CONTRIBUTING TO THE FUTURE OF OPEN SOCIETIES

IOS PLAN 2022-2025
Photo on cover: People walking through ‘open space’ underneath the glass ceiling of the Oculus train station, part of the new WTC complex in New York. By: Luis Dalvan (Pexels.com).

A reference to the first edition of our IOS Think Paper series, where this photo was chosen as a symbol of the various challenges for open societies.
Contents

The challenges to open societies ................................................................. 4
Mission and strategy .................................................................................. 7
The university as core institution of the open society ......................... 8
New forms of collaboration........................................................................ 9
  Stimulating internal collaboration ........................................................... 9
  Enhancing Inclusion.................................................................................. 10
  Collaboration with external partners and internationalisation ........ 12
Research, education and impact .............................................................. 14
  Research................................................................................................... 14
  Teaching and education ........................................................................... 16
  Impact ...................................................................................................... 18
Governance .................................................................................................. 21
  Internal governance .................................................................................. 21
  Governance of relationship between IOS and faculties .................. 22
  Multidisciplinary research and education support ....................... 22
Financial plan ............................................................................................. 25
  Budget plan.............................................................................................. 25
  Multiplier effects and opportunities ..................................................... 26
  Efficient use of means ............................................................................ 26
Appendices ................................................................................................... 28
  Appendix 1: Werkafspraken directie IOS en decanen ten aanzien van governance ................................................................. 28
  Appendix 2: Faculties and strategic themes (IOS) collaboration on interdisciplinary education .......................................................... 30
  Appendix 3: Vormen van facultaire matching .................................. 32
  Appendix 4: Ondersteuning Strategische thema’s (IOS) ............. 34
Contributing to the future of open societies: 
IOS plan 2022-2025

The challenges to open societies

The ideal of ‘the open society’ is one of the most inspiring societal notions of our time. The promise of the rule of law, democracy and equity has inspired major societal transformations. This notion of the open society also lies at the heart of the university as we know it. It is envisioned in the motto of Utrecht University, which speaks of justice and enlightenment: *sol iustitia illustra nos*, and it goes hand in hand with our present focus on open science. The ideal of the open society manifests itself in a variety of ways.

First, the notion of the open society is part of a long tradition that emphasises individual autonomy, liberty and emancipation of individuals and groups. The ‘open society’ is a normative ideal that is based on the notion that the autonomy and rights of individual citizens deserve respect and are the ultimate basis for the legitimate exercise of public power.

Second, an open society is dynamic, heterogeneous, and inclusive. Open societies are characterised by social mobility, inclusion, equal opportunity, and by social, cultural and economic innovation.

Third, an open society is characterised by cultural openness, religious tolerance and artistic pluralism. In an open society, any religious, cultural or ideological dogma can be the object of criticism and public scrutiny.

Fourth, the notion of the open society is also a humanist, intellectual ideal. It stands for personal and individual responsibility, critical thinking, and the recognition that institutions are man-made constructs instead of God-given, natural or obvious.

To realise the ideal of the open society, a sound material foundation is required. Material security and sustainable prosperity enable individuals and societies to flourish, to enhance their capabilities and to thrive. Moreover, this sustainable and broadly distributed prosperity enlarges the legitimacy of open societies.

Current threats to the open society

The open society and its core institutions cannot be taken for granted, however. In the 21st century, with its massive waves of globalisation, a series of novel challenges can be observed. Major global crises, such as the Covid-pandemic or migration of refugees, have put the established institutions of the open society to the test. Can we deal successfully with these challenges? How can we apply the principles of the open society to policy issues that go far beyond national borders, such as dealing with climate change, migration, terrorism, capital flows or the power of ‘Big Tech’? Open societies must find answers to these questions at a time when they themselves are under mounting pressure.
First, the notion of the 'open society' has come under pressure both as a normative ideal and as an empirical reality. This is not only the case in countries that historically have been less open, such as some of the former communist countries and the majority of low-income countries, but also in established democracies. Across the world, the value placed on individual autonomy, liberty, and the emancipation of individuals and groups, is under pressure. The wave of democratisation after the demise of communism has begun to roll back.

Second, from a socio-economic perspective, many Western societies are becoming less open. In many countries, socio-economic inequalities are increasing and the original promises of meritocracy can no longer be kept. In well-educated families, parents use their social, cultural and economic capital in ways that make their children perform much better in schools and have more successful careers than equally intelligent children from less well-educated families. These different forms of capital, instead of merit, come to determine social stratification. As consequence, citizens with graduate degrees have come to dominate in all political arena's, with educational-cum-economic elites thus becoming highly influential in the design of our societal institutions. Robotisation and Artificial Intelligence (AI) create many economic benefits, but also lead to severe socio-economic rebound effects. Their application can undermine equal opportunities, since social stratification is included in the algorithms that determine individual outcomes.

Third, cultural openness and religious tolerance are becoming challenged by the rise of fundamentalist groups in different religions, including Islam, Christianity, Judaism and Hinduism. Furthermore, in some democracies, often as a reaction to the rise of radical Islam, tolerance of religious minorities is under pressure. Another challenge is the urgency to regard individuals as individuals with specific unique, hybrid identities and personal responsibilities instead of reducing them to group members who share collective identities and collective responsibilities.

A fourth major challenge, particularly for universities and academic research, is the rise of anti-intellectualism and non-scientific reasoning. Examples are the denial of climate change, the abundance of conspiracy theories on the Internet, and the distrust of scientific expertise regarding vaccination programmes. Information and communication technologies have given a voice to many people who felt that they were not heard, but at the same time facilitate the spread of anti-scientific ideas. Likewise, the tendency of a range of populist leaders to discredit the media and to frame any critical reporting as 'fake news' undermines the freedom of the press. In a similar vein, academic freedom is under attack in various EU Member States. Academia and media have difficulties to adapt to the changing digital landscape and to counter the mounting attacks on these pillars of democratic and open societies.

Moreover, with growing socio-economic inequalities, the actual openness of societies decreases. Markets, for instance, are increasingly dominated by a small number of actors, leading to monopolies and reducing competition and less opportunities for newcomers and contenders. Some of these problems are even generated by the same institutions that are meant to grant people freedom and opportunities. One can think of the free choices of consumers that contribute to serious environmental problems, unrestrained forms of free mobility of capital that put national governments under pressure, or the accumulation of market power and money within a small number of big, private enterprises that allow them to acquire political influence. As a result of mounting inequalities and the present ecological crisis, the legitimacy of our open societies has come under pressure. Increasingly, citizens question whether the institutions of open societies
can generate the outcomes. Many people feel that their well-being is stagnating or even declining, which may lead to disappointment or even resentment.

**Innovation and transformation of institutions**

The institutions supporting open societies, while historically meaningful, are not set in stone. To safeguard an open society, and to keep on doing so in the future, our institutions need continuous maintenance as well as critical reflection to deal with changing contexts and dynamics that influence our society. Indeed, while existing institutions remain an inspiration for many, contemporary institutional configurations seem unable to solve the climate crisis, improve socio-economic equalities, govern a digital society and combat discrimination. And while most universities are typical carriers of the values underlying the open society, they, too, can be criticised for falling short in fostering equity and sustainable development.

To put it sharply, with the current institutional repertoire, societies seem almost powerless to resolve the grand challenges of our time. Repairing the institutions for open societies is not enough. New institutions are needed in the domain of democracy and human rights, as well as public management, public and private investments, digital platforms and human identities. The need for innovation concerns both formal rules and associated organisations as well as informal rules, including norms, values and cultural patterns, which jointly shape behaviour and societal outcomes. With the scientific knowledge on institutions that we have gained at Utrecht University over the last decade, and which we hope to gain in the coming years, we can contribute to their innovation, help preventing undesired path-dependencies and offer societies the tools to cope with changing circumstances.

The Strategic Theme ‘Institutions for Open Societies’ (IOS) invites all scholars of Utrecht University who feel inspired by the various notions of the open society to critically enquire whether the existing institutions are up to these challenges. And, if current institutions fail, we want to discuss how they can be strengthened, renovated, modified, and updated, and under what conditions these changes can be viable, effective and appropriate.
Mission and strategy

It is our mission to contribute to the future of open societies by mobilising the full potential of interdisciplinary knowledge creation and diffusion. We achieve this by:

1) Stimulating scientifically rigorous and societally relevant research in which multiple scientific disciplines across multiple faculties collaborate to better understand open societies and their institutions.
2) Stimulating the engagement of UU scholars with relevant societal actors, in order to contribute to the development of institutions that can help to sustain the openness of these societies and to successfully address the challenges they are confronted with, including the safeguarding of sustainable and broadly distributed prosperity.

To this end, we will employ a varied set of instruments called facilities. In financial terms, the budget is allocated partly to facilitating interdisciplinary, academic collaboration in platforms and partly to creating societal impact. Through intensive cooperation with UU faculties we also develop new educational programmes in line with our mission.

We build on the knowledge development and realised impact of the previous period (2016-2021). We will continue well-functioning forms of collaboration and high impact generation. But we also welcome novel topics that spark enthusiasm to start new collaborations. Particularly, we invite IOS scholars to contribute to fields that seem especially relevant in the light of the challenges highlighted above, including new ways to govern the rise and impact of technological innovations, new and legitimate institutions to strengthen liberal democracies, and new ways to shape and stimulate the big societal transformations that are needed to meet these challenges.
The university as core institution of the open society

IOS regards the university as one of the core institutions of open societies. We expect it to act according to its core values of openness and fairness. The university nurtures human talent and welcomes its academics to foster scientific curiosity, along with critical thinking, practical innovation and social engagement. We stress academic independence. At the same time, we see knowledge creation as a collaborative process of academia and different types of societal stakeholders. It is through joint efforts and inspiring constructive dialogue that relevant knowledge and solutions to today’s challenges are developed.

Open science

IOS fully subscribes to the principles of open science. When conducting research and defining research priorities, we draw inspiration from issues that are relevant in society. We are in open connection with our stakeholders and with our societal partners. This means we sincerely engage with people outside our own community and outside academia and integrate their inputs in our work. We organise activities that increase interest in fundamental research. We make all our data FAIR and as openly available as possible, investing strategically in I-Lab and the SSH Datahub. Along these lines, we stimulate re-use and verifiability. Achieving a more integrated, multidimensional approach to the issues of the open society also requires collaboration between scientists, and between scientific and non-scientific staff. We value teamwork and put the UU vision on recognition and appreciation into practice.

IOS thus wholeheartedly embraces and contributes to the open science strategy of Utrecht University to make the academic process more transparent and reliable, while also promoting a diverse palette of academic contributions relevant to society. Such contributions may be theoretical and conceptual, empirical or practical, translational or applied. It is our vision that knowledge circulation characterises a modern university: the mutually beneficial development of research, education, and societal impact.

Mission into practice

The remainder of this note presents the ways in which IOS wants to realise the mission above and to practically organise the facilities to pursue these ambitions. It also sketches where we see the main priorities in research, teaching, and impact in order to face the highlighted challenges.
New forms of collaboration

Stimulating internal collaboration

In the coming term (2022-2025) we will develop and further nurture the interaction and collaboration between UU scholars who want to cooperate within IOS. This explicitly includes new colleagues and those not yet connected to IOS, across all faculties and from disciplines ranging from history to innovation studies, and from law to psychology. We build on what has been developed within IOS, especially within the current hubs and academic streams, but simultaneously encourage new orientations and networks. To this end, we want to increase the flexibility and transparency of the IOS structure in such a way that we enhance possibilities for participation, offer openness for scholars and new initiatives, and ensure ongoing dynamism within IOS. Listed here are the main instruments we will employ to this end.

A range of platforms

The main structure of IOS is formed by its working communities. From 2022 onwards, we will call these ‘platforms’. In the platforms, scholars from a large variety of disciplines collaborate across faculty boundaries on the main themes of IOS and the challenges that open societies are facing. The platforms are responsible for driving and deepening the interdisciplinary exchange on key issues related to IOS. This may include working on concepts, methodologies and developing new fundamental research lines, but can also be focused on creating societal impact, or a combination of both. Platforms can take various shapes. Typically, in its lightest form, a platform acts as a discussion group in which presentations are given, papers are shared, and community building is taking place between colleagues from different disciplines. Other platforms may constitute larger, more intensive working communities that organise a range of activities and build more structural networks, including societal partners. These are very similar to the previous ‘hubs’ and may build on the networks, expertise and collaborations developed by these hubs and may rely on the continued, or even intensified, support by hub managers and other support staff.

A range of facilities

All platforms are eligible to apply for a range of facilities. Applications for new platforms and facilities for platforms are reviewed by the Programme Team, on the basis of the scholarly quality of the proposals, the track record of the applicants, affinity with the core themes of IOS, and the availability of financial resources. Funding is earmarked and provided for specific periods of time. Procedures will be limited and clearly indicated on the website.

The following facilities are available:
1. Seed money (for example to allow the writing of major grant proposals)
2. Publication of think papers
3. Earmark funding for seminars, public events, and small conferences
4. Funding of visitors and visiting fellows
5. Impact funds (for activities and outreach with clear societal impact)
6. Internationalisation funds / Incentive fund (especially for building international consortia and joint projects)
7. Kick-start funds for starting interdisciplinary educational initiatives
8. Operational support for larger platforms (communication, finances, administration, valorisation etc.)
9. Earmark funding for coordinators of larger platforms with structural (external) networks

Larger platforms that structurally work together with societal partners may apply for earmark funding of its coordinators for a limited number of years. Typically, this more substantial form of support ends after four years, but renewed applications with new plans are possible. In this way, there is room for both continuity and innovation. It also creates scope for new platforms that wish to work together in intensive and durable ways with societal and academic partners. The Programme Team decides on the larger forms of support (facilities #8 and #9) after consultation with the deans.

Other instruments for internal collaboration

Internal collaboration is further stimulated in various practical ways. IOS members receive the digital IOS newsletter in which all events are publicised, and they can join our platforms, which are open to all scholars. To stimulate exchange and (interdisciplinary) cooperation, all IOS scholars are also actively invited to the regular seminars, Brown Bag lunches, stakeholder events and other meetings that take place within and with the IOS community (see also below under ‘Inclusion’). We adopt a content-oriented approach to collaboration and networking within and outside academia. Important mechanisms that are in line with this approach are our IOS Think Paper series and the IOS General Meetings.

The IOS Think Papers series reflect on current, broad themes that are relevant for IOS and cross boundaries of the scientific disciplines, faculties and platforms involved in IOS. Two IOS Think Papers have been published this far, focusing on ‘The Open Society and its Future’ en ‘Institutional Legitimacy in Open Societies’. The papers are written by scholars of the IOS community, thereby both broadening and deepening internal discussion and collaboration. All papers are relevant for our (current and future) societal partners and are preferably written in collaboration with a selection of key societal stakeholders.

We also will set up bi-monthly IOS General Meetings that cross the boundaries of individual platforms and that focus on overarching themes and issues that are raised within our community. These meetings will especially target scholars, including the new generation of academics, who want to become part of this community. The latter is related to our ambition to enhance inclusion, an ambition to which we will turn now.

Enhancing Inclusion

The notions of the open society directly pertain to our policy of enhancing inclusion. Respecting autonomy of all, social mobility, equal opportunity, cultural openness, tolerance and man-made possibilities form the foundation of inclusion in open societies. IOS thus aims to be a dynamic and inclusive community, with ample room for bottom-up initiatives. To stimulate engagement from new
(young) staff members from various backgrounds, IOS has chosen for a relatively open structure, which enhances possibilities for participation, offers openness for scholars and stimulates new partnerships and initiatives. Though inclusion is the standard for IOS, we need to work to make that possible. We use a multi-layered approach:

**Membership of IOS**

IOS is open to all scholars at Utrecht University who are able and willing to contribute to knowledge creation and diffusion about the institutions of open societies. That implies that any staff member at Utrecht University who wants to contribute to the mission of IOS can become member of IOS. There is no review procedure; an email to the IOS secretariat suffices. IOS members receive the IOS newsletter, can join platforms, can attend IOS General Meetings and can apply for seed money and other facilities that IOS offers. Any IOS member can contribute to any platform that is organised within the IOS framework.

Although becoming a member is intended to be an easy process, we have noticed in previous years that not all scholars, and particularly those not yet connected, may not perceive or experience it as such. We will therefore actively aim to lower any potential threshold. Concretely, we take the following steps:

1. We will make IOS meetings even more inviting and include regular online meetings (*Brown Bag lunches, seminars, stakeholder events, research meetings*).
2. At the beginning of every academic year, we will ask the members to send an email directly to two of their colleagues who are not a member yet but might be interested and invite them for a conversation or activity.
3. We track new and young employees working at UU across the faculties every half year, taking into account their cultural diversity, and send them the IOS newsletter and invitations to become member and organise Meet & Seed events.
4. We contact boards of faculties/departments every year to see which colleagues might be interested in joining IOS.
5. We further improve the IOS website and IOS Intranet Group to offer transparency and clear steps for becoming included.

**Open structure and diversity of networks**

We aim at an open structure and diversity of networks within IOS. We conceive IOS as a ‘network of networks’ which continuously offers room for new networks (‘platforms’). This dynamic will also attract new or young staff members to join and become active in IOS, as well as to find and bind external partners. The range of facilities available to the platforms caters to the different needs they have, ranging from informal brainstorms to larger, more structural collaborations with external partners. In the coming years, we will balance between new bottom-up initiatives and the strategic focus of IOS. The Programme Team will leave room for new initiatives, while governing the quality of IOS and highlighting urgent societal issues.

**Breeding ground for new questions**

There is room within IOS both for fundamental and innovative research, as well as for applied, societal relevant research. Important is that the new research
questions move beyond the boundaries of disciplines and faculties. Fundamental research also might link to more applied research and in that way reach maximum impact. The different facilities (see under Stimulating Internal Collaboration) will be put forward to make new research and new approaches possible. Especially the facilities of seed money, publication of think papers, funding for seminars and small conferences, and funding of visiting fellows are well-suited to facilitate new initiatives.

**Monitoring and improving inclusion**

Since enhancing inclusion will be a continuous process in IOS we will monitor progress by means of a yearly report, to be discussed with our new advisory board and with the deans of the four faculties involved, and subsequent plans to improve where possible.

**Collaboration with external partners and internationalisation**

IOS aims to lead the way when it comes to interdisciplinary research on open societies and their institutions. We work intensively with both academic and non-academic organisations. By joining forces, we are able to gain valuable insights and increase our impact on strengthening open societies, inspired by the challenges highlighted in the preamble.

**Collaboration within the Netherlands**

In the Netherlands, we work together with a diverse range of societal partners. These include (1) ministries, provinces, regional development boards and municipalities, which makes us a continuing partner in advising policy and policymakers at the national and local levels; (2) the main institutes in the public sector, such as the WRR, PBL and SCP, where applied research and evaluations are informed by our interdisciplinary knowledge, for example on the future of work, innovation policy, well-being and inequality; (3) NGOs and private organisations, including Rabobank, NS and Ahold Delhaize, with whom we address, in co-creation, urgent issues related to the changing nature of, for example, work, inclusion, and security and safety. In the coming years, we will particularly concentrate our efforts on intensifying collaboration with crucial partners (as with SCP, through exploring possibilities for a joint working programme on well-being) and linking different types of partners within large consortiums (as in the *groeiplan* “inclusieve ecosystemen voor ondernemerschap”, being among the rare SSH-driven propositions for the Groeifonds). More is discussed below under ‘Impact’.

We also aim to cooperate more intensively in the Eindhoven-Wageningen-Utrecht alliance, where we want to contribute our focus and expertise on the societal issues surrounding health, energy, food, sustainability and regional development. A first example of this is the Fair Energy Consortium, which adopts an integrative approach to the energy transition, including aspects of inclusivity, fairness and legitimacy. We intend to intensify this collaboration the coming period, whilst also working together with the UU faculties involved to even better facilitate the integration of SSH expertise in the alliance.
International collaboration

In addition to the continuing attention for collaboration within the Netherlands, the current societal issues demand international collaboration. Internationalisation will therefore be high on the IOS agenda the coming years, guided by a number of principles: we focus on a limited number of strategically chosen international collaborations and we aim for long term investments, with partners that offer chances to work interdisciplinary in the field of open societies and institutions, and with the prospect of long term added value by way of multiple connections both in research and teaching. We also build on existing valuable international collaborations of IOS members.

The recent collaboration with KU Leuven can be seen as a prototype hereof, building on existing collaboration and shared research interests. In the coming years we will expand our cooperation with KU Leuven, starting with the themes ‘Democracy and legitimacy’, ‘Migration and inclusion’ and ‘Governance of transitions’. Together with KU Leuven research proposals are in preparation in the programme Horizon Europe. In addition, we are exploring other possibilities for collaboration, including the exchange of staff and REMA students, and a joint PhD programme. We will investigate the possibilities for a similar type of cooperation with other LERU universities (University of Oxford, University of Barcelona), but also other universities such as ETH Zurich, University of Oslo, LSE and EUI. Furthermore, as part of our internationalisation strategy, we will continue existing collaborations with non-academic organisations, including the OECD and the World Bank, by contributing to their knowledge platforms with developing interdisciplinary research, for example related to gender and inclusion, the wellbeing index, technology and work, and institutions and economic development.

One step further is to develop collaborations in countries where the open society and human freedom are threatened. The coming years we will investigate how and under which conditions such collaborations could become a promising avenue. As a next, cautious step we will organise a conference of a comparative nature, possibly followed by involvement in capacity building in selected countries. One example in this direction is our contribution to the Shiraka programme by the Ministry of Foreign Affairs to support sustainable democratic transition in the MENA region (Middle East and North Africa).

To take internationalisation seriously, we plan to take various organisational steps in the coming years. First, to work closer together with the other three Strategic Themes and UGlobe, for in instance in hosting international scholars. Second, to invite a selected group of international colleagues to advise us on a regular basis on international opportunities and discuss the steps to be taken. Third, to devote more of our funds and instruments to internationalisation. More specifically this will imply (1) seed money specific for international collaborations and preparing EU research proposals; (2) support for organising international seminars with one of the institutes with whom long term cooperation is foreseen; (3) grants for visiting scholars and for visiting these other institutes to set up long term collaborations; and (4) opening possibilities for external PhD’s to be affiliated with IOS (see below under teaching).
Research, education and impact

Research

IOS has become a pivotal hotspot for SSH-research in the Netherlands. In fact, it can be argued that no other university in this country has such a vibrant SSH community in which scholars collaborate across a broad variety of disciplines. As a result, Utrecht University has managed to attract many of the best SSH-researchers in the country and has acquired a very strong presence in the DJA, KNAW and other networks. In the next period, we will expand this prominent position and make UU a world-leading centre for SSH-research. We will do this by expanding our international network and by specifying our profile as research cluster.

The challenges to the open society that are identified in the preamble inspire our research programme for the coming years. Many of these challenges are already driving our research in the current IOS hubs and the academic streams, typically to be continued, embedded or rejuvenated in the new platforms. In addition to these, we will make concerted efforts to strengthen our expertise on a number of issues regarding the future of open societies which have become more apparent, or even pressing, over the recent period. Here, we would like to highlight three of these broad, pressing issues on which IOS in the coming years could build new expertise and platforms and could allocate part of its facilities:

*Institutions to govern the digital society and technological innovation*

The rise of a range of new technologies, such as social media and AI, and their use by global big-tech platforms, has created a series of major challenges to the open society and its institutions. IOS wants to understand societal polarisation and other threats facilitated by social media and other digital developments, while at the same time developing ways to counter these threats to open societies by the same usage of these media and technologies. This demands the careful development of institutional checks and balances that provide for an equal access to, and fair use of, these new technologies. To this end, we need to better understand the interaction between institutional and technological change, which requires the development of the theoretical concepts and empirical tools to analyse these processes across disciplines.

*Institutions to strengthen liberal democracies*

Across the world, including Europe, illiberal and autocratic practices are on the rise. Pivotal institutions of the open society, such as an independent judiciary, free press and open science, are under pressure. Security sometimes is protected at the cost of the open quality of the society that it wants to protect. IOS wants to understand the driving forces behind these tendencies, focusing on how pivotal institutions can be reinforced and what innovations are necessary to keep our societies open and secure. This involves the notion that the autonomy and rights of individual citizens deserve respect and that the exercise of power needs to be equitable and achieved following fair and just procedures. In an open society, transparency, accountability and inclusiveness are important preconditions for legitimacy. To understand and sustain legitimate institutions, we need theoretical
and empirical research on how institutions function in practice and what drives illiberal tendencies across the world.

**Institutions to solve grand challenges**
Climate change, migration, inequalities and health crises put great strain on the existing institutions. Many institutions operate within the nation state, whereas many pressing issues require global cooperation. Many institutions operate on the basis of short-term political cycles, whereas these transitions require long term agendas. Many transitions have great distributive consequences within and between societies. IOS wants to examine what the conditions are for fair, equitable and effective transitions in the area of climate change, labour markets and migration, and how they play out in the development of well-being for different social groups.

These issues also pose strains on policy making. Meeting sustainable development goals, as those set by the UN, requires long term policy making, planning, regulation and action for which current academic methodologies are insufficiently prepared. Moreover, in order for policies and the resulting institutions to optimally contribute to the formation of open and sustainable societies, and to offer solutions for societal challenges, they need to be attuned to the real actions and decisions of people in society at large, which requires an enhanced knowledge of the interaction between institutions and behaviour.

Importantly, for the actual development of these themes we will rely on bottom-up initiatives from active researchers within our community. The Programme Team will actively invite ideas and initiatives. The IOS Think Paper series and the IOS General Meetings also will be used to stimulate discussion about new issues, in which also the Societal Advisory Board will be involved for input (see also under Stimulating internal collaboration). This process can give rise to the formation of new platforms that will address new, relevant, and pressing transdisciplinary issues, be it more focused on fundamental research or on societal impact, or combinations of both. Each year, we strive to have one or two new platforms, while ideally keeping the number of platforms stable across the years.

**Research collaboration**

Studying these pressing issues requires a strong scientific knowledge of how institutions work. This calls for fundamental research and further theoretical, methodological and conceptual work. It also requires more operational research in a range of disciplines, some of them not intensively linked to IOS yet. We see opportunities to further develop collaboration - and the need for this in the light of our research focus – with academic fields including the governance of transitions, institutions and behaviour, institutions and semantics, and informal institutions (values, cultural patterns). In these fields we hope to intensify collaboration with the relevant disciplines. Remaining lacunae in expertise will be discussed with the deans and research directors in order to look for solutions.

Our research focus also requires further collaboration within UU. More specifically, in relation to new technologies, IOS aims to interact more intensively with the focus area Governing the Digital Society and the other AI focus areas within UU. Where it concerns the governance of transitions, IOS aims to more intensively collaborate with the strategic theme Pathways to Sustainability. The research into
the strengthening of liberal democracies requires more intensive collaboration with international partners, such as KU Leuven and possibly CEU.

Teaching and education

The quest for high-level multi- and interdisciplinary research on institutions for open societies requires the development and engagement of young scholars. It is our aim to learn them about the challenges for open societies, make them acquainted with current institutions and help them discover the limitations and possibilities of these institutions in addressing challenges for open societies. We want to help to develop the skills and expertise to do this type of research and train them for their future role, in academia or society. In addition to BA and MA programmes, educational activities of IOS should focus on PhDs doing interdisciplinary research in collaboration with societal partners in the area of IOS, but also on policy makers working in interdisciplinary teams and trying to develop and implement research-based policy measures.

Our efforts in education will be focused on multi-faculty or multi-departmental cooperation that leads to interdisciplinary experiences or integrative results on the part of the participating students related to the themes and topics of IOS. The aim is to learn students how to grapple with, and move beyond, different disciplinary phenomena, epistemologies, methodologies, concepts, theories, etc. and that a link is made to societal partners for whom the knowledge is relevant.

Bachelor

At the BA level, it is important to set a multi- or interdisciplinary basis about the key aspects of open societies. This can be done in a multi- or interdisciplinary Bachelor programme. The BA PPE, developed from within IOS, is an important example, but also Liberal Arts and Sciences and other programmes provide such a basis. Alternatively, disciplinary bachelors can be complemented with interdisciplinary minors as happens in the Economics BA almost by default, but also most other programmes offer sufficient scope for this. IOS will continue to develop interdisciplinary BA courses and minors that fulfil this aim in relation to related UU initiatives.

Master

At the MA level, there are mostly disciplinary programmes and most interdisciplinary programmes do not have a profile strongly related to IOS or touch only upon aspects of the IOS themes. Therefore, IOS sees opportunities to fill this lacune with an MA honours programme. One might envisage a programme with a multidisciplinary core and a series of problem-based tracks that connects many disciplines to the programme and addresses the challenges of open societies. Thesis projects in this proposed MA programme, which could go under the label MA Public Policy, can be directly related to questions among societal partners of IOS and many projects might be combined with internships with such partners organisations. In addition, IOS aims at more collaboration between IOS related disciplinary REMA programmes, so that students can develop interdisciplinary research projects in which staff members from multiple programmes participate. An interdisciplinary course as the current IOS Think Tank is indispensable for the training of REMA students in such a trajectory. Through these MA initiatives a pool of junior interdisciplinary academics will
graduate. Some of these graduates can continue their careers in IOS related PhD projects, while others can apply their skills more directly in policy-related positions in the public and private sector.

PhD projects

Currently, there is only limited contact between PhDs doing IOS related projects at the UU. This limits the interdisciplinary potential and the cross-fertilisation of these PhDs’ research. Therefore, we envision to develop an “IOS Study Centre” in which PhDs can meet each other and exchange research ideas. In addition, there will be working spaces in which postdocs and staff are welcomed and guests can be invited to meet IOS colleagues. Foreign PhDs can be invited for shorter research visits to interact with the IOS PhDs and staff. In addition, IOS can provide some interdisciplinary training workshops for PhDs. Examples developed in the SCOOP gravitation programme can be finetuned for this. In this way, IOS cannot only provide a place in which PhDs can flourish in a multidisciplinary context, but it can also facilitate a lively research meeting point for the whole IOS community and, e.g., post-docs might be encouraged to organise seminar series and get more integrated in the community in this way as well.

Education for Professionals

While there are already several initiatives included above in which IOS education is linked to societal partners, we will also continue to develop Education for Professionals (OvP) as has been started by all the IOS Hubs and is supported by Paul Adriaanse and Luuk Schokker. In addition, IOS will continue to be involved in Community Engaged Learning in the BA and MA. The new MA Public Policy would certainly provide considerable additional opportunities to contribute to this.

Ambitions

- IOS and the faculties involved make a joint agenda on the basis of which further development of interdisciplinary education should be realised in close collaboration with existing programmes and existing interdisciplinary education.
- IOS initiates substantive innovations to interdisciplinary education in the areas of IOS challenges (modules/courses/minors/complete programmes) for different target groups (BA, MA, PhD, practitioners) to enrich existing education.
- Faculties support and evaluate the enrichment of education through IOS with directors of education in the light of existing programmes.
- These collaborations between IOS, faculties and existing programmes enable reaching the UU’s and faculties’ strategic aims in terms of interdisciplinary education and education for and with professionals.

Coordination and governance

All the initiatives mentioned above need considerable investments of people as well as coordination of educational activities over different faculties. For a successful development and continuation of the activities, several university wide developments are important, such as: (1) easier financial management of interfaculty education that does not burden the teachers; (2) accessible
information for students about opportunities throughout the university also linked to strategic themes; (3) embeddedness and integration of new initiatives in the current education programmes; (4) start-up subsidies combined with structural support in the faculties for newly established (sets of) courses. We hope that wider developments in the UU can help to realise these facilities.

In terms of governance, IOS has developed an Education Committee in which all four faculties participate and in which several education directors and vice-deans participate. The chair of the committee is in regular contact with the chairs of the education committees of the other strategic themes. In addition, we propose that a delegation of the committee will discuss developments with all the relevant vice-deans of the four involved faculties (e.g. twice a year) as well as with the UU Graduate Committee. The education directors of the committee also participate in the UU wide education directors network where they discuss UU wide educational developments and how these can be linked to the initiatives of the strategic themes. In this way we hope to streamline communication on educational innovations within IOS as well as between other UU initiatives. Finally, we want to involve some senior teachers who, e.g., participate in CAT to be well-informed on the newest educational developments at UU.

Impact

In order to contribute to the future of open societies, IOS wants to build bridges between academia and society. To pursue our ambitions, we need to interact with society, work closely together with external partners and involve societal actors via outreach and public engagement.

Societal impact via research activities and collaborations

In recent years, IOS has taken important steps towards the development of societal impact and the interaction with societal actors. This development is visible in our contacts with the prominent members of our advisory board and collaborations with various ministries and societal organisations (see more extensively under Collaboration with external partners), as well as in the significant role that IOS scholars play in NWO programmes and major Dutch organisations. Likewise, IOS has made significant contributions to impact-related scientific policy, for instance in the development of the NWA and the 6th KIA at NWO, as well as through its positioning in the Social Sciences Council (KNAW) and the national SSH Council. As such, IOS has become one of the key players in the Netherlands’ SSH field.

However, there is still considerable ground to be won. While IOS scholars now participate in large governmental programmes (Regiodeals, Groeifonds proposals, KIAs) and the strategic theme is a clear visible actor in addressing large societal challenges in the Netherlands, many mission-driven projects appear to be largely, or even solely, built on a technological basis, reducing the SSH perspective to a marginal role or even omitting it altogether. Although policy makers increasingly realise that an integrated involvement of the SSH perspective from the start of a project onwards increases the likelihood of its success, IOS’s full attention is required to make sure that its interdisciplinary SSH perspective is involved in these projects. In the coming years, aside from the issues that IOS is already focusing on – including well-being development, social entrepreneurship, fair energy transition -, we see the need for a stronger SSH involvement in fields as AI and the digital revolution, safety and security, and sustainability-related transition processes. These topics are currently largely considered to be
technology-driven, but also need to be addressed from an institutional perspective, as well as a societal one that takes into account both the needs of all social groups and the principles of the open society.

Sharing knowledge via education

While research activities enhance IOS’s visibility and impact, currently and prospectively developed initiatives in Education for Professionals (OvP) (see also under Education) may well have a similar effect. OvP activities provide an ideal opportunity to share IOS knowledge and expertise with the strategic theme’s societal network, demonstrating how this academic knowledge can be applied in government, business and societal organisations. By sharing case studies and increasing participants’ acquaintance with IOS, its themes and its researchers, OvP programmes allow broadening IOS’s societal network and can thus play a vital role in connecting network partners.

Public visibility and engagement

Our aim to play a fundamental role in the aforementioned topics requires academic effort as well as societal involvement. Besides building sustainable relations with partners, IOS uses its facilities to enhance public visibility (for example via media appearances and participating in public debates), combined with a strong output, and (internal and external) promotion and coordination of public engagement activities. The IOS impact developer and communication advisor play a key role in this process, by continuously monitoring and strengthening IOS’s external relations, co-creation opportunities, outreach and profiling. In order to show the added societal value of our activities, IOS chooses a clear profiling strategy in which we highlight a few of our specific strengths, in line with the key issues addressed by the larger impact-oriented platforms.

In addition, IOS aims to further develop its public engagement, in line with its current involvement of non-academic audiences (see, for instance, the outreach of the Gender & Diversity hub or the TIVOLI series of the Future of Work hub) and the ambitions of the Open Science programme. This will preferably be done not by way of one-off events, but by building enduring relationships with societal partners. IOS can, for instance, ensure the involvement of a broader public by making use of and co-operating with platforms that strengthen citizen initiatives/citizen science and other bottom-up processes. In aiming to do so, IOS will actively seek collaboration with broader knowledge infrastructures by constantly fostering its network with partners outside of the university on regional and national levels — varying from municipalities, local (citizen) initiatives, schools and regional actors (such as ROMs) to overarching partnerships (G4, VNG) and ministries.

Making use of opportunities within UU

The effort to engage a wide variety of stakeholders and audiences outside of the university applies to IOS research projects as well as its outreach-focused output, such as the recently launched Think Paper series, which can be further employed to strengthen external relations. As such, public engagement and stakeholder engagement go hand in hand, consequently strengthening the cohesion of IOS’s external activities and the strategic theme’s identity. In line with this ambition, IOS intends to make better use of funding opportunities that specifically concern engaging non-academic audiences, such as the UU’s public engagement seed funding and NWA Science Communication funds, to further showcase its research and project results. The success of this endeavour equally hinges on a similar effort in internal collaboration — the impact development process requires a
successful alliance with communication staff, RSOs, Corporate Affairs and the Open Science programme. Facilitating and supporting our researchers in engaging with a broader public is a main way in which IOS wants to contribute to the Open Science programme.

The Better Well-being Index (Brede Welvaartsindicator, BWI), developed by IOS scholars in cooperation with Rabobank, and now employed in the RegioDeal Foodvalley, demonstrates the potential of collaboration with external parties — with increasing resonance with regional and national policy makers and societal debates. At the same time, developing well-being measures requires conceptual, theoretical and methodological thinking, which again shows the need of intense interaction between “fundamental” and “impact-oriented” research.

However, we should stress that despite the crucial role of more externally focused activities, IOS’s impact should always be firmly rooted in sound scientific research. IOS can only ensure the continuation — or rather, intensification — of its impact objectives by educating both (future) scientists and policy makers on how to create and make use of suitable academic knowledge to address problems in open societies. The three elements of the research-education-impact triangle should therefore always be considered in relation to each other; these elements can only be optimally implemented if each properly feeds into the other two. At IOS, we aim at knowledge circulation: activities that are mutually reinforcing research, education and societal impact. Knowledge circulation is a sine-qua-non for our contribution to the solutions of societal challenges. We invest in this knowledge circulation with seed money, and also with earmark funding for seminars and small conferences where science meets society, and, more structurally, with earmark funding for platforms and operational support. Impact can be further amplified through collaboration with the other Strategic Themes, and UU wide open science initiatives, and through collaboration with external parties.
Governance

Internal governance

In the coming period, we aim to reform our internal governance in order to enhance transparency, expand consultation with all relevant actors, and increase the checks and balances within the strategic theme.

Governance structure

The formal administrative responsibility for IOS lies with the deans of the faculties involved and the director of IOS. The actual academic programming within IOS is assigned to the academic director together with the Programme Team and supported by the executive manager. The Programme Team (PT) meets at least once a month and operates as a collegial board. It is chaired by the academic director. Coordinators of platforms are nominated by the platforms themselves, after consultation with the Programme Team. IOS has a separate education committee, in which at least one member of the Programme Team, the executive manager of IOS and two vice-deans are represented.

Membership of the Programme Team

New members of the Programme Team are selected and nominated by the Programme Team, the Academic Director of IOS and the deans, on the basis of consensus.

The criteria for selection are disciplinary diversity, thematic affinity, gender diversity, and scholarly seniority. Members of the programme team serve in a personal capacity and do not act as representatives of any particular group, faculty or discipline.

Membership of the Programme Team is limited to a three-year term, after which a second term is possible.

Accountability structure

Each member of the PT is accountholder and contact person for one or more platforms. The PT members regularly meet with the platforms and their coordinators and act as a linking pin with the PT. At least once a year, there will be a meeting of the PT with all the coordinators of the platforms to discuss the strategy and operations of the theme.

An IOS-council will be installed, which consists of members of IOS. It has a maximum of ten members. This council will meet with the PT a few times a year to discuss the strategy and operations of IOS and to generate new themes, platforms and initiatives. The PT will see to it that among its members are young scholars and coordinators of platforms, from a broad variety of disciplines. These meetings will be open to all members of IOS.

The PT meets regularly with the deans of the participating faculties to discuss the strategy and the activities of the strategic theme (see below under ‘Governance of relationship between IOS and faculties’). The academic director together with
the four deans provides administrative and financial accountability to the CvB and meets regularly with the CvB to discuss the progress of the theme.

Governance of relationship between IOS and faculties

IOS, and the strategic themes more generally, and the faculties have decided to interact and cooperate more intensively in order to realise their joint ambitions. They do so within a framework that can be seen as a matrix. In order to make this matrix work, they have made a set of agreements to structure the ways in which the faculty organisation and the strategic theme are related to each other and reinforce each other, each with its own responsibility.

Alongside the installation of the Education Committee (see above under Teaching) and the IOS-council (see above under Accountability structure), where strategic theme and faculties through their representatives will regularly interact, IOS and faculties have also made some formal rules for their more intensive interaction and cooperation (see Appendix 1).

The formal administrative responsibility for IOS lies with the co-deanery (4 deans) and the academic director of IOS. The actual substantive programming within IOS is assigned to the academic director, in consultation with the programme team (PT), supported by the executive manager.

The programming takes place in coordination with the deans of the participating faculties, one of which is main responsible, and under the ultimate responsibility of the CvB for the general framework and finances.

The deans meet four times a year with the director and (part of) the programme team to discuss relevant developments and the general strategy of IOS. Also, gaps in expertise relevant to IOS are identified in these meetings.

The IOS director is involved in an advisory role by the deans in the development of the faculty strategic plans, in the faculty chair plans, and in relevant developments in the alliance with TU/e and WUR. For chair vacancies that are relevant to IOS, the director of IOS is involved in the preparation of the structure report. The director and dean ensure that IOS is represented in the appointment advisory committee.

The director of IOS is invited at least once a year by each of the boards of the four participating faculties to evaluate the mutual involvement of IOS and the faculty in the fields of research, education and governance. Each dean facilitates a form of regular consultation between the director of IOS and the relevant body for policy-making for research (board of research directors or research board). Every dean can, where deemed relevant in consultation with the director, also invite the director of IOS to meet with other relevant boards or bodies within the faculty.

Multidisciplinary research and education support

It is our vision that knowledge circulation characterises a modern university: the mutually beneficial development of research, education and societal impact, focused on societal challenges and therefore crossing faculty boundaries. This means that support for research and education and impact should be structured
more along these lines. A main step will be that support staff in the faculties becomes more oriented towards requirements resulting from developments within the strategic theme. Also, support should be organised more within the existing lines, whereby the activities of the strategic themes are seen as 'regular' instead of 'additional' or 'project-based'. Since the strategic themes are now refocusing on the next phase, now is the time to jointly tackle this (see also Appendix 4).

**Multidisciplinary research support**

The high expectations for IOS and the strategic themes demand more strategic and practical support. The support teams that now work entirely for the strategic themes are vulnerable due to their solitary position in the organisation and their limited size. The faculty support capacity is not always sufficient and sufficiently agile to be able to meet the demand of the strategic themes. In the future, strategic themes may require more capacity, whether or not flexibly deployable, from the faculties to be able to realise further ambitions and expectations. On the other hand, the faculties need the strategic themes, and the platforms within them, to make explicit what their goals and associated efforts are in order to make their commitment more manageable.

Support will be organised as follows:

- IOS has a core support team with employees whose work is entirely dedicated to the strategic theme. This includes a managing director, a communications advisor and other employees needed by the strategic theme. Employees of the core team are appointed within the coordinating faculty (GW) and are functionally embedded in the existing chain structure of the faculty.

- Support from this core team will be supplemented by support from the faculties involved. The responsibility for supporting IOS is structurally established as a core task within existing chains/domains.

- Based on the annual plans of IOS, faculty directors decide on the commitment that is concretely needed and include this commitment in the planning of the relevant chains/domains/teams. The directors discuss the STs and support every quarter and monitor progress. The executive manager of IOS is involved in this consultation. In their annual plans, the heads of the relevant chains/domains/teams take responsibility for assigning the tasks to one or more employees. Relevant employees will have this task in their portfolio and/or job description, with a clear delineation of tasks and, where possible, a schedule, which can be monitored. This is also specifically stated for new vacancies. Heads of chains/domains/teams are responsible for setting up support and are accountable for it.

- Employees who spend part of their time on the strategic theme are involved through consultations and direct contact with the relevant core support team of the strategic theme and there are regular consultations between the employees who work for IOS (functioning as a collaborative team).

- Once a year, a meeting is organised where all support staff involved in IOS comes together for a substantive presentation about IOS, in order to create more knowledge and awareness about the tasks to be supported. Conversely, the Programme Team regularly invites support staff to be involved in thinking about relevant topics, initiatives or activities.
Multidisciplinary education support

Regarding multidisciplinary education, IOS and faculties involved have committed themselves to the following:

- IOS will actively propose and further develop topics suitable for interdisciplinary education in close cooperation with the faculties involved and programmes related to such topics and in the inclusive and bottom-up manner in which IOS also tries to organise interdisciplinary research.

- Faculties provide leeway and support for directors of education and programme coordinators to collaborate in educational initiatives of IOS, which are considered promising jointly by IOS, faculties and relevant directors of education.

- Faculties commit themselves to support consensually “granted” IOS educational initiatives for at least 3 years.

- IOS and faculties actively engage directors of education and programme coordinators in co-creating interdisciplinary education related to IOS challenges that enrich their programmes, at the same time fulfilling the interdisciplinarity aims of the UU.

- Faculties support the enrichment of interdisciplinary education through active encouragement of teachers familiarising themselves with and educating themselves in interdisciplinary teaching.

- IOS will actively promote involvement in IOS related education among staff participating in IOS.

- IOS will select/approach staff members who might be suitable to become a CAT Senior Fellow with the assignment to develop IOS related interdisciplinary education.

- Faculties and IOS actively communicate about opportunities to improve interdisciplinary teaching. Faculties and IOS cooperate to grasp opportunities for proposing projects related to interdisciplinary IOS education in the Utrecht Education Incentive Fund and the Interdisciplinary Education Fund.

And they formulated as necessary conditions:

- The start of the University programme "Interdisciplinary Education", which will consider options for the UU educational model to facilitate inter-faculty teaching (e.g., dedicated timeslots, periods, obligations in student's programmes, financial matters).

- Through the "Interdisciplinary Education" programme lean administrative procedures should be developed for inter-faculty educational initiatives with one faculty taking on the key organisational tasks (“penvoering”).

- IOS teachers involved in developing new educational programmes can make use of the CAT course 'Interdisciplinary Education' (second cohort starts early 2022). CAT Senior Fellowship is open for an excellent prospective leader in education who is willing to lead the development of
IOS related interdisciplinary education.

- The faculties support pro-active communication on the possibilities for interdisciplinary education for different groups of students (e.g., through themes in the course planner (first to be filled out Fall 2021)).

Financial plan

Budget plan

The ambitions of UU with its Strategic Themes have considerably grown, as is clearly expressed in its new Strategic Plan, and this is something we welcome very much. At the same time, direct funds allocated to the Strategic Themes are limited and have stagnated, or even decreased in real terms, over the past years. In the period 2013-2017, IOS was allocated 6 M euro (central funds) plus 4 M euro (matching by the faculties) for a four-year period, while for the period 2022-2025 this will be 6 M euro. When also considering inflation, these figures indicate the increasing constraints on the budget of IOS. The tension between budget constraints and growing ambitions is tackled in two ways.

- First, this will be done by sharp budgeting, meaning that funds by the Strategic Theme will be allocated even more sparingly in the coming years. At the same time, we will try and enlarge flexibility in allocation of funds, in order to stimulate and facilitate concrete initiatives and enhance dynamism and opportunities for new people and new ideas (see for the instruments in doing so above under ‘Stimulating internal collaboration’).

- Second, this will be done by way of more intensive coordination between IOS and the faculties. More specifically, the faculties have identified a number of options for matching in kind and in cash (see also Appendix 3). Some of these are already implemented, but other possibilities are to be further considered and will be the focus of constructive discussion between IOS and the faculties in the coming period. This discussion is not finalized yet but this will probably be the case somewhere in November, in concertation with all four strategic themes and faculties.

A concrete and detailed budget plan for IOS 2022-2015 will be supplied after deliberations among faculty directors, and between faculties and strategic themes, are finalized (indication: end of November). This will enable us to assess what matching will be supplied by the faculties and to supply a detailed budget plan.

As a side note: Not part of the budget but highly instrumental in strengthening the program of the strategic theme is the funding acquired externally. We see ample opportunities for IOS, and for IOS scholars, also in light of the current developments in research funding (see below under ‘Opportunities’) and will devote a substantial share of our own funds to kick-starting research initiatives,
plans and proposals, as pre-investments, aimed at acquiring funds in scientific, mission-driven and European research programs.

Multiplier effects and opportunities

IOS enables scholars from Utrecht University to collaborate in flexible networks to seize opportunities for new research and teaching. In this respect, the trend in the funding landscape is towards larger projects, interdisciplinary research and societal impact. While these developments also may pose new challenges to individual scholars, they fully link up with the ideas and ambitions of IOS and the practices IOS has developed and will be further developing in the coming years. Along these lines, IOS aims to support all scholars in fostering new ideas and creating new partnerships, within the university and beyond. Moreover, IOS can help to get feedback on individual grant proposals from experts and generalists alike, with ample experience in acquisition and review. Scholars may also tap in the societal networks and collaborations developed by IOS and its hubs in recent years and well-suited for larger initiatives along multidisciplinary lines.

Apart from conventional schemes, we see more specific opportunities in:

- NWO's National Science Agenda covering many key societal challenges and encouraging interdisciplinary research across all disciplines.
- NWO's Gravitation scheme funding large research consortia for extended periods of time, and increasingly supportive of social science and humanities.
- The EC's New Horizon programme with dedicated programmes on social science and humanities as well as on societal challenges related to sustainability and well-being
- The Growth Fund of the Dutch government (Groeifonds) with opportunities for research on digitalisation, innovation, sustainability and more.
- The new Higher Education prizes for innovative and interdisciplinary teaching awarded by the Ministry of Education (Hoger Onderwijspremie)
- The sector plans by the Ministry of Education to encourage prioritisation and coordination. Emerging SSH-agendas at the national level on typical IOS-topics including ‘Prosperity through Inclusion’ and ‘Fostering Broad Well-Being’.

We will, however, not chase any opportunity, but also have to think more strategically where we want to make an impact, in view of our own thematic priorities and time constraints. Recent experiences show that putting topics on the agenda ourselves by way of constructive thinking, and assembling our own network, within UU or nation-wide, probably works best. In view of the strengths gathered within IOS over the past years, we are now in a position to pursue this more strategic and agenda-setting line.

Efficient use of means

We strive for a most effective and efficient use of financial means, which are relatively limited. We do this through set of mechanisms:

1. The IOS Programme Team strives for a balance in allocating the budget to facilities primarily aimed at stimulating interdisciplinary cooperation and those primarily aimed at stimulating creation of
societal impact. In this way we secure that both ambitions will receive equal attention and avoid that one ambition crowds out the other one.

2. Allocation of funds ('facilities') among the platforms will be more flexible than in the previous period and based on concrete plans and specification of goals.

3. The Programme Team will annually evaluate the total portfolio of facilities that have been made available and discuss this with the deans. The goal of the evaluation is to assess whether the portfolio is in line with our ambitions and likely to meet our targets.

4. As input for the yearly evaluation, the Programme Team will regularly evaluate the impact of each facility by discussing the effect of our facilities with the recipients of financial resources, also by way of reciprocal midterm reviews/dialogues.

5. Lessons learned about which facilities are most effective and which platforms perform well are taken into account in new decisions about allocation of funding.

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**Main new elements of this IOS plan for 2022-2025**

- More inclusivity
- More checks and balances in governance
- More agenda-setting
- Simpler structure (platforms)
- Support on the basis of concrete plans
- Further steps in impact
- Stronger link to education
- Stronger interaction and collaboration between strategic theme and faculties