

Appendix 1: Our common ground

Since our inception one hundred years ago, we have been driven by the desire to make a difference. What inspires members of the Wageningen community? *Excellent Science for Societal Impact*, contributing to solutions for major social issues such as the problem of the global food system, climate change, developing a circular economy, conserving nature and biodiversity, and striving to end poverty.

Our reputation and more importantly, our work on contemporary issues is internationally renowned. We are a significant centre of knowledge and expertise as well as a part of both the national and international scientific community in the fields of food and environment. We play a pivotal role in the "Dutch Diamond" collaboration between government authorities, the business community, society (NGOs and civil society), and research institutions in our domain.

Domain and position

Our mission stays *to explore the potential of nature to improve the quality of life*. Independent scientific research is the foundation upon which the Wageningen brand has been built. This strategy will be used to attain a concrete objective: to remain no. 1 in our field and to use our standing as a means to obtain sufficient (government) funding. We can only remain at the top if we continue to strive for excellence in the international fields of education, research, value creation, and support. The ways that we can maintain our leading position and the things that make *Wageningen Excellence* unique will be an important theme in our new strategic plan. (5, 9)

We do not anticipate any significant changes to the scope of what we consider "our" domain: healthy food and living environment.

Excellence, social relevance, and support/sound reasoning are crucial components. Our ambitions within our domain help determine its boundaries. In some areas, this may mean limiting our scope within the domain, while in others, it may translate to more intense focus. For this reason, in anticipation of our strategic plan, we will answer the question of what our ambitions are for the upcoming period (1) within our domain.

Education

Here, the goal is to remain number 1 in terms of excellence as well. Growth is not an objective in itself. We want to be selective in a way that strengthens the international classroom and results in a high-quality (international) influx of transfer students. Excellence programmes (honours, challenges, etc.) contribute to incoming and continuing students of higher quality. We want to continue providing BSc, MSc, and PhD programmes, with slightly more emphasis (when compared to other universities) on the last two categories. In the years to come, our ambitions will be focused on strengthening 1) high-quality scientific knowledge, 2) a rich learning environment, and 3) flexible learning paths.

Digitisation enriches campus education formats (blended learning) and distance learning and we want to respond to the demand for professional and executive education as well as lifelong learning. The strategic use of IT for the further development of our education requires even more exploration, which we will include in the agenda for our strategic plan (8). We will continue working on the operationalisation of our education ecosystem, in which campus education and distance learning for various target groups will benefit from one another.

Research

We will display leadership when addressing significant issues, such as a plan for circular economy and the use of agriculture as part of a solution for problems such as climate change. In our unique model, we want to draw connections between discoveries (the scientific: fundamental, WU) and challenges (the societal: practical application, WR). For the term of the new SP, we will select primary themes in which to invest and within which we wish to make a difference (even more) at an international level (2).

In terms of enabling technologies (digitisation, sensors, drones, GIS/mapping, robotisation, big data, gene editing), we will be explicit in defining what we want to handle in-house and where we want to involve others.

Value creation

Our leading global position as a research institution is a source of substantial responsibility in our domain, which also challenges us to benefit society through the practical implementation of our knowledge. Value creation is focused on realising economic as well as societal impact. Economic value creation is focused on acquiring additional means for preserving continuity and facilitating growth.

This demands impact-driven work from all branches of our organisation.

The four core areas of value creation (extracting value from knowledge/tech transfer, entrepreneurship, using facilities, societal impact/sharing knowledge) form a structural basis for stimulating value creation. Impact-driven work demands that our researchers place more emphasis on additional advantages, a focus on the client, and new earning models. This requires us to look critically at our current business model: is it in line with what society wants and does it encourage our staff members to respond to these wishes appropriately (3)? It also calls for changes to education, such as entrepreneurship tracks during all of our educational stages (BSc, MSc, PhD), more entrepreneurial courses, and the use of student challenges and training/schooling for professionals.

U&R organisation

The combined University and Research model of WUR is one of the essential components of the positive developments that have taken place over the past 12 years. During the upcoming strategic plan period, we will seek out the strengths of this combination in all corners of the organisation and further flesh it out by doing things such as organising groups that oppose each other much more in terms of content. We will continue building on the agile teams and other existing examples of collaboration between (parts of) departments and business units. We will have to answer the question of whether the

current internal administrative model of WUR facilitates the benefits of the combined model as best as possible or if it requires changes (6). In doing so, we will not lose sight of the individual characteristics of the WU and WR organisational divisions.

Culture

More than ever, we want to create a culture of creativity. Creativity demands diversity and freedom. In order to realise our goals, we must innovate, rejuvenate, give our talented students room to grow, and become more diverse in many respects. The combination of WU (with its continuous influx of young people) and WR (with its applied focus and growing need for young talent) provides opportunities that we want to better utilise. The ways that we can best take advantage of these opportunities is an important question, which will be answered in our new strategic plan (4).

Within our organisation, we would like to give more attention to diversity among employees (with regard to gender, LGBT, nationality, ethnicity, etc.), and to make the organisation sensitive and welcoming in this respect as well as to establish firm guidelines for it, so that we are fit for the future.

Investing in development

Creativity requires freedom, which requires the allocation of resources to facilitate the necessary investments. In our operational management, resources will have to be freed up in a more centralised manner to a considerable degree in order to (1) utilise larger amounts for broad themes, thereby stimulating interaction and freedom, and (2) place smaller "bets" on unique ideas and young talent.

Partnerships

We want to select the partners with whom we can realise our ambitions proactively and with greater focus. We want to enter into strategic partnerships in the fields of education and research (Dutch and international institutions) as well as value creation (such as NGOs, investment funds, businesses). We will invest time in our strategic partnerships. In the context of concrete research funding, we will also continue entering into more tactical partnerships. We will closely monitor the distinction between strategic and tactical partnerships. For this reason, in anticipation of the new strategic plan, we will assess our current and potential partnerships based on the degree to which they contribute to the realisation of our strategy (7).

Campus and Facilities

Wageningen Campus will evolve along with WUR and will also be further developed into a tight-knit, innovation ecosystem via external stakeholders, partners, and new residents. The development of the campus will support our vision and strategy. WUR is a powerful, leading institution, but also works closely with others. We will not be creating any similar campus locations (domestically or abroad), but redirecting the focus of other WUR locations onto sub-sectors within our domain. For the purposes of strengthening our impact, we will be opening up our facilities for research and education as best as possible and encouraging our partners to do the same.

The design and use of our individual buildings are focused on stimulating creative collaboration. The campus will provide even more infrastructure for shared research facilities than currently. We will also develop a proactive policy regarding large-scale research infrastructure.

We want to lead the pack nationally and internationally when it comes to CSR, especially in the areas of sustainability, transparency, and accessibility for the differently abled.