

# Chair Plan

2019-2022



**WAGENINGEN**  
UNIVERSITY & RESEARCH



# Table of contents

1	Introduction	4
2	Domain of the university in relation to the portfolio of chairs	5
3	Renewal of the Chair Plan in the period 2019-2022	6
	3.1 Chair Plan in general	6
	3.2 Financing the Chair Plan	6
	3.3 Organisational flexibility	6
	3.4 Three other aspects	7
4	Appendix 1: Portfolio of chairs (December 2018)	8

---

**Publisher**

Wageningen University & Research

**Text editing and coordination**

Corporate Governance and Legal Services (WUR)

Wageningen, Maart 2019

**Graphic design, photo research and visuals**

Communication Services (WUR)

**Photography** Marte Hofsteenge (1)

Sam Rentmeester (2,4) Jonne Seijdel (7)

[www.wur.eu](http://www.wur.eu)

# 1 Introduction

The mission of Wageningen University & Research is 'To explore the potential of nature to improve the quality of life'. Within Wageningen University, this mission is translated into developing fundamental scientific expertise, training students (of all kinds) for future professional careers and creating value for society. These activities take place in the chair groups. For this reason, the Chair Plan of Wageningen University is part of the Strategic Plan of Wageningen University & Research 2019-2022.

The Chair Plan 2019-2022 of Wageningen University establishes the scientific foundation of Wageningen University (WU). The Chair Plan contains all the regular chairs that have been created in the faculty, which collectively form the domain of the university. Additionally, the Chair Plan contains the teaching and research remits that have been formulated for these chairs.



A chair group is the smallest organisational component within Wageningen University in which academic teaching and research is given shape and societal value is created in a specific field. Each chair holder leads a chair group. Professors holding personal chairs are embedded within these chair groups. Moreover, Wageningen University has so-called special chairs, financed by external organisations (e.g. charity, NGO's, governmental organisations, business, applied research organisations, etc.), which are also embedded in the chair groups. Altogether, these professors determine the scientific profile of a chair group.

Wageningen University & Research is organised into five Sciences Groups that are responsible for the management of the chair groups and of the institutes of Wageningen Research (WR). Although WR institutions have no formal role or connection with the Chair Plan, it is evident - following current trends and the One Wageningen adage - that consultation, interaction and useful collaboration is considered and practiced in research and increasingly also in teaching and value creation.

Based on the recommendations of the Rector Magnificus, the executive board of WUR determines which fields of expertise are developed and consequently which chairs will be newly established, which chairs must develop a new focus and which chairs will be dismantled.

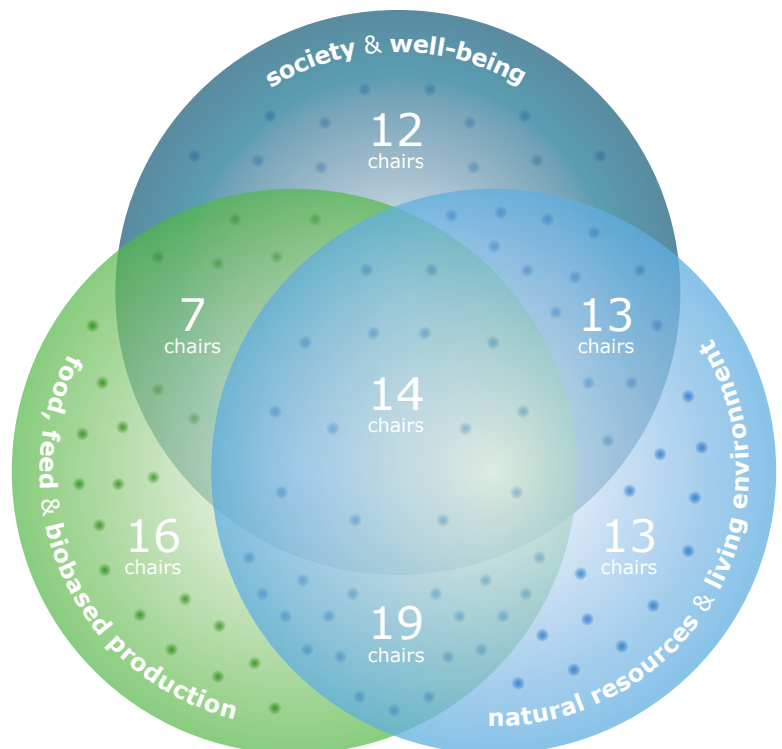
This process takes place in close consultation with the general directors of the Sciences Groups. Other parties, such as the Wageningen Graduate Schools, the Board of Education and the Staff Student Council, are consulted as well. The Chair Plan therefore applies to all of Wageningen University.

## 2 Domain of the university in relation to the portfolio of chairs

Wageningen University & Research is a globally leading university and contract research organisation in the fields of agriculture, healthy food and the living environment. In the period 2019-2022 WUR will continue with the mission 'to explore the potential of nature to improve the quality of life'.

The Chair Plan is to be seen as the scientific and educational foundation of Wageningen University and reflects the domain of Wageningen University & Research. Chairs are in close relation with and take care of all educational degree programmes of WUR. The scientific backbone of Wageningen University currently consists of 94 chairs and chair groups. These chairs are summarised in Appendix 1.

The current portfolio of chairs covers the domain of Wageningen University, now and largely also for the period 2019-2022. The Chair Plan reflects and incorporates constant societal developments by renewal of chair groups. This renewal contains the installation and the discontinuation of chairs, and actualisation of the teaching and research remit of the chairs. The research vision of a personal professor falls within the framework of the teaching and research remit of the chair group and thus also contribute to a constant evolvement of the overall portfolio of chairs. Therefore, it can be concluded that chair groups align more or less organically with changing societal developments.



Our domain:  
healthy food and  
living environment

## 3 Renewal of the Chair Plan in the period 2019-2022

### 3.1 Chair Plan in general

In the definition of the Chair Plan is mentioned that the plan contains the teaching and research remits of all regular chairs (chair holders). While an overview of the chairs exist, a comprehensive and updated overview of the teaching and research remits is not yet present. In the period 2019-2022, a comprehensive overview and of these teaching and research remits of the 94 chairs will be composed, and presented online.

### 3.2 Financing the Chair Plan

The current Chair Plan contains all the current regular chairs (the chair holders). Following the revision of Tenure Track in March 2018, personal professors have the same profile (hoogleraar 2) as chair holders. This removes some of the distinction between personal chairs and regular chairs (chair holders) and puts personal chairs and chair holders on a more equal footing.

The chair group in total reflects and is responsible for all education and research within the specific domain of the chair. The current basic funding of a chair group for research and education depends partly on the salary of the chair holder. This means that a chair group with a more senior chair holder receives more funding than a chair group with a recently appointed chair holder. Also, in case of a vacancy of the chair holder position, funding decreases which might put the financial result of the group under pressure. In the coming period we want to investigate whether it is logical to have equal basic funding for each chair, independent of the chair holder present (or absent). It would also clarify that basic funding of a chair is not meant to fund the salary of the chair holder but part of the chair group, as a team.

### 3.3 Organisational flexibility

Chair holders are currently appointed for an indefinite period and they usually remain in this position for a long time period. This does not necessarily reflect the needs or desire of the chair holders personally, nor those of the chair group and the organisation. Following the revision of Tenure Track in March 2018, personal professors have the same profile as a regular professor. As most groups have one or more personal professors, opportunities emerge to rotate management responsibilities between chair holder and personal chair, or for a personal chair to take on the chair holder position (temporarily or structurally). Of course, requirements and competences should be fulfilled.

It might be very advantageous if WUR can facilitate the possibility for chair holders to step down but to remain in the group as a (personal) professor. To fill the vacancy of a chair holder, the organisation could consider personal professors for this position under the condition that they meet the required competences. One could also imagine a scenario where new chair holders are appointed for only a five year period at a time after which evaluation take place. These various scenarios raise questions on attractiveness, salary distinction between chair holders and personal chairs, division of responsibilities etc. The plan period 2019-2022 will be used to assess these various consequences of organisational flexibility and to take a decision on the preferred model.

### 3.4 Three other aspects

Three other aspects will be part of the renewal:

- When filling vacancies, WUR strives for inclusiveness and diversity. This also applies to vacant professor positions. However, diversity (e.g. the number of female professors, international and cultural diversity) in professorial positions at Wageningen University is still lagging behind the desired situation. Increased effort on this topic, like continuing the support of Appointment and Advisory Committees (BACs) in being gender sensitive at all stages and a more active personal search effort for female and international scholars, is needed. We also have to look at other appointment conditions, such as a partner program.
- Larger groups offer (in general) more opportunities to respond flexibly to developments, are more viable to changes such as sudden vacancies and financial hick ups, and offer possibilities to be flexible in management and support (economies of scale, rotating, division of tasks). Therefore the new-for-old policy (keeping the number of chair groups constant and hence enlarging

the groups rather than extending the number of chair groups) will be continued and the formation of robust clusters of chair groups will be further stimulated. Clustering of chair groups has to be tailor made, based on content, and the (financial) performance of the consisting chair groups must remain visible.

- Currently it is difficult to establish a (financially) healthy new chair group. Wageningen accounts for the costs at the level of the chair group. Revenues from research and education are received with a delay which is especially a problem for starting groups (e.g. PhD-fee comes 2-3 years after defence, financial rewards of education comes after 1.5 year, etc.). In addition starting groups often find it difficult to obtain a place in education programs. This all puts a great deal of pressure on the development of starting chair groups. Hence, funding for a newly starting group (for both research and education) should be organized before the start of a new group. A starter package in research and teaching for a new chair group is desirable (e.g. at least 2 courses within a BSc or MSC programme).



## Appendix 1: Portfolio of chairs (December 2018)

Agrotechnology and Food Sciences Group	
Biobased Science	Biobased Chemistry and Technology
	Biological Recovery and Re-use Technology
	Environmental Technology
	Bioprocess Engineering
Biomolecular sciences	Biochemistry
	BioNanoTechnology
	Biophysics
	Microbiology
	Organic Chemistry
	Physical Chemistry and Soft Matter
	Systems and Synthetic Biology
	Toxicology
Food Sciences	Food Chemistry
	Food Microbiology
	Food Process Engineering
	Food Quality and Design
	Physics and Physical Chemistry of Foods
Nutrition Sciences	Nutrition and Disease
	Global Nutrition
	Nutrition, Metabolism and Genomics
	Nutritional Biology and Health
	Sensory Science and Eating Behaviour

Environmental Sciences Group	
	Air Quality and Atmospheric Chemistry
	Aquatic Ecology and Water Quality Management
	Cultural Geography
	Environmental Systems Analysis
	Forest and Nature Conservation Policy
	Forest Ecology and Forest Management
	Geo-information Sciences
	Hydrology and Quantitative Water Management
	Landscape Architecture
	Meteorology
	Plant Ecology and Nature Conservation
	Remote Sensing
	Resource Ecology
	Soil Biology
	Soil Chemistry and Chemical Soil Quality
	Soil Geography and Landscape
	Soil Physics and Land Management
	Spatial Planning
	Water Resources Management
	Water Systems and Global Change



Animal Sciences Group	
Animals in future food systems & society	Animal Adaptation Physiology
	Animal Nutrition
	Animal Production Systems
Epigenes	Animal Breeding and Genetics
	Host-Microbe Interactomics
	Quantitative Veterinary Epidemiology
Integrative Animal Biology	Aquaculture and Fisheries
	Behavioural Ecology
	Cell Biology and Immunology
	Experimental Zoology
	Human and Animal Physiology
	Marine Animal Ecology

Plant Sciences Group	
Agrotechnology	Farm Technology
Biodiversity	Biosystematics
	Plant Breeding
Biometris	Applied Mathematics
	Applied Statistics
Bioscience	Bioinformatics
	Cell Biology, with special attention to the physics of the cell
	Genetics
	Molecular Biology
Crop protection	Plant Physiology
	Entomology
	Nematology
	Phytopathology
Plant production systems	Virology
	Crop and Weed Ecology
	Crop Physiology
	Farming Systems Ecology
	Horticulture and Product Physiology
	Plant Production Systems

Social Sciences Group	
Business Sciences	Business Economics
	Business Management and Organisation
	Education and Learning Sciences
	Information Technology
	Marketing and Consumer Behaviour
	Operations Research and Logistics
Communication, Philosophy and Technology	Knowledge, Technology and Innovation
	Philosophy
	Strategic Communication
Economics	Agricultural Economics and Rural Policy
	Development Economics
	Environmental Economics and Natural Resources
	Rural and Environmental History
	Urban Economics
Space, Place and Society	Consumption and Healthy Lifestyles
	Health and Society
	Rural Sociology
	Sociology of Development and Change
Sustainability Governance	Environmental Policy
	Law
	Public Administration and Policy