

Summary of Report on WUR Awayday

Thursday 29 March:

Purpose of ABCDE group Awayday

The new Strategic Plan (2019-2022) was the theme of the awayday of 29 March (2019-2022). During the awayday, the ABCDE group (**A**lgemeen Directeuren [Managing Directors], **D**irecteuren **B**edrijfsvoering [Operations Directors], **C**orporate Directeuren [Corporate Directors], **D**eans, and the **E**xecutive Board) continued their discussions on the issues of the investment themes, digitisation, and Revitalisation/Renewal. The leaders of these three focus groups were invited to open these discussion topics and were given the opportunity to receive feedback on choices they had already made. During the opening, Louise Fresco indicated that the new Strategic Plan (SP) is not going to simply be a sum of the things that we are already doing. Instead, the plan needs to be future-proof. This means we are going to be making choices. Rens Buchwaldt further indicated that we want to create an SP that makes the difference.

Outline of the process by Rens Buchwaldt

- At the end of last year, Corporate Strategy & Accounts started outlining the process.
- 30 November: first ABCDE group awayday (focus and sharpness).
- Common ground document was written and 10 focus groups were started.
- This awayday: discussion of the progress of the focus groups and beginning the thought process of how we are going to bring everything together in June.
- 4 June: Closing event in the tent. Interactive fair involving the entire organisation.
- In June: another awayday with the ABCDE group to bring together all the input from the focus groups.
- During the summer, we are going to write the SP, the goal is to keep the document under 15 pages. We want to make choices about the content.
- By the end of the third quarter, the plan must be completed and will be submitted to the Student & Staff Council and the Supervisory Board.
- During the fourth quarter of 2018, we will present the plan to the Ministry.



Figure 1: Timeline of Strategic Plan process

Investment themes focus group by Bas Zwaan

The focus group will start its session with the example of how NOC/NSF made daring choices after Vancouver. Win as many medals as possible. Clear and measurable. Invest in the sports which we are good at, focus, and make clear choices. This method led to huge successes in Sochi (24 medals) and Korea (20 medals).

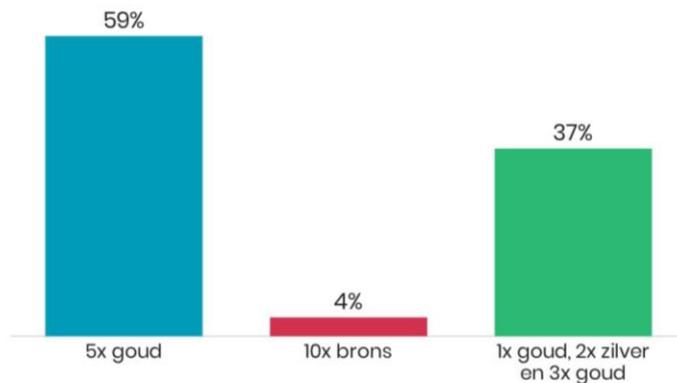
Lessons learned from NOC/NSF:

- Define a vision and goal
- You have to believe in it, even in times of adversity
- Process that leads to choices
- Be selective in order to create focus

What do we choose: individual excellence or team success? Question of the project group to the ABCDE group: What are the medals we want to shoot for? What themes do we want to excel in? To answer these questions, the participants of the awayday split up into three groups to further discuss this.

Finally, the focus group presented the following questions to the participants of the awayday: What and how many medals are we going for? What themes do we want to excel in?

Voor welke, en hoeveel medailles gaan we? Mentimeter



27

Figure 3: What and how many medals are we going for (results of

Word Cloud – investeringst



Figure2: What themes do we want to excel in (input of awayday participants)

poll question)

Pitches

The focus groups that were not able to provide an interactive session during the awayday (due to the limited time available) were given the opportunity to give a pitch of up to three minutes, which they were free to create as they saw fit. Many of the pitchers used the time to ask the awayday participants for input on questions they were struggling with. After the pitches, the participants were able to place their input on individual focus group posters.

“Domain and ambitions” pitch by Dolf Weijers:

- What areas within our domain are we not going to be working on anymore?
- What modifications to our domain are absolutely necessary?
- Do we need to separate the ambitions for WU and WR?

“WR Business model” pitch by Ernst van den Ende:

- Formulated a definition: The Wageningen Research Business Model is our plan for the successful operation of our core business by identifying the intended customer base and sources of revenue; the services & products we provide to serve these customers; and the knowledge, partners, competencies and roles we need to have and develop to do so. In addition, the business model details our performance indicators, and pricing and financing mechanisms
- Dilemmas: these include central or decentral planning, LNV as client or funder, issue-oriented or demand-driven?
- Three perspectives to discuss themes, also in outdoor areas.

“Excellence” pitch by *Ellis Hoffland*:

- Excellence, what does that mean? Excellent, better than good; selectively accessible to a small group that is better than the rest; every university thinks it is excellent; controversial; context-dependent.
- Excellence is a team effort.
- The focus group made a matrix containing the activities in the field of excellence, broken down into the topics of education, research, value creation, and management (at the individual, team, and management level).
- Participants were asked to respond to the statement: indicators for excellence do not exist.

“Managerial model” pitch by *Martin Scholten*:

- Departure point of the focus group: everything that we have already thought of once before.
- Adding to that: internal and external consultation
- Result: guiding suggestions for useful changes, in terms of
Organisational culture
Managerial principles
Rules and procedures
Organisational forms

“Strategic partners of WUR” pitch by *Bram de Vos*:

- Which partnerships are necessary for realising our strategy?
- Different types of strategic partnerships: a list of criteria and indicators for each type.
- List of current (institution-wide) partnerships in the areas of education, research, and value creation: are they strategic or not?
- A pathway for the emergence of new strategic partners.
- List of potential, new strategic partners (in line with new ambitions in domain).
- What tools and investments (in terms of time and money) are needed for maintaining the relationship with a strategic partner.
- Question for the awayday participants: What are the important criteria to determine whether a partner is a strategic partner?

“WUR as an international organisation” pitch by *Martijn Hackman*:

- What does “How international are we?” mean?
- What suits us?
- What would the situation be if we were to continue to internationalise: student populations (less diversity), do we want to go into this direction?
- War on talent when it comes to staff, retention of international top talent (strategic human resources plan).
- What does internationalisation mean to WR?
- What steps are we still going to take?
- Question to awayday participants: What steps towards change are we comfortable with? How are we going to continue?

“Chair plan” pitch by *Arnold Bregt*:

- Playing field of WUR: Domains and small, medium, and large chair groups, more and more professors holding a personal chair.
- Foundation: basic rate, earnings on research, and earnings on education.
- Question: if you set up a new chair group, will you then be entering the funding system? How can this be improved?
- Question: nowadays, it is often the case that the chair holder is responsible for all the management tasks, while this is much less the case for professors holding a personal chair. Can there also be rotation in terms of carrying out management tasks?
- Coverage: 93 chair groups, is that the right number? Are we missing any domains or should we reduce this number?

Revitalisation and Renewal focus group by Gerlinde de Deyn and Ingrid van der Meer

How do we remain distinctively appealing at the international level to young and diverse incoming students and how can we make our campus more attractive to and better utilise talent?

Three sub-questions:

- How can we attract more young people to work with us?
- How do we retain the young talent within WUR?
- How can we renew our ways of thinking and working?

ABCDE group input on these questions was collected in three rounds. The session was concluded with three original presentations: A group cycled in, a self-written sentimental ballad was passionately sung, and someone was questioned about potential reasons to keep working at WUR.

The session ended with a look into the future of the focus group activities. In the next 4 to 6 weeks, birdhouses will be installed at many WUR locations. People can place notes into these birdhouses with ideas for the issues that the "Revitalisation and renewal" project group is working on.



Digitisation focus group by Willem-Jan Knibbe and Maarten Brouwer

How do we strategically transform IT in order to remain at the forefront during the digitisation wave in education and research, while still remaining an attractive place to study and work? Purpose of the session is to find out whether the focus group is complete in its analysis and to determine priorities.

Summary of presentation:

- Meaning:
 - we become part of ecosystems or hubs, for which
 - technology needs (our) knowledge and implementation
- However:
 - privacy, security, traceability, and reliability require
 - trusted partners (like us) for science & education
- So:
 - we need to define our position within the (new) hubs to understand & participate
 - by organisation experimentation and cooperation
 - by making choices

The focus group is working on strategic discussions relating to Research; Education; and Campus design.

- What do we need to determine the ambitions in these three areas?
-