

<i>Update en verwachte output focusgroepen (UK)</i> (April 2018)	
1.	<p>Focusgroep 'Ons domein en ambities'</p> <p>Central questions: What is our 'natural domain' and what do we want to achieve with it.</p> <p>Expected output: The focus group "Our domain and ambitions" will list the trends and transitions that are relevant for our domain and for which scientific knowledge can make a significant contribution. We will investigate our strengths, identify opportunities, and try to determine in which areas we might decrease our efforts. We will take into consideration the way in which we should shape our research programmes: when will the external market be leading and when should we follow intrinsic values. The focus group will deliver a short, concise, prioritised overview of the required adaptations in domain and ambitions with respect to the previous Strategic Plan.</p> <p>Contacts: Krijn Poppe en Dolf Weijers</p>
2.	<p>Focusgroep 'Investmentthemes'</p> <p>Central question: What are the themes we should invest in to achieve our ambitions?</p> <p>Expected output:</p> <ol style="list-style-type: none"> 1. The process that should be followed to arrive at the investment themes (including the framework for the investment themes). 2. A list of proposed investment themes. 3. A framework for allocating funds to these investment themes as well as within the themes. 4. A proposal on how each theme should be coordinated/managed. <p>Contacts: Bas Zwaan en Jack van der Vorst</p>
3.	<p>Focusgroep 'Businessmodel WR'</p> <p>Central question: What changes to the WR business model are necessary to make us 'fit for the future'?</p> <p>Expected output: The Wageningen Research Business Model is our plan for the successful operation of our core business: 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.</p> <p>Contacts: Rens Buchwaldt en Ernst van den Ende</p>
4	<p>Focusgroep 'Revitalisation and renewal'</p> <p>Central question: How do we remain distinctively appealing at the international level to young and diverse incoming employees and how can we offer more to and better utilise the young talent on our campus? (captivate and commit).</p> <p>Expected output: We will find solutions to our central question by answering the following sub-questions:</p>

	<ol style="list-style-type: none"> 1. How can we (WU and WR) make ourselves (more) appealing to potential young employees? How can we attract more young people? 2. How do we retain young talent within WUR? 3. How can we renew the current way of thinking (mentality) and working (to become more attractive to young people)? <p>We want to involve as many interested employees and other interested parties as possible in the process. Do you want to respond to any of these questions or do you have suggestions to contribute to this topic, please contact one of the members of the Focus Group (see below) or post a message in the timeline of this intranet group: https://intranet.wur.nl/Project/NewStrategicPlanWUR.</p> <p>Contacts Gerlinde de Deyn en Ingrid van der Meer</p>
5.	<p>Focusgroep 'Excellentie'</p> <p>Central question: What is our distinctive Wageningen excellence and how do we encourage it?</p> <p>Expected output: The focus group Excellence focusses on how to stimulate excellence in the following areas: Education, Research, Value creation and Management (support). Education is divided in 'Students' and 'Staff'. Excellence in these areas can be stimulated at Individual, Team and Organisational level. The focus group made an inventory of strategies already in place to stimulate excellence in the fifteen cells of the matrix and has identified five cells (marked grey) to concentrate on. Since excellence is a multifaceted attribute, it may not always be possible to define yardsticks. Alternatively, the group will identify policies and measures to promote excellence.</p> <p>Contacts: Marcel Dicke en Ellis Hofland</p>
6.	<p>Focusgroep: 'managementmodel of the internal organisation'</p> <p>Central question: Does our current management model capitalise on the unique combination of U&R?</p> <p>Expected output:</p> <ul style="list-style-type: none"> - In "a world full of information" - There is a need for interdisciplinary solutions - With a new generation that thinks and works in a new way - Can we handle the growing competition in our domain <p>Our questions:</p> <ul style="list-style-type: none"> - Is the internal organization optimally structured for this? - Is collaboration stimulated? - Is there room for innovation in the ways we work together? - Do we live up to the OneWageningen profile according to the external parties? <p>Output will be directions for useful changes in:</p> <ul style="list-style-type: none"> - The culture of our organisation - Management principles - Rules and procedures - The way we are organised

	<p>Contacts: Arthur Mol en Martin Scholten</p>
<p>7.</p>	<p>Focusgroep: Strategic partners WUR Central question: Which partnerships are necessary for realising our strategy?</p> <p>Expected output:</p> <ol style="list-style-type: none"> 1. There are different types of strategic partnerships, with corresponding goals. For each type, a list of criteria and indicators will become available to determine whether a partnership should be classified <i>strategic</i> (within a certain type). The list of criteria/indicators is not intended as a checklist, but rather as a frame of reference that can help determine whether a specific partnership is needed to reach certain goals. 2. A list of the current (institution-wide) partnerships (both national and international) within the fields of education, research and value creation, whether or not they are classified as strategic and the type of partnership. 3. A route for the establishment of new strategic partnerships. 4. A list of potential new strategic partners (related to the results of focus group 1, Domain and Ambitions). Special attention will be paid to strategic networks, which are becoming increasingly significant. 5. An advice that describes the instruments and investments (in both time and money) that come with the maintenance of a collaborative relationship with this strategic partner <p>Contacts Bram de Vos, Tiny van Boekel</p>
<p>8.</p>	<p>Focusgroep Digitisation Central question: How do we strategically implement IT to remain ahead in education and research and also continue to be an attractive place to study and work?</p> <p>Sub-questions:</p> <ul style="list-style-type: none"> • <u>Education</u>: Which conditions are needed in the coming years to implement our ambitions for digitalisation in education as stated in our vision for education? • <u>Research</u>: How do we aim to remain at the forefront of research in the coming years given the further digitalisation of research? • <u>Campus and ICT</u>: Which services, operations, support, infrastructure, facilities and investments are required to achieve our ambitions for digitalisation? <p>Goals of focus group: The answers result in goals, ambitions and a strategy for WUR about the strategic implementation of IT in the coming four year. We also identify which investments are needed. We build forth on the existing ambitions, visions and achievements in education, research and operations/Campus/IT.</p> <p>Steps: The focus group makes an inventory of the topics, strategic questions and dilemma's related to digitalisation. The inventory is discussed with internal experts in our consultation group, management, staff and students. The next step is to propose strategic choices. We consult external and internal stakeholders in this process. In a final meeting we verify our final proposal with the consultation group.</p> <p>Contacts: Willem Jan Knibbe, Maarten Brouwer</p>

9	<p>Focusgroup: WUR as an international organisation Central question: Is our organisation sufficiently future-proof as a top international player?</p> <p>Expected output: The group identified 5 issues.</p> <ol style="list-style-type: none"> 1. The education system The issue is not only the balance between Dutch and foreign students, but also the balance between the nationalities. Other issues are: how to accommodate growth in a small town like Wageningen, how to attract top students, how to balance between top students in special programmes and the majority of students in regular programmes, how to assure that WUR does not become an elitist institution for students with their own funding. 2. The PhD community The Group would like to assess the data with regard to the composition of the PhD community. WUR has been active in combining the PhD trajectory and capacity building in developing countries (INREF, NUFFIC programmes).. The Group has to explore whether we can indeed expect a change of promotion/graduation fee, and if yes, how we could counter the effect on WUR of such a change. 3. WUR's international position The Group decides to not include this topic, will probably be treated by focus group "WUR strategic research partners". 4. War for talent, diversity policy The central issue is how can we improve our attractiveness for high potentials and top scientists. And how can we keep top scientists for our organization. In contrast to the university, in Wageningen Research there are no clear career paths. A related question is the lack of diversity amongst staff and professors. 5. Wageningen Research Additional WR issues in this focus group topic are: how to attract more funding from outside EU, how to diversify the staff (e.g. more international experience), how to connect master students with WR during their studies or after graduation. Furthermore the Group would like to assess how we can better communicate and make use of project offices in other countries. <p>Contacts: Carolien Kroeze, Martijn Hackman</p>
10	<p>Focusgroup Development of chair plan Central question: What changes to the chairplan are necessary to align it with our strategic choices?</p> <p>Expected output: consisting of an overview of the chairs; and an elaboration of the following questions:</p> <ol style="list-style-type: none"> 1. Is the number of chair groups sufficient for our domain? 2. Are we able to respond flexibly enough to shifts in the field of research or to societal questions? 3. What is the relationship between chair group holders and personal professors? <p>Dilemmas:</p> <ul style="list-style-type: none"> • The chairs must be able to operate independently and quickly/flexibly and embedded into the standard research as well as the education system. • Exchangeability tasks between chair holders and personal professors could mean that the funding system of the chair groups has to change.

- Enabling internal rotation of the chair holder/chairman of the chair group and ensuring that enough high-quality people from outside of WUR are appointed.
- Enabling internal shifts within a chair group without ignoring the basic principles of the current recruiting system (the requested capacities for recruitment of professors holding personal chair via tenure track are different than those for the recruitment of chair holders).

Contacts: Arnold Bregt en Richard Visser

Basisnotitie 'Our common ground'

The reference document 'Our common ground' (see PDF below) describes the fundamental issues that we (the Executive Board and the Board of Directors) agree on and which we believe can be implemented on an organisation-wide level. This document forms the basis of the strategy process and the starting point for ten strategic questions that will be answered over the coming months. You can also respond to 'Our common ground', as there are sure to be issues that not everyone agrees on. If you believe there are fundamental questions that have not yet been addressed, please feel free to contact us.
Contact: Karin Horsman.

Our common Ground: https://www.wur.nl/upload_mm/a/f/1/0ed4ab73-b367-4d14-892e-23624f2e162f_Our%20common%20ground%20EN.pdf

Website: www.wur.eu/new-sp-2019-2022