



Study tour on research governance Groningen, 21-25 October 2019



Preface

One of the key activities in the Brecil project is the study tour to University of Groningen. We are delighted to invite staff members from the Brecil universities to our beautiful city and university and to share our 405 years of experience with governing a university and specifically how to govern research in a university. That is a challenging task with many different possible solutions. The purpose of this study trip is how we do research governance at University of Groningen in relation to Dutch and European research grants.

Research governance at University of Groningen has multiple levels, within and outside of the university. There are graduate schools at faculty level, there is the individual professor with his/her own research program, there is the central level, and there are national and EU levels. We will introduce you all these different levels. We will especially stress the importance of the support of the individual researcher and the difference between top down and down top approach.

We will show how research and education is connected at our university and you will meet individual researchers at different level, but also policy makers on research governance. On Friday we plan a day in The Hague where we will meet officials and civil servants from national and international research (government) organizations.

With this program we hope to support the Brecil universities with improving their research governance structure, to show possible solutions, lessons learned. But we also hope to get some critical reflections on our research governance and are willing to learn to improve ourselves as well. We look very much forward to host the group in the city of Groningen.

Prof. Dr. Ron Holzacker,
<https://www.rug.nl/staff/r.l.holzacker/>

Dr. Jan F. Deinum,
<https://www.rug.nl/staff/j.f.deinum/>

Louwarnoud van der Duim
<https://www.rug.nl/staff/l.a.van.der.duim/>



Contact

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Overview of the program

	Sunday Oct 20	Monday Oct 21	Tuesday Oct 22	Wednesday Oct 23	Thursday Oct 24	Friday Oct 25	Saturday Oct 26
09:00	Arrival	Registration	Registration	Registration	Registration		Traveling back home
09:30		Research in a faculty. Academic Freedom Oscar Couwenberg	Multidisciplin ary research Frederik van Kleef	Ethics & privacy Marijtje van Duijn	Funding and financing	Accreditation in the Netherlands NVAO	
12:30		Lunch	Lunch	Lunch	Traveling to The Hague	Lunch	
13:30		Research school Frank Vanclay	Graduate schools Lou de Leij	Talent development Ritsert Jansen		International funding Nuffic organisation	
16:30				Reception and Diner			

Study visit to Groningen: logistics

Arrival

Although Groningen has an airport, there is little chance you will find a flight going there. Instead, you should rather fly to Amsterdam Schiphol Airport. There are direct flights between Kuala Lumpur and Amsterdam.

From Amsterdam Schiphol Airport to Groningen

Traveling to Groningen is very easy, since there is a good railway connection. During the day, every hour (xx:04) there is a direct train from the airport to Groningen. There is also a connection with a change in Zwolle (same platform, just two minutes) which leaves from the airport at xx:34. Check for connections at www.ns.nl/en/. Note that in the weekends there can be changes in the schedule because of railroad work, but that seems not to be the case in the weekend of the 20th. You can also buy the tickets in advance via that website.

From Groningen to The Hague

On Thursday we will travel all together to The Hague by train.

Weather

The weather in October will be rather cold (expect around 10°C during the day and around 5°C during night) with high chance for rain and wind. There is, however, also always the possibility that it will be a bit nicer. Weather is very unpredictable in the Netherlands.

Hotel Groningen

There are a few nice hotels, which you can find via www.booking.com or other hotel websites. Please check with Jan (j.f.deinum@rug.nl) if the hotel is a good choice (especially with regard to the location) if you choose one on your own. One of the nicest hotels is Schimmelpenninckhuys (<https://www.charmehotels.eu/nl/groningen>). The main building has a charming traditional atmosphere and it is very nicely located in the heart of the city of Groningen. From there you can easily walk to plenty of restaurants, pubs, shops and even the main buildings of the university. The hotel is within 1 km walking distance from the railway station. We will depart Groningen at Thursday October 24.

Hotel The Hague

We will arrive in The Hague at Thursday October 24. We suggest the Park Hotel (<https://www.parkhoteldenhaag.nl>).

Tourist information

More information about visiting Groningen can be found at the tourist information website:

<https://www.visitgroningen.nl/en/plan-your-visit/tourist-information>.

More information about visiting The Hague can be found here:

<https://denhaag.com/en/tips-tourist-info>

Wifi

We will provide you a Wifi account at the premises of the University of Groningen. It might be this also works at the venues in The Hague, but that is not for sure.

Traveling in Groningen

Note that the buildings of the University of Groningen are scattered throughout the city. The venues where the study trip is located are within walking distance from the city centre and hence, from most hotels. The only exception is the venue on Tuesday. That venue is about 3.5 km from the city centre. The best and most Dutch way to go there is on bicycle (your hotel might have them available for you). The other way is by bus. You can plan your trip via this site (it also shows on a map where to walk to):

https://9292.nl/en/journeyadvice/groningen_bushalte-grote-markt/groningen_bushalte-nijenborgh/arrival/2019-10-03T0906?extraInterchangeTime=0.

Bicycles

Although we are very proud to be the most bicycle dense city in the world, it might be rather overwhelming for foreigners who are not used to Dutch bicycle drivers. They are simply everywhere and although there are certain traffic rules that apply to bicycles,

rather try not to

rely on those rules. Watch left,

watch right, watch behind and watch ahead, they are

everywhere where you would not expect them. Just be careful and learn to love a city where there is little car traffic.



Participants from Laos and Malaysia

National University of Laos (NUOL)

1. Assoc. Prof. Dr. Somchanh Bounphanmy, Vice-Rector of NUOL
2. Assoc. Prof. Dr. Bounleuth Sengsoulin, Acting Dean of FLE
3. Dr. Latsanyphone Soulignavong, Acting Director of the Academic Division
4. Dr. Sithixay Xayavong, Acting Director of Research Office
5. Mr. Khamphanh Sithavong, Deputy Director of IT Center
6. Mr. Sousavanh Anoxay, Deputy Director Research Division
7. Mr. Bouageune Souvannasy, Postgraduate Division
8. Mr. Sisaath Kaopaseuth, Acting Deputy Director of Academic Division
9. Mr. Onsee Khamphouvong, Post graduate and Research Unit
10. Ms. Manivone Phongsa, Post graduate and Research Unit

Souphanouvong University (SU)

1. Assoc. Prof. Vixay Chansavang, Acting President of SU
2. Ms. Bounthieng Vongsouangtham
3. Mr. Si Anouvong Savathvong, Vice President of SU
4. Dr. Bounmy Keohavong, Director of Research Governance
5. Dr. Vilayphone Somsamone, Research Governance, Faculty Unit
6. Mr. Vikate Phannalath, Research Governance, Faculty Unit
7. Ms. Sisoury Phommaseng, Research Governance, Faculty Unit
8. Dr. Soulideth Keoboulaphet, Research Governance, ToT
9. Mr. Thongkham Hungsavath, Research Governance, ToT
10. Ms. Somchay Makesavanh, Research Governance, ToT

Universiti Utara Malaysia

1. Associate Professor Dr. Hariharan N Krishnasamy (School of Languages, Civilisation and Philosophy) Lecturer
2. Prof. Dr. Huda Bt Haji Ibrahim (School of Computing) Lecturer
3. Associate Professor Dr. Azman B Yasin (School of Computing) Lecturer
4. Dr. Mazni Binti Omar (School of Computing) Lecturer
5. Associate Professor Dr. Mazida Binti Ahmad (School of Computing) Lecturer

University of Malaya

No.	Name	Current position	Focus Area(s)	Expected/ Specific contributions or

				outputs
1.	Prof. Dr. Noorsaadah Abd Rahman	Deputy Vice-Chancellor (Research & Innovation)	Strategic director for Research Governance to Enhance Research Ecosystem and Governance at UM	Decision maker / driver for UM Research
2.	Prof. Dr. Noor Hayaty Abu Kasim	Dean, Health & Well-being Research Cluster	Benchmarking of Research Governance with leading universities to assist in enhancing Research Ecosystem and Governance at UM	Study tour report focusing on recommendation & follow-up to facilitate implementation & monitoring DEV2 UM
3.	Azrin Md Kasim	Research officer, research cluster office	I. Evaluation of Research Governance at peer & leading universities. II. Identifying & landscaping the industry needs for research to achieve a sustainable industry-academia partnership.	Follow-up documentation and proposal for Research Governance alignment for monitoring and impact analysis of research output and outcome
4.	Nuratiqah Mohamed Norpi	Research Officer, Research Cluster office	III. Formulate monitoring and impact analysis of research output and outcome based on best practices learned from peer and leading universities.	Study tour journal. Follow-up documentation and proposal for Research Governance alignment towards a sustainable industry-academia partnership.
5.	Chang Lee Wei	Research Officer, Centre for Research Services (PPP)	V. Enhance IT platform in terms of sharing of data, storage and protection based	Study tour journal. Follow-up documentation and proposal for Research Governance

			<p>on best practices learned from peer and leading universities.</p> <p>V. Improve the role and function of human capital for efficient Research Management.</p>	<p>alignment for enhancement of IT platform in terms of sharing of data, storage and protection.</p>
6.	Prof. Dr. Azirah Hashim	Dept. of English Language, Faculty of Languages and Linguistics		

University of Gothenburg, Sweden

1. Prof. Jens Allwood
2. Dr. Elisabeth Ahlsén

University of Groningen, the Netherlands

1. Prof. Ronald Holzacker, Director, Groningen Research Centre for Southeast Asia and ASEAN
2. Dr. Jan Folkert Deinum
3. Louwarnoud van der Duim, domain manager education, Centre for Educational Support and Innovation

Break out sessions

The following pages show the program in detail. After each program item you will see that there will be so-called break-out sessions. We believe a study visit like this could only be successful if participants are actively working on the ideas that are presented. We therefore ask you to, after each presentation, sit together with the colleagues of your own university and ask for your university the following questions:

1. Is what you heard comparable with the situation at your own university? What are the difference? What is similar?
2. Do you find what you just heard useful? Was there something in the presentation that you might use in your own organisation?
3. What would be the takeaways from the presentation? What can you implement in your organisation in the next year, in the next two years and in the next five years?

Go to [Break-out session](#) to fill in your forms.

Monday October 21, 2019

Venue: building 1124, Theology and Religious Studies (<https://www.rug.nl/staff/location/1124>, address Oude Boteringestraat 38 Groningen)



We are located in the room that is called "Zittingzaal".

09:00 Arrival, registration, coffee/tea

09:30 Opening and welcome by

Prof. Dr. Ron Holzacker,

<https://www.rug.nl/staff/r.l.holzacker/>

Dr. Jan F. Deinum,

<https://www.rug.nl/staff/j.f.deinum/>



10:00 Introduction to Research at a Social Science Faculty: Academic Freedom ([presentation](#))

Prof. Dr. Oscar, Dean of Faculty of Spatial Sciences

<https://www.rug.nl/staff/o.couwenberg/>



11:00 Coffee break

11:30 [Break-out session](#)

12:30 Lunch, offered by the University of Groningen

Bruynszaal (Academy Building,

<https://www.rug.nl/staff/location/1111>)

13:30 A social science research institute: Urban and Regional Studies Institute (URSI) ([presentation](#))

Prof. Dr. Frank Vanclay, head of URSI

<https://www.rug.nl/staff/frank.vanclay>



15:00 Coffee break

15:30 [Break-out session](#)

16:30 Finish

Tuesday October 22, 2019

Venue: building 5159, Energy Academy
(<https://www.rug.nl/staff/location/5159>, address
Nijenborgh 6 Groningen)

We are located in room 0291.

Note: for bus connections, follow this [link](#).



09:00 Arrival, registration, coffee/tea

09:30 The Aletta Jacobs School

The Aletta Jacobs School of Public Health – a joint partnership of the University of Groningen, The Academic Hospital and the Hanze University of Applied Sciences – is the proud flag-bearer of healthy ageing in the Northern Netherlands ([presentation](#)). By:

Dr. Nienke Schripsema, Programme manager Aletta
Jacobs School of Public Health:

<https://www.rug.nl/staff/n.r.schripsema/research>



11:00 Coffee break

11:30 [Break-out session](#)

12:30 Lunch (at your own, premises close by)

13:30 Graduate schools.

The University of Groningen has ten Graduate Schools, each of which offers Research Master's and PhD programmes that prepare you for a high-level career in academia or beyond ([presentation](#)). By:

Prof. Dr. Lou de Leij, Dean of the Graduate Schools

<https://www.rug.nl/staff/l.f.m.h.de.leij/>



15:00 Coffee break

15:30 University Research Governance to Promote Inter-Disciplinary and Inter-Faculty Research for Excellence and Societal Impact. An example of the Groningen Research Centre for Southeast Asia and ASEAN (SEA ASEAN):

Yoga Permana, (RUG Faculty of Arts, International Relations / Universitas Gadjah Mada): *Political Economy of ASEAN Open Skies Policy: Business Preferences, Competition and Commitment to Economic Integration* ([presentation](#))

Stanati Netipatalachoochote (RUG, Faculty of Spatial Sciences / Faculty of Law and Thammasat University, Bangkok): *Human Rights and ASEAN* ([presentation](#))

16:30 Finish



Wednesday October 23, 2019

Venue: building 1121, Administration Building,
(<https://www.rug.nl/staff/location/1121>, address Oude
Boteringestraat 44 Groningen)

We are located the so-called “grote zaal” (large room, ask the
reception)



09:00 Arrival, registration, coffee/tea

09:30 Ethics and privacy in Research ([presentation](#))
Dr. Marijtje van Duijn, Faculty of Social and
Behavioral Sciences
<https://www.rug.nl/staff/m.a.j.van.duijn/>



11:00 Coffee break

11:30 [Break-out session](#)

12:30 Lunch (at your own; plenty of restaurants nearby)

13:30 Developing research Talent ([presentation](#))
Prof. Dr. Ritsert Jansen, Dean of Talent
<https://www.rug.nl/staff/r.c.jansen/>



Memo on tenure track criteria:

<https://www.rug.nl/gmw/research/tenure-track-notitie-gmw-2015-door-cvb-goe-dgekeurd-uk-0508.pdf>

15:00 Coffee break

15:30 [Break-out session](#)

16:00 International relations

Mr. Tim Zwaagstra, Program manager South East Asia

<https://www.rug.nl/staff/t.n.zwaagstra/>



16:30 Free time

18:30 Dinner offered by the University of Groningen (Bruynszaal, Academy Building)



Thursday, October 24, 2019

Venue: building 1313, Harmoniegebouw (<https://www.rug.nl/staff/location/1311>, address Oude Kijk in 't Jatstraat 26 Groningen)

Room: 0007 Expositieruimte

09:00 Arrival, registration, coffee/tea

09:30 Funding and finances ([presentation](#))

Geert Jan Arends, senior consultant research funding
University of Groningen



11:00 Coffee break

11:30 Back to hotel, take your
suitcase, lunch at your own

12:48 Central Station, train to
The Hague. Train leaves
12:48 sharp, so do not be
late!
Note also: when using group
tickets this is the latest train
possible



Evening: free time

Friday, October 25, 2019

Venue morning: 7AM Den Haag (Address: Buitenhof 47, 2513 AH Den Haag). See also: <http://www.7am.nl>.



09:30 Arrival, registration, coffee/tea
09:40 The Dutch Accreditation System
NVAO (www.nvao.net/en) ([presentation](#))
Lineke van Bruggen

12:00 Visit of the Malaysian delegation to the Malaysian Embassy to speak to the Ambassador

12:00 Visit of the Laos delegation to the 'Buitenhof, the heart of the Dutch government, during the Friday morning meeting of the Ministers, including the Minister of Education, Culture and Science, with Prime Minister Mark Rutte. Also pointing out the historical Ridderzaal in the Buitenhof, where the King, Head of State, the Kingdom of the Netherlands opens the parliamentary year. Finally, visit to the square in front of the Netherlands Parliament, with discussion of the branches of government, and the separation of powers between the executive branch in the Buitenhof and the surrounding ministries in the skyscrapers, the legislative branch in the First and Second chamber buildings, and the judicial branch in the nearby Council of State of the Netherlands.

Venue afternoon: Nuffic building (address: Kortenaerkade 11, 2518 AX The Hague). Note: this venue is about 400 m walking distance from the venue in the morning.



14:00 Internationalisation in Higher Education.
Nuffic (<https://www.nuffic.nl/en/>)

Program:

1. Opening & short word of welcome (10 minutes)
2. Nuffic in the Netherlands (20 minutes + 10 minutes discussion)
On our position within Dutch higher education as center of expertise, promoter and facilitator of internationalization and partner for universities and government ([presentation](#)).
3. Break (15 minutes)

4. Nuffic in the world (20 minutes + 10 minutes discussion)
Our work on Global Development through capacity building, scholarships and work with the Global South ([presentation](#)).
5. Discussion with Erasmus+ Experts (20 minutes + 10 minutes discussion)
Short overview of the E+ programme and its instruments. Short preview of the future programme ([presentation](#)).
6. Closing (5 min)

16:30 Final closing, pictures, and goodbyes at the Peace Palace. The word 'PEACE' is inscribed in many languages on the bench near the grand entrance to the Peace Palace, including in Malaysian and Laos.

Introduction to Research Governance at University of Groningen

The University of Groningen is among the European top in the field of academic research. We are successful because we apply fundamental academic research in an innovative way when dealing with social and individual problems. Groningen-based researchers collaborate with colleagues from all over the world on a daily basis and University of Groningen lecturers actively involve their students in research.

Research structure at University of Groningen

With more than 400 years of history, research is embedded in long lasting traditions at our university. The main focus in the research structure is the “hoogleraar”, or “full professor”. Where in anglosakson countries all academic staff is called professor, in the Netherlands we distinguish amongst academic staff assistant professors, associate professors and full professors. There are 330 full professors at our university of a total staff of 3400 fte.

The full professors have their own research team and their own research themes. They decide on their own what kind of research questions they would like to analyze and can answer on their own to on calls for proposals where applicable, without notice of higher bodies. Academic freedom of professors is considered very important in our university and it would be perceived badly if a higher body would try to influence research choices of a full professor. A team of a full professor would, typically, consist of one or two associate professors, one or more assistant professors, one or more post-doc researchers and a few PhD students.

Although there is a strong focus on individual full professors, in the past decades there has been some stress on more cooperation within “research centres”. In the University of Groningen each faculty has its’ own research centre. A research center can consist of several research institutes. Research institutes are organized around clear research topics. The work of individual full professors and their team should fit within those research topics. The research topics are selected by the group of full professors in a research institute. A research institute is evaluated every six years on it’s research quality. The universities in the Netherlands organise this evaluation themselves for each research domain. For the evaluation they use mostly international peer experts.

Next to the research institutes, there are the Graduate Schools. These are also organised per faculty. A Graduate School is responsible for the education and training of PhDs. The full professor decides which students he/she accepts as a PhD student, but this has to be approved by the graduate school: the research topic of the PhD student should fit to the research themes within the research centre and there are entrance requirements for the PhD students.

The supervision of the PhD research is done by the full professor, mostly in a joint effort with one or two more full professor and a daily supervisor (often an assistant or associate

professor), so there is mostly a supervision team of two up till four persons for a PhD student. In most faculties it is common these days that a PhD thesis is based upon around four articles that should be published in international peer reviewed journals. The four articles together with an introduction and a conclusion together comprise the thesis of the PhD student. Typically a PhD study lasts four years. The Graduate School is responsible for additional training of the PhD students, often focused on courses on ethics, statistics and methodology specifically for that research domain.

Officially the Dean of a faculty is responsible for the quality of the research within the faculty, but the first responsible person is the full professor who is in charge of that specific research. The dean takes care of quality measurement structures, providing support for research and assuring there is an ethics committee.

On central level there is rather little influence on the research done in the university. What is done is mainly supporting the faculties, graduate schools, research centres and individual researchers to help and support them to do their research. The funding office provides for example support on writing research proposals, especially on larger proposals for the EU research programs.

Funding

There are three types of funding for research in our university:

1. The first stream is based upon the number of students and comes from the government. Part of this budget is supposed to be spent on research
2. The second stream also comes from the government but is based upon calls for proposals. This goes mainly via the Dutch National Research Organisation (NWO) and the EU. The NWO decides what would be relevant research themes and organises the call for proposals. There are also funding schemes for individual researchers who are very talented.
3. The third stream is contract research with companies and NGOs. In 2018 the University of Groningen received € 144 million for contract research (on a total budget of € 800 million for the whole university)

Research Themes

The University of Groningen research profile consists of the research focus areas of the faculties and the selected three societal themes of the University: Healthy Ageing, Energy and Sustainable Society. The research focus areas and the societal themes are closely connected and strengthen and inspire each other. This way the University actively applies its top research to solving the major questions in society. You can find all research themes [here](#).

Example of an Ethics in Research Protocol

The National Ethics Council for Social and Behavioural Sciences has developed a code of ethics for research involving human participants. The code is endorsed by all associated institutes (www.nethics.nl).

Click [here](#) for the example of the ethical code:

<http://nethics.nl/.cm4all/iproc.php/Gedragcode/CODE%20OF%20ETHICS%20FOR%20RESEARCH%20IN%20THE%20SOCIAL%20AND%20BEHAVIOURAL%20SCIENCES%20v2%20230518.pdf?cdp=a>

See also the Dutch Code of Conduct for Scientific Research:

<https://www.knaw.nl/en/news/news/new-netherlands-code-of-conduct-for-research-integrity>

E-mail accounts

Go to wifi network: eduroam

Use one of the following accounts

ztds@edu.nl Password: kkzxr

ztdt@edu.nl Password: ykumt

ztdx@edu.nl Password: eoxqh

ztdz@edu.nl Password: fbols

zteb@edu.nl Password: nbzbh

zted@edu.nl Password: qaaho

zteh@edu.nl Password: cvvah

ztei@edu.nl Password: lwwsy

ztej@edu.nl Password: hythi