
zwartgelakt valt niet onder de scope van het Woo-verzoek

Deelnemers: Heimovaara, Buchwaldt (Online), Mol, arts.1.2.e Woo

| Tijd | | Agpt. | Onderwerp | i.a.v. Fysiek |
|------|--|-------|-----------|---------------|
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| | | | | |
|--|-----|----------|---|--|
| | | 6 | Onderwerpen Corporate Finance & Control | |
| | | | | |
| | ./. | 6.02 | Vorbereiding reactie naar SSC/SC concept begroting WU | |



**Overleg raad van bestuur
Wageningen University en Research
Nr. 02
Maandag 16 januari 2023, 11.00 – 12.30 uur
Atlas, art.5.1.2.e Woo**

AGENDA

zwartgelakt valt niet onder de scope van het Woo-verzoek

Deelnemers: Heimovaara, Buchwaldt, Mol, art.5.1.2.e Woo

| Tijd | Agpt. | Onderwerp | i.a.v. Online |
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| | ./. | 7.02 | Begroting WU 2023 – Externe versie | |
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**Overleg nr. 38/2022 raad van bestuur Wageningen University & Research
24 oktober 2022**

Aanwezig: Heimovaara, Buchwaldt, Mol, art.5.1.2.e Woo

Concept verslag vertrouwelijk aan: leden RvB, art. 5.1.2.e Woo

Vastgesteld verslag vertrouwelijk aan: art. 5.1.2.e Woo

art. 5.1.2.e Woo

| Afspraak / onderwerp | Actie |
|---|---|
| VASTGESTELD | |
| <p>6. Onderwerpen Corporate Finance & Control 6.01 Eerste concept begroting 2023 (i.a.v. art.5.1.2.e Woo)</p> <p>De RvB bespreekt het 1^e concept Begroting 2023. Enkele specifieke punten worden eruit gelicht zoals de sectorplannen, energiekosten, inflatie en loonontwikkeling. En voor WR: productiviteit, tarieven, KB-ontwikkeling, afhankelijkheid van LNV. En voor WU: groei, student-staf ratio.</p> <p>Voor de RvB van 31 oktober 2022 zal ter besluitvorming een notitie worden aangeboden met een cijfermatige samenvatting van de uitkomsten van de begrotingsgesprekken, de voorgestelde stelposten en de uiteindelijke begrote resultaten voor WU en WR. De RvB vraagt om de Nederlandse afkortingen (o.a. departementen) in het Engels te vertalen.</p> <div style="background-color: black; width: 100%; height: 150px; margin-top: 10px;"></div> | <p>art.5.1.2.e Woo art.5.1.2.e Woo</p> <p>art.5.1.2.e Woo</p> |

zwartgelakt valt niet onder de scope van het Woo-verzoek

**Overleg nr. 40/2022 raad van bestuur Wageningen University & Research
7 november 2022**

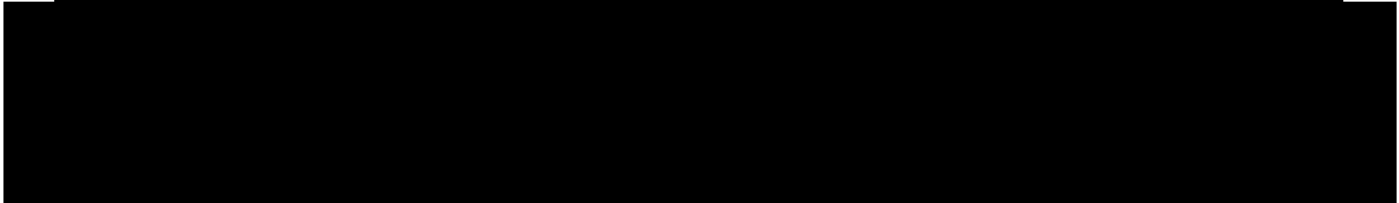
Aanwezig: Heimovaara, Buchwaldt, Mol, [redacted]

Concept verslag vertrouwelijk aan: leden RvB, art. 5.1.2.e Woo [redacted]

Vastgesteld verslag vertrouwelijk aan: art. 5.1.2.e Woo [redacted]

art. 5.1.2.e Woo [redacted]

| Afspraak / onderwerp | Actie |
|----------------------|-------|
| VASTGESTELD | |



6.02 Concept hoofdstuk 1 Begroting WUR 2023 en Concept hoofdstuk 3 WU Begroting 2023

De RvB bespreekt de voorliggende teksten en verzoekt tot de volgende aanpassingen:

- Als eerste onzekerheid en risico's in onze omgeving benoemen (staat nu later in de tekst) en relateren aan dat we vasthouden aan ons SP;
- Volgorde in tekst aanpassen aan volgorde in SP;
- De omvang van de teksten meer gebalanceerd opnemen, nu over bepaalde onderwerpen relatief veel tekst;
- Partnerships: focus op mutaties / bijzonderheden in 2023, ook internationale partners noemen.

Met inachtneming van voorgaande stelt de RvB hoofdstuk 1 van de Begroting WUR 2023 vast. Het CvB WU neemt het voorgenomen besluit de begroting WU 2023 vast te stellen en legt dit ter instemming voor aan de GV en ter advies aan de SR.'

[redacted]

art.5.1.2.e Woo

[redacted]

zwartgelakt valt niet onder de scope van het Woo-verzoek

**Overleg nr. 42/2022 raad van bestuur Wageningen University & Research
21 november 2022**

Aanwezig: Heimovaara, Buchwaldt, Mol, [art. 5.1.2.e Woo]

Concept verslag vertrouwelijk aan: leden RvB, [art. 5.1.2.e Woo]

Vastgesteld verslag vertrouwelijk aan: [art. 5.1.2.e Woo]
[art. 5.1.2.e Woo]

| Afspraak / onderwerp | Actie |
|---|---|
| <p>VASTGESTELD</p> <p>6. Onderwerpen Corporate Finance & Control 6.01 Conceptbegroting WUR 2023 De RvB bespreekt de WUR begroting 2023 inclusief toelichting en brengt de volgende tekstuele aanpassingen aan:</p> <ul style="list-style-type: none">- In 2.2 onder opportuniteiten: t.a.v. intensive livestock production de zin zodanig aanpassen dat er meer maatschappelijke sensitiviteit uit spreekt; intensieve veehouderij is niet een business model voor WUR.- Graph 2.3 over LNV revenues: dit is nu een stijgende lijn waar er eerder een daling was. Daarom ook de eerdere jaren in deze grafiek meenemen, zodat het duidelijk is dat de groei in LNV inkomsten ook gedeeltelijk een weer op peil brengen is van eerdere inkomsten vanuit LNV. <p>De RvB besluit de begroting WU 2023 [redacted], inclusief toelichtingen, vast te stellen. Voor de WU begroting betreft dat een voorgenomen besluit, de begroting WU zijn o.b.v. de bespreking in de RvB van 7 november jl ter instemming voorgelegd aan de GV en ter advies aan de SR.</p> <p>De begroting van WU [redacted] worden ter bespreking voorgelegd aan de AC-RvT en daarna ter goedkeuring aan de RvT.</p> | <p>[art. 5.1.2.e Woo]</p> <p>[art. 5.1.2.e Woo]</p> <p>[art. 5.1.2.e Woo]</p> |

zwartgelakt valt niet onder de scope van het Woo-verzoek

**Overleg nr. 45/2022 raad van bestuur Wageningen University & Research
12 december 2022**

Aanwezig: Heimovaara, Buchwaldt, Mol, [art. 5.1.2.e Woo]

Concept verslag vertrouwelijk aan: leden RvB, [art. 5.1.2.e Woo]

Vastgesteld verslag vertrouwelijk aan: [art. 5.1.2.e Woo]

[art. 5.1.2.e Woo]

| Afspraak / onderwerp | Actie |
|---|--|
| VASTGESTELD | |
| 7. Onderwerpen Corporate Governance & Legal Services 7.01 Omzetten voorgenomen besluiten De RvB besluit, gehoord het advies van de SR en de instemming van de GV, het voorgenomen besluit om de WU begroting 2023 vast te stellen (VOO 22-19), om te zetten in een definitief besluit. En besluit de RvB, gehoord het advies SR en de instemming van de GV om het voorgenomen besluit (VOO 22-21) om te zetten in een definitief besluit. | [art. 5.1.2.e Woo] [art. 5.1.2.e Woo] [art. 5.1.2.e Woo] |

zwartgelakt valt niet onder de scope van het Woo-verzoek

**Overleg nr. 01/2022 raad van bestuur Wageningen University & Research
9 januari 2023**

Aanwezig: Heimovaara, Buchwaldt, Mol, art. 5.1.2.e Woo

Concept verslag vertrouwelijk aan: leden RvB art. 5.1.2.e Woo

Vastgesteld verslag vertrouwelijk aan: art. 5.1.2.e Woo

art. 5.1.2.e Woo

| Afspraak / onderwerp | Actie |
|----------------------|-------|
| VASTGESTELD | |

[Redacted]

| | |
|--|--|
| [Redacted] | |
|--|--|

[Redacted]

| | |
|---|--|
| 10.05 Naar aanleiding van mediavragen over de WU begroting wordt een externe versie hiervan opgesteld om te publiceren. | |
|---|--|

[Redacted]

zwartgelakt valt niet onder de scope van het Woo-verzoek

**Overleg nr. 02/2023 raad van bestuur Wageningen University & Research
16 januari 2023**

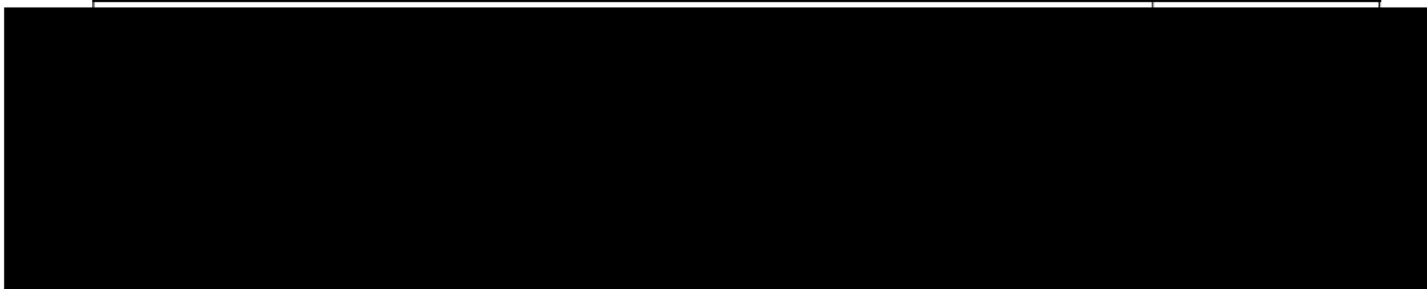
Aanwezig: Heimovaara, Buchwaldt, Mol, art.5.1.2.e Woo

Concept verslag vertrouwelijk aan: leden RvB, art. 5.1.2.e Woo

Vastgesteld verslag vertrouwelijk aan: art. 5.1.2.e Woo

art. 5.1.2.e Woo

| Afspraak / onderwerp | Actie |
|----------------------|-------|
| VASTGESTELDE | |



7.02 Begroting WU 2023 – Externe versie

Er worden enkele tekstuele verduidelijkingen aangebracht. Het CvB WU stelt vast dat de externe versie van de begroting WU 2023 daarmee voldoet en besluit tot openbaarmaking hiervan op de website.

art.5.1.2.e Woo

zwartgelakt valt niet onder de scope van het Woo-verzoek

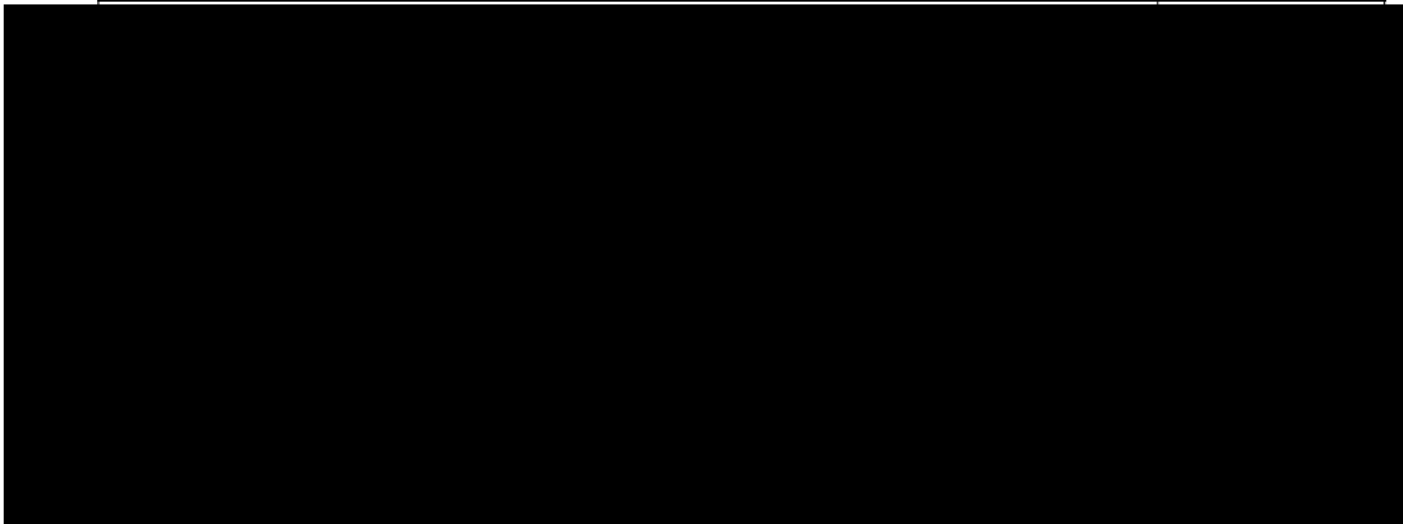
**Overleg nr. 05/2023 raad van bestuur Wageningen University & Research
6 februari 2023**

Aanwezig: Heimovaara, Buchwaldt, Mol, art. 5.1.2.e Woo

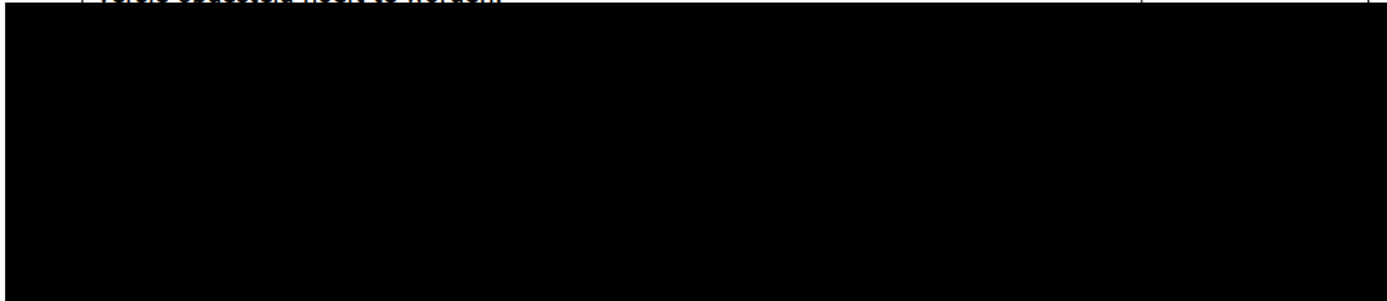
Concept verslag vertrouwelijk aan: leden RvB, art. 5.1.2.e Woo

Vastgesteld verslag vertrouwelijk aan: art. 5.1.2.e Woo
art. 5.1.2.e Woo

| Afspraak / onderwerp | Actie |
|----------------------|-------|
| VASTGESTELD | |



10.07 De Gelderlander lijkt geen genoegen te nemen met de externe versie van de WU-begroting, die recent is gepubliceerd, en overweegt een **WOO-verzoek** te doen om de gehele begroting van WU te ontvangen. Voor de komende begroting moet overwogen worden om deze anders op te stellen, zodat voor publicatie geen extra versie opgesteld hoeft te worden.



zwartgelakt valt niet onder de scope van het Woo-verzoek

Agenda
Vertrouwelijk

BIJeenkomst

156^e vergadering

LOCATIE

WUR Campus

Gebouw 115: Impulse

Stippeneng 2

6708 WE Wageningen

DATUM

14 december 2022

TJIDSTIP

08.30 - 12.20 uur

GENODIGDEN

art.5.1.2.e Woo

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

Mw. Heimovaara (RvB)

Dhr. Mol (RvB)

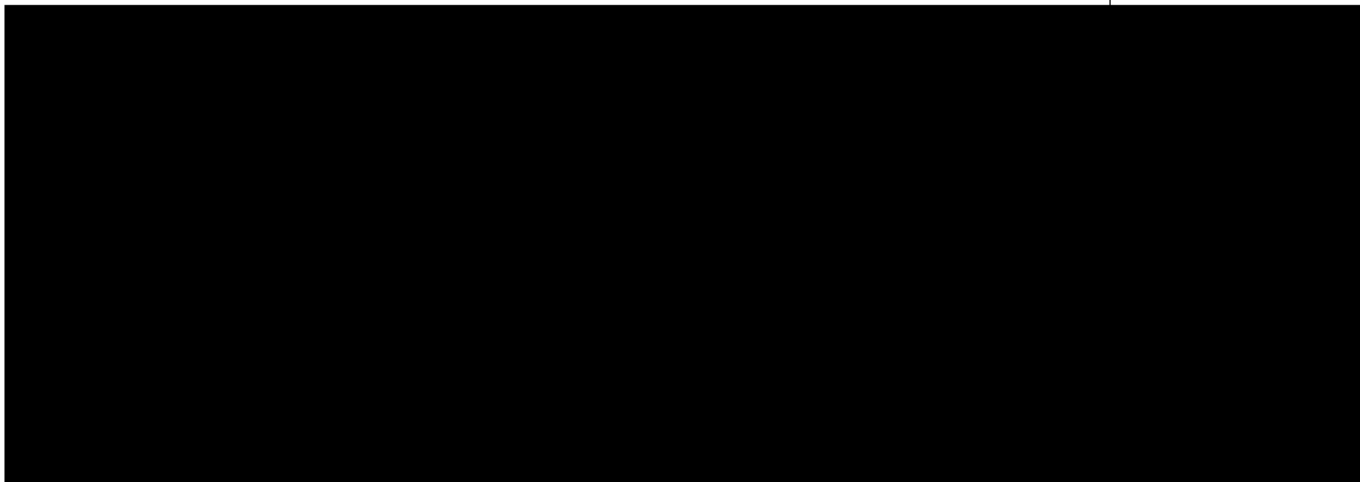
Dhr. Buchwaldt (RvB)

Raad van toezicht

zwartgelakt valt niet onder de scope van het Woo-verzoek

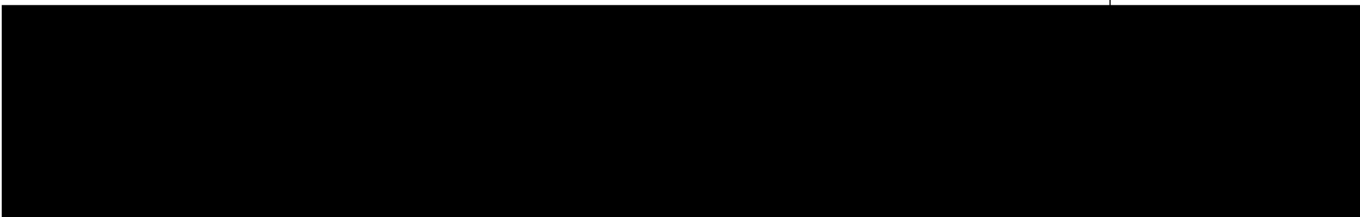
art.5.1.2.e Woo

[redacted]

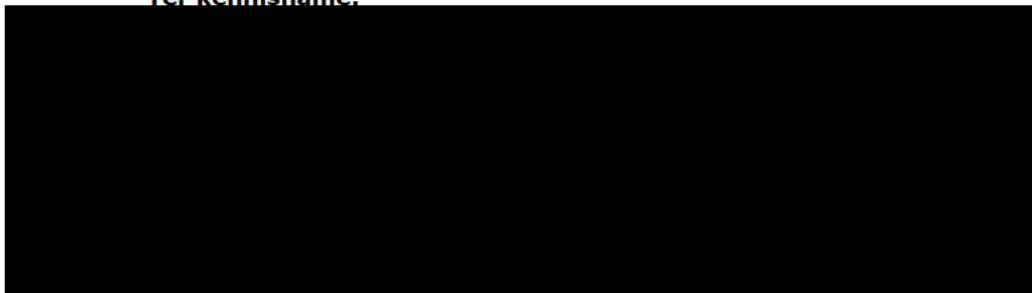


11.20 uur ./ 6. **Begroting Wageningen University & Research 2023 en
meerjarenprojectie**

(ter goedkeuring)



Ter kennisname:



Concept notulen
vertrouwelijk

Raad van toezicht

BIJENKOMST

156^e vergadering Raad van Toezicht

LOCATIE

Campus WUR
Impulse

DATUM

14 december 2022

AANWEZIG

art.5.1.2.e Woo
[redacted]
[redacted]
[redacted]
[redacted]

Mw. Heimovaara (RvB)
Dhr. Mol (RvB)
Dhr. Buchwaldt (RvB)

art.5.1.2.e Woo
[redacted]
[redacted]

AFWEZIG

-

DATUM

14 december 2022

CONTACTPERSOON

art.5.1.2.e Woo

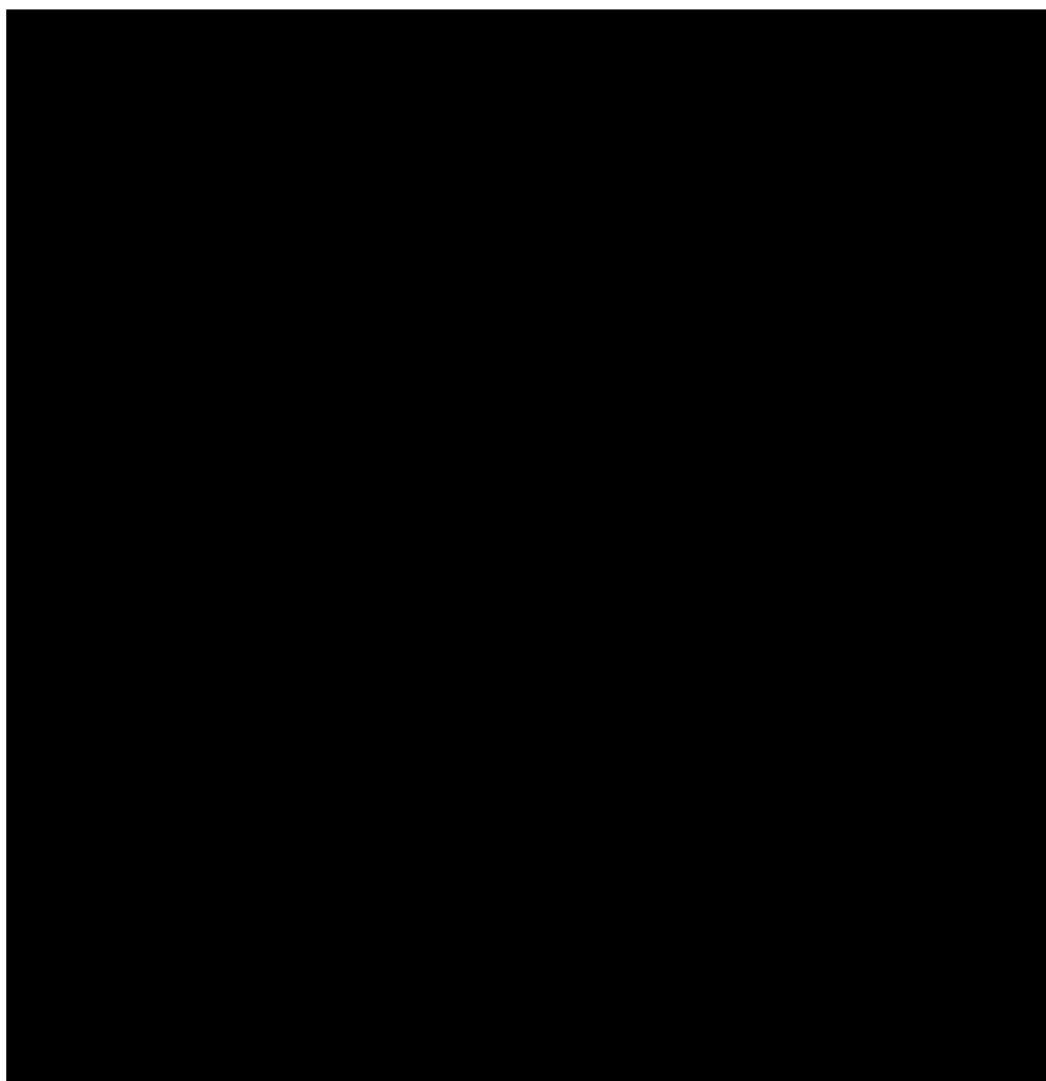
TELEFOON

+31 art.5.1.2.e Woo

E-MAIL

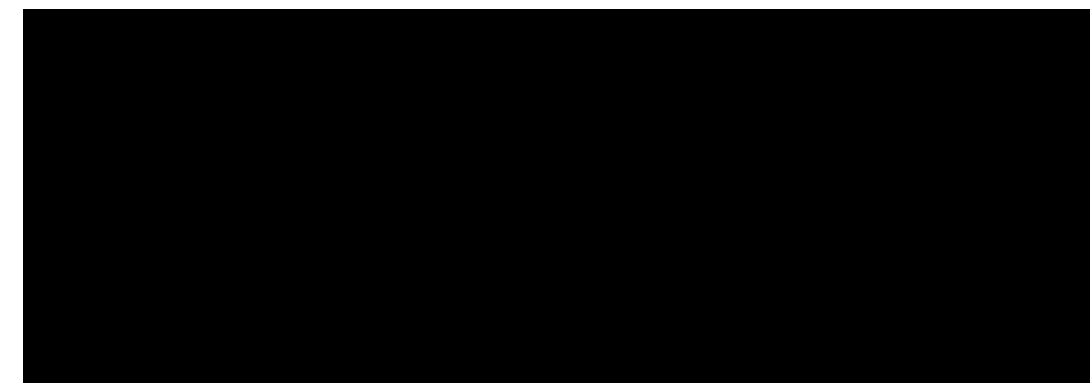
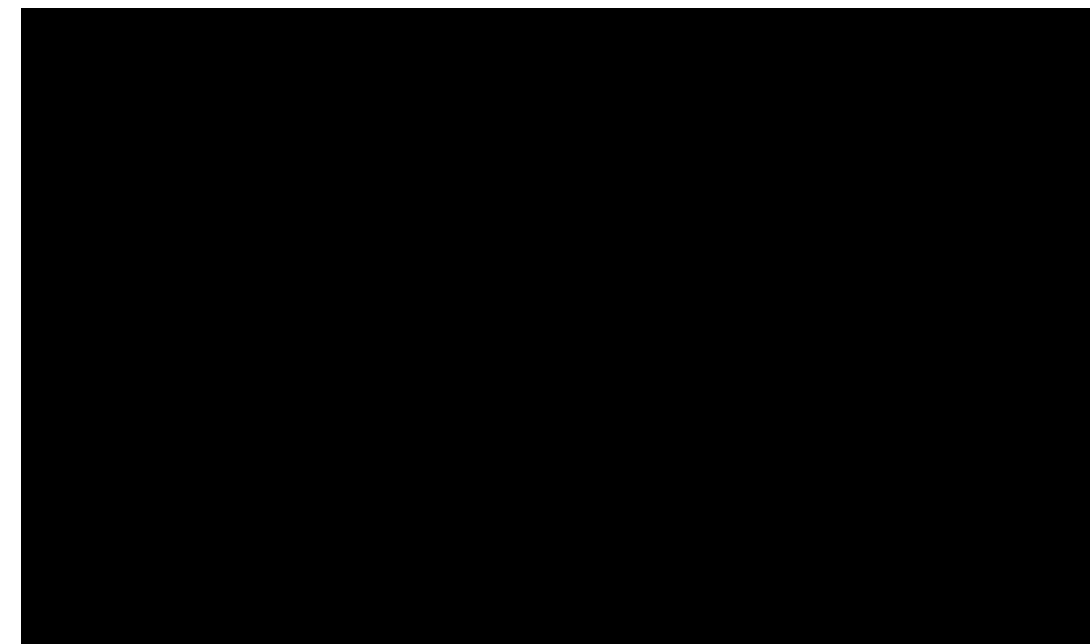
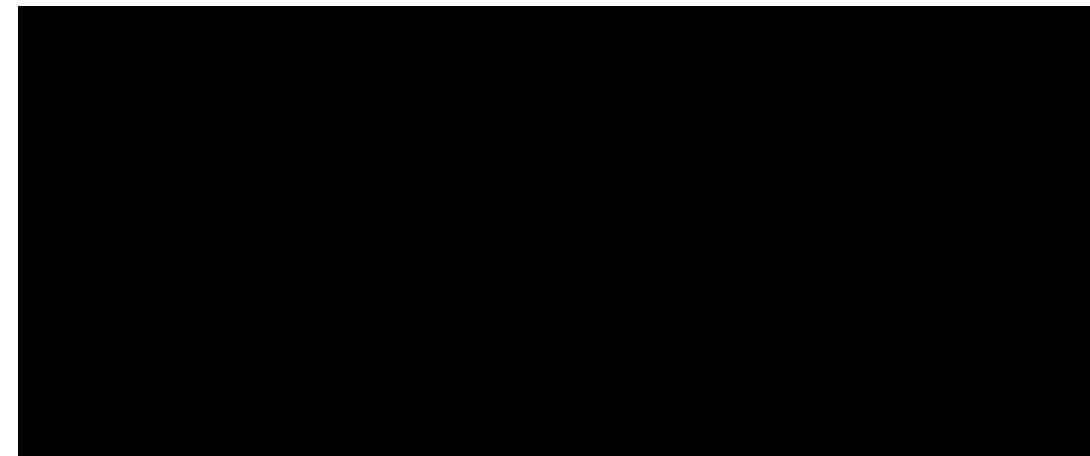
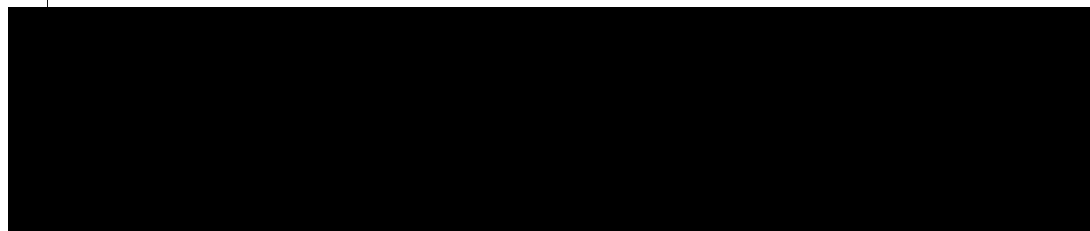
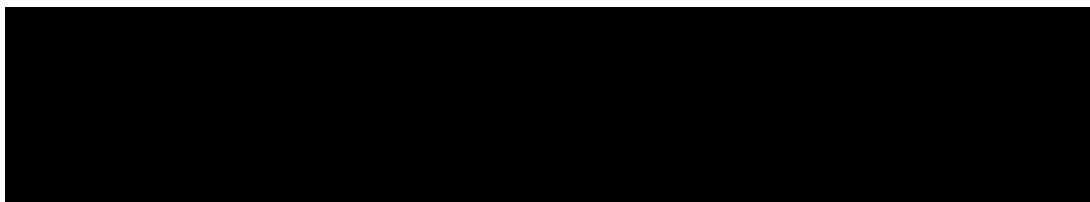
art.5.1.2.e Woo @wur.nl

zwart gelakt valt buiten de reikwijdte van het Woo-verzoek



DATUM
14 december 2022

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6. Begroting Wageningen University & Research 2023 en meerjarenprojectie

5.1.2.e Woc geeft een terugkoppeling naar de RvT over de auditcommissievergadering, waarin uitvoerig met Buchwaldt en **5.1.2.e Woc** over de begroting is gesproken. Naar aanleiding van de bespreking is aanvullend een tabel aan de AC-notulen toegevoegd waarin de delta omzetting t.o.v. de delta kostenstijging wordt toegelicht (pag. 12 van de begroting).

De voorzitter acht het een goede en 'knappe' begroting gezien de economische verwachting, de stijgende energiekosten en het ziekteverzuim, maar geeft aan dat er landelijk veel geïnvesteerd wordt in onderwijs en onderzoek. De RvB vult aan dat er door middel van de meerjarenprojectie een goed beeld bestaat over de punten waarop kan worden bijgestuurd, mocht dat noodzakelijk zijn. De RvB vertelt dat er begin januari een nog wat diepere analyse wordt uitgevoerd m.b.t. de instroom van studenten. **5.1.2.e Woc** vraagt naar aanleiding hiervan wat er thans aan recruitment van studenten wordt gedaan. In het verleden was hier minder aandacht voor, omdat er

DATUM
14 december 2022

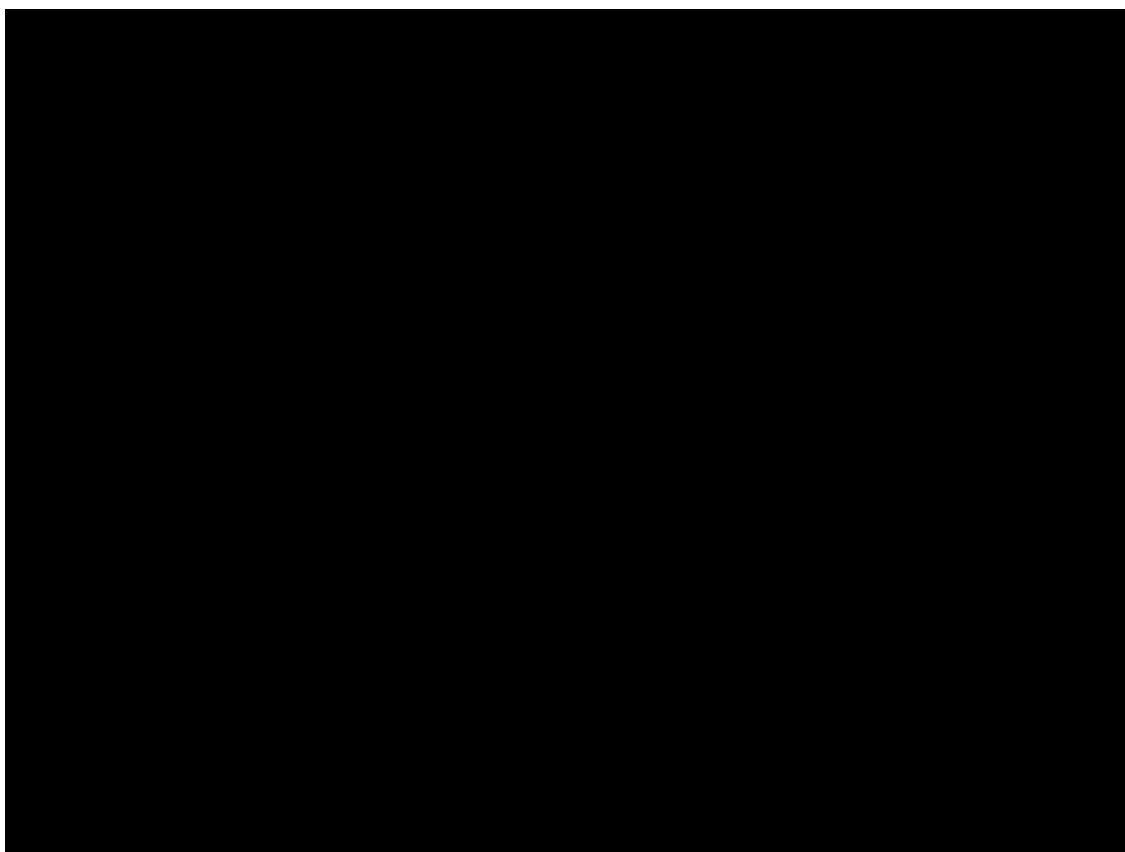
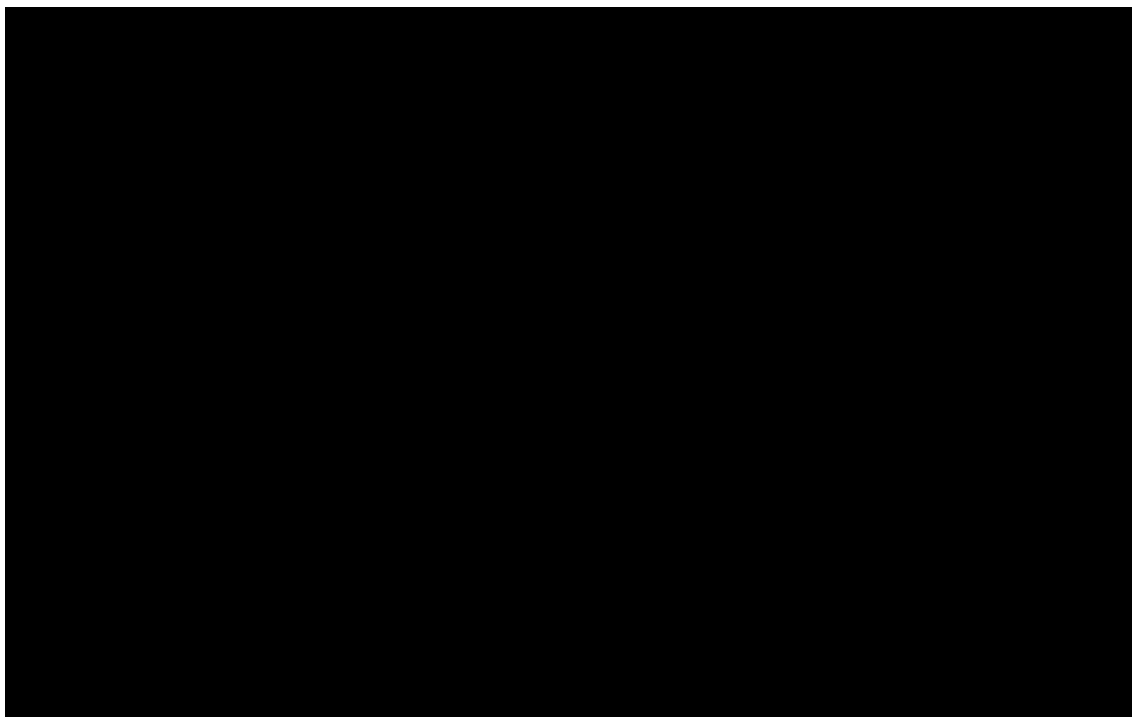
PAGINA
4 van 6

veel groei was. De RvB licht toe dat er sinds 2 jaar flink veel extra activiteiten plaats vinden, het is echter nog moeilijk te zeggen, mede vanwege covid, welke consequenties dit zal hebben.

Vanuit de RvT zijn er aanvullend geen vragen over de begroting. De voorzitter bedankt de RvB voor de toelichting en dankt ook **S.1.2.e Wog** en zijn team voor de inzet.

De raad van toezicht besluit:

- de Begroting 2023 voor Wageningen University en de Begroting 2023 voor Stichting Wageningen Research goed te keuren.
- de meerjarenprojectie 2023-2027 goed te keuren.





DATUM
14 december 2022

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