

SEA ASEAN

APPENDIX:

SEA ASEAN Achievements and Further Plans [APPENDIX](#): > 1

Overview of Achievements and Further Plans

Groningen Research Centre for Southeast Asia and
ASEAN (SEA ASEAN)



April 2024

Prepared by Prof. Ronald Holzacker
Special Professor, Director: Groningen Research Centre for Southeast Asia and ASEAN

APPENDIX A:

Transformative Futures, Bangkok Conference Program

DAY 1: TUESDAY MARCH 14

Location: Conference room at Royal Princess Hotel

9:00-

Welcome and introduction by the conference organizers: Ron Holzacker (UG), Ann Wijitbusaba 9:30
Marome (TU), Bobi Setiawan (UGM)

9:30-

11:00 **Core Theme I: Implementation, Governance and Planning**

A. Governance and Planning

- Dr. Ann Wijitbusaba Marome (TU, Architecture and Planning, Urban Futures Unit) Building Urban Climate Resilience for Bangkok Metropolitan Region: A Pathway towards Sustainable Cities
- Prof. Bobi Setiawan (UGM, Urban Planning)
New Urban Agenda and Southeast Asia
- Prof. Haryo Winarso (ITB, Architecture, Planning, and Policy Development)
U Develop- A new concept of Urban Rejuvenation for Implementing The NUA: Study for inner-city rejuvenation in Bandung City, Indonesia
- Prof. Johan Woltjer (UG, Spatial Sciences)
Knowledge for Sustainable Cities across Southeast Asia

11:00- 11:15

B. Sustainable Development Goals

11:15- 12:30

- Dr. Chol Bunnag (Thammasat, Faculty of Economics, SDG Move)
Community Engagement with SDGs Fostered by University Outreach in the South of Thailand
- Dr. Dyah Rahmawati Hizbaron (UGM, Department of Environmental Geography, Faculty of Geography)
SDGs & Risk Based Resource Management
- Prof. Jos Arts (UG, Spatial Sciences)
Integrated Planning for Infrastructure and Spatial Development – connecting spatial functions and institutions sustainably

12:30- 13:30

13:30-

Coffee and Tea Break

Lunch at the hotel (courtesy of UG)

16:30 **Core theme II. Climate Change and Sustainable Development Challenges**

- Dr. Seree Supratid (PCC-AR6 Lead Author, Director of Climate Change and Disaster Center (CCDC), Rangsit University)
Climate Change and Sustainable Development: Challenges for Southeast Asia
- Prof. Klaus Hubacek (UG, Faculty of Science and Engineering, IPCC-AR6 lead author)
Approaches and System Boundaries for Urban Carbon Accounts and Mitigation
- Prof. Aki Kawasaki (University of Tokyo, Institute for Future Initiatives)
Poverty alleviation through flood disaster risk reduction in Southeast Asia
- Prof. Stefan Weishaar (UG, Faculty of Law)

Carbon Pricing Approaches in the EU and Asia

Community Engagement for Water Quality Remediation

• Prof. Ari Susanti (UGM, Forestry)

Following Frontiers of the 'Forest City': Towards Sustainable and Inclusive Urbanisation in Kalimantan and Beyond

• Prof. Zhu Feng (Nanyang Technological University, Singapore)

Climate Change and Sustainable Development Challenges

16:30- 17:15

General discussion – Linking today's themes

17:30- 19:00

Coffee and Tea Break

• Prof. Kim Neil Irvine (TU, Architecture and Planning)
Mae Kha River Re-imagined: Design, Engineering, and

Welcome reception and dinner – Deputy Governor of Bangkok (Reception, Thai food) Location: 'Supamitr' room, 7th Fl., Royal Princess Larn Luang Hotel (Take the lift to 6th Fl. and continue with stairs to 7th Fl.)

DAY 2: WEDNESDAY MARCH 15

Location: Netherlands Embassy to Thailand

Event at [Multi-function Room, Netherlands Embassy](#)

<https://goo.gl/maps/EZCaDNYo94DphbiMA> 9:00-

11:00 **Core Theme III., Political Perspectives: Leadership and Public Support for Climate Adaptation and Sustainability**

A. Political and Societal Dimensions

• Prof. Bambang Hari Wibisono (UGM)

Climate and the Urban Form

• Dr. Naim Laeni (Thammasat, Faculty of Political Science)

Bangkok and Thailand: Resilience, Political Perspectives

• Dr. Linda Yanti Sulistiawati (UGM)

ASEAN NDCs: Dream or Reality? Case Studies: Sub-national regulations in the Phillipines and Indonesia

• Prof. Jaap de Wilde (UG, Faculty of Arts)

Environmental Security: Political Dimensions of Sustainability, Equity, and Livability

• Dr. Karsten Schulz (UG, Campus Fryslan)

Climate change adaptation, and democracy and participatory approaches. Political leadership and the need to have public democratic support for adaptation measures

11:00- 11:15

11:15- 12:30

• Dr. Hamed Seddighi (UG, Faculty of Behavioural and Social Sciences)

Climate Related Natural Disasters: The Role of NGOs and the Policy and Practices for Children's Preparedness

• Dr. Ronan McDermott (UG, Campus Fryslan, also UN University, Institute for Environment and Security)

The role of digital governance in promoting accountability within climate adaptation governance: a case study of the use of the E-musrenbang participation tool within the flood- and sea level rise-prone district of Bulak in Surabaya, Indonesia

12:30- 13:45

14:00- 16:30

Coffee and tea break

Lunch at Multi-function Room (courtesy of UG)

B. Political and Policymaking Perspectives

• Dr. Christina Prell (UG, Spatial Sciences)

Intersection of Social Networks and the Environment

- Ambassador Remco van Wijngaarden - Netherlands Ambassador to Thailand
- Dr. Tavid Kamolvej (Deputy Governor, Bangkok Metropolitan Area)
Political and Institutionalization Dimensions of Climate Adaptation and Sustainable

Development Panel presentation and discussion:

- Prof. Patrick Verkooijen (UG, Spatial Sciences, and Global Centre on Climate Adaptation – GCA)
Building political and societal support for climate adaptation
- Miguel Musngi, ASEAN Secretariat
- Dr. Belinda A. Margono, Ph.D., Indonesian Ministry of Forestry and Environment, Director of Forest Resources Inventory and Monitoring

Indonesian Perspective on Climate Adaptation and Sustainability

- Irvan Pulungan, Jakarta Governor Special Envoy (Climate Change)
New Urban Governance: Climate Change Political - Policy Dynamics in Jakarta

17:30 Festive conference reception and dinner at the Netherlands Embassy in Bangkok, Residence of the Ambassador

DAY 3: THURSDAY MARCH 16

Location: Thammasat University

GRADUATE WORKSHOP: first participants attend the climate conference days 1-2, then the specialized graduate student day is focused on day 3. Part of the Graduate Workshop will be divided into 3 separate sessions, based on the themes of the conference: planning and governance, climate and sustainable development, implementation and political perspectives.

The aim is for this also to be an opportunity for the Graduate Workshop is to bring together a small group of graduate students, mainly PhDs, from the partner universities UG, Thammasat, UGM and ITB and beyond in the disciplinary areas of the spatial sciences, governance, political science, international relations, economics, law, environmental science, etc.

Thammasat University, Tha Prachan <https://goo.gl/maps/nS4uAN2ohyaEiyHs8>

9:00-

Opening Event at Thammasat University by TU//UGM/UG Rectors and President at Faculty of Liberal Arts

9:30
Arts , Room Waterfront and Pridi Panomyong Plaza

- Rector, Prof. dr. Gasinee Witoonchart (Thammasat University) in-person welcome
- Rector, Prof. dr. Ova Emilia (Gadjah Mada University) video welcome message tba
- President Jouke de Vries (University of Groningen) video welcome message

9:30-

Morning Workshop Session at Faculty of Political Science, Room 402 (Capacity 24 seats), Room 404 (Capacity 30 seats), and Room 405 (Capacity 48 Seats)
12:00
(Morning Breaks hosted by Faculty of Architecture and Planning)

PhD Workshop I: Critical Water Issues in Times of Climate Change
Faculty of Political Science Building, Room 402

Fifteen minute presentations each in the morning by the PhD students, followed by a brief question and answer session. Afternoon commentary and discussion by the scholars on the papers and the overall theme of the workshop.

- Novi Maulida Ni'mah (UGM), Resilient coastal city
- Martin Drenth (UG) Water sensitive cities
- Asri Samsu (UG-ITB) Integrated Water Management Approach (IUWM)
- Lihoun Teang (TU) Water sensitive urban design performance
- Xu Shiyang (NTU) Community flood resilience

- Intan Novianingsih (UG-ITB) Public-private partnerships
- Nontarit Bejrananda (TU) Resilient urban economy
- Binyuan Liu (UG) Emission growth and drivers
- Choerudin (UG) Port-cities and sustainable planning
- Rendy Bayu Aditya (UCL - England) Urban circularity in the built environment

Chair: Ronald Holz hacker (UG)

Commentators: Chol Bunnang (TU), Bambang Hari (UGM), Christina Prell (UG)

PhD Workshop III: Community and Equity Concerns for Sustainable Development Faculty of Political Science Building, Room 405

- Fika Novitarsari (UG-ITB) Equity in domestic water provision
- Widyasari Her Nugrahandika (UGM) Sustainable Housing Provision
- Aekachai Tangratanavalee (TU) Inclusive Urban Community Centre and Mall Revitalisation
- Alia Fajarwati (UGM) Disaster and the role of gender
- Irsyad Adhi Waskita Hutama (UGM and Shibaura Institute of Technology, Japan) Neighbourhood based disaster resilience

12:00- 14:00

Chair: Bobi Setiawan (UGM)

Commentators: Kim Irvine (TU), Ronan McDermott (UG), Ari Susanti (UGM)

Chair: Ann Wijitbusuba Marone (TU)

Commentators: Dyah Hizbaron (UGM), Hamed Seddighi (UG), Naim Laeni (TU)

PhD Workshop II: Economic Dynamics of Sustainable Development

Faculty of Political Science Building, Room 404

Lunch Break at Faculty of Political Science Building, Room 101 (Hosted by Faculty of Political Science)

12:00 Speaker: R Soerakoesoemah

Head, Sub-Regional Office for South East Asia

United Nations Economic and Social Commission for Asia and the Pacific (ESCAP)

14:00- 16:30

TU/UG/UGM, also with participants from ITB, NTU, University of Tokyo, Navamindradhiraj University, and Rangsit University, on the next steps in our writing process for the book on climate and sustainable development, and ideas to further deepen institutional connections between our universities moving forward.

16:30- 17.30

17:00- 19:00

Afternoon Workshop Session at Faculty of Political Science, Room 404 (Capacity 30 seats), and at Faculty of Economics, 5th Floor Meeting Room, and 60th Anniversary Meeting Room.

Festive Closing Conference Dinner at Faculty of Liberal Arts, Room Waterfront (Hosted by Faculty of Architecture and Planning)

Deepening our institutional connections. Discussion by

List of Graduate Students from University of Groningen

- Choerudin (UG, PhD candidate), Port-Cities and Sustainable Planning: Case of Patimban Port
- Asri Samsu (UG-ITB double degree PhD), Institutional Planning for Integrated Water Management Approach (IUWM): Indonesia
- Martin Drenth (UG, PhD. candidate), Transition to Water Sensitive Cities: Indonesia
- Intan Novianingsih (UG-ITB double degree PhD), Public-Private Partnerships for Sustainable Development
- Fika Novitarsari (UG-ITB), Equity in domestic water provision in Indonesia: the perception of the government and the potential role of community-based water management
- Binyuan Liu (UG-Science and Engineering), Emission Growth and Drivers in SE Asia

List of Graduate Students from Thammasat University

- Lihoun Teang (TU, Architecture and Planning, PhD. Integrated Science of the Built Environment), Nature-based Solution (NBS) for Urban Flood Challenge in Phnom Penh: Current issues, barriers, and opportunities for NBS implementation
- Nontarit Bejrananda (TU, Architecture and Planning, PhD. Integrated Science of the Built Environment), A guideline for land use planning towards resilient urban economy: a case study of Hatyai City Municipality • Aekachai Tangratanavalee (TU, Architecture and Planning, PhD. Integrated Science of the Built Environment), A Model for Community Centre and Mall Revitalisation towards Resilient, Inclusive and Prosperous Urban Areas • Xu Shiyong (School of Civil and Environmental Engineering at Nanyang Technological University), Assessing community flood resilience – from theory to practice

List of Graduate Students from Gadjah Mada University (5-6 PhD candidates)

- Widyasari Her Nugrahandika (Doctoral Program in Urban and Regional Planning - UGM), Dualism in Land Management and Its impact to sustainable Housing Provision: The Case of Yogyakarta (Online participant) • Rendy Bayu Aditya (UCL - England), After Covid-19: Temporary Urbanism and Urban Circularity in the Built Environment (Online participant)
- Novi Maulida Ni'mah (Ars GMU), A Conceptual Model for Resilient Coastal City – The Case of Semarang (On site participant)
- Alia Fajarwati (Geography – GMU), Disaster and the Role of Gender (Online participant) • Irsyad Adhi Waskita Utama (Doctoral Program, Shibaura Institute of Technology, Japan – GMU), Investigating neighbourhood-based disaster resilience factors using participatory method (Online participant)

DAY 4: FRIDAY MARCH 17, **Conference Study Tour / Excursion,**

Location: Navamindrachiraj University, Bangkok

<https://goo.gl/maps/LLy9Jj4HxUhMvi5k6>

8:00 Departure from the Royal Princess to: Royal River Hotel

Address: 219 Soi Charansanitwong 66/1 Charansanitwong Rd., Bangplad, Bangkok

10700 Link: <https://goo.gl/maps/uUiYjAaZmTaKh8VV7>

Plus Code: QGM2+C7R Bangkok

GPS: 13.78360982881105, 100.50063361149715

Meeting Point: Lobby of Royal River Hotel. Staff of Navamindrachiraj University will wait to meet you there and lead you to board 2 boats at Royal River Hotel Pier.

9:00- 11:00

2 Boats with capacities of 25 and 15 people.
30 Seats are reserved for the conference delegation.

Back to Pier at Royal River Hotel for

lunch

11:00- 11:30

Lunch hosted by Navamindrachiraj University BMA

11:30- 13:00

Location: Restaurant room 'FANGNAM', Floor G, Royal River Hotel

13:00- 15:00

Field Trip to Flood Protection Site, Boat Trip by Navamindrachiraj University (NMU) and Drainage and Sewage Department, BMA

Resilient City: Practitioners and Academia Exchange Hosted by Navamindrachiraj University and Drainage and Sewage Department, BMA Location: Seminar room

'PHANURANGSI A', Floor G, the Royal River Hotel

Location: Royal River Hotel Pier and along Chao

Phraya River

APPENDIX B:

EU Erasmus+ 'BRECIL' Social Science Research Capacity


Erasmus+ 'Building Social Research Capacities in Higher Education Institutions in Lao PDR and Malaysia' (BRECIL) Conference

8 June 2021 (Tuesday) 3:00 pm - 5:30 pm MYT
Zoom registration: <https://bit.ly/brecilconf>



brecil
Erasmus+ KA2 CBHE


Co-funded by the Erasmus+ Programme of the European Union 



**BRECIL
RESEARCH
GOVERNANCE
HANDBOOK**

ABSTRACT
To be described
Ron Holthacker & Jan Folkert Deinum
University of Groningen

brecil
Erasmus+ KA2 CBHE

Co-funded by the Erasmus+ Programme of the European Union 

BRECIL Conference Program on Research Governance, Groningen October 2019.



Study tour on research governance Groningen, 21-25 October 2019



Co-funded by the Erasmus+ Programme of the European Union





Monday October 21, 2019



Venue: building 1124, Theology and Religious Studies (<https://www.rug.nl/staff/location/1124>, address Oude Boteringestraat 38 Groningen)



09:00 Arrival, registration, coffee/tea

09:30 Opening and welcome by

Prof. Dr. Ron Holzacker,

<https://www.rug.nl/staff/r.l.holzacker/>

Dr. Jan F. Deinum,

<https://www.rug.nl/staff/j.f.deinum/>



10:00 Introduction to Research at a Social Science Faculty: Academic Freedom ([presentation](#))
Prof. Dr. Oscar, Dean of Faculty of Spatial Sciences
<https://www.rug.nl/staff/o.couwenberg/>

11:00 Coffee break

11:30 [Break-out session](#)

12:30 Lunch, offered by the University of Groningen



Bruynszaal (Academy Building, <https://www.rug.nl/staff/location/1111>)

13:30 A social science research institute: Urban and Regional Studies Institute (URSI) ([presentation](#))
Prof. Dr. Frank Vanclay, head of URSI
<https://www.rug.nl/staff/frank.vanclay>

15:00 Coffee break

15:30 [Break-out session](#)

16:30 Finish



Tuesday October 22, 2019

Venue: building 5159, Energy Academy (<https://www.rug.nl/staff/location/5159>, address Nijenborgh 6 Groningen)

We are located in room 0291.

Note: for bus connections, follow this [link](#).

09:00 Arrival, registration, coffee/tea



09:30 The Aletta Jacobs School

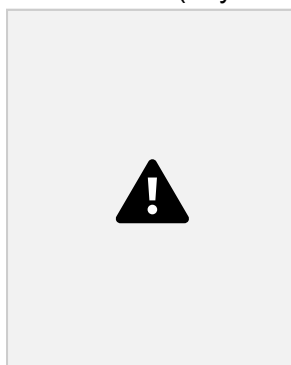
The Aletta Jacobs School of Public Health – a joint partnership of the University of Groningen, The Academic Hospital and the Hanze University of Applied Sciences – is the proud flag-bearer of healthy ageing in the Northern Netherlands ([presentation](#)). By:

Dr. Nienke Schripsema, Programme manager Aletta Jacobs School of Public Health:
<https://www.rug.nl/staff/n.r.schripsema/research>

11:00 Coffee break

11:30 [Break-out session](#)

12:30 Lunch (at your own, premises close by)



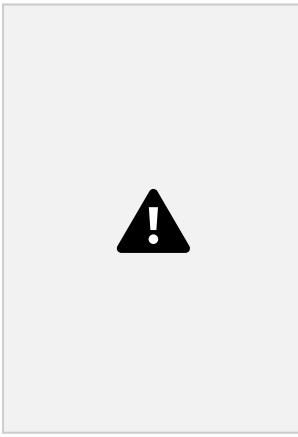
13:30 Graduate schools.

The University of Groningen has ten Graduate Schools, each of which offers Research Master's and PhD programmes that prepare you for a high-level career in academia or beyond ([presentation](#)). By:
Prof. Dr. Lou de Leij, Dean of the Graduate Schools

<https://www.rug.nl/staff/l.f.m.h.de.leij/>

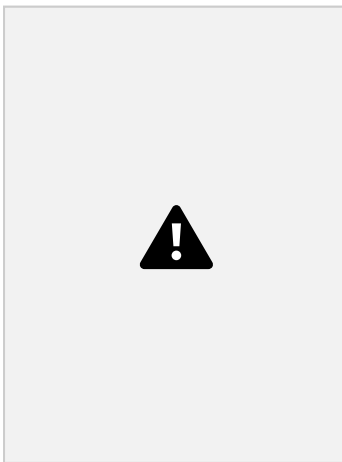
15:00 Coffee break

15:30 University Research Governance to Promote Inter-Disciplinary and Inter-Faculty Research for Excellence and Societal Impact. An example of the Groningen Research Centre for Southeast Asia and ASEAN (SEA



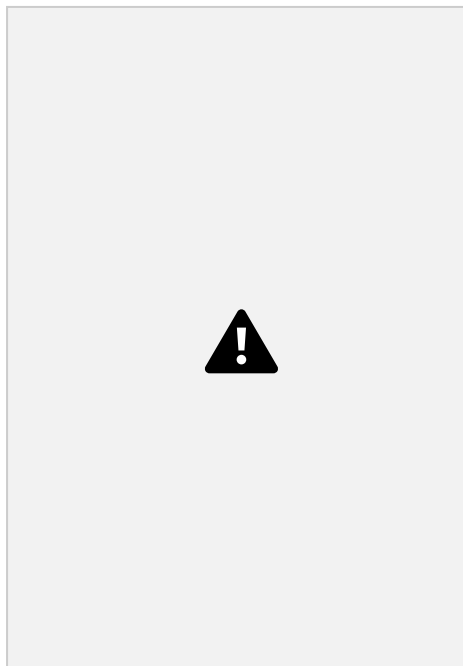
ASEAN):

Yoga Permana, (RUG Faculty of Arts, International Relations / Universitas Gadjah Mada):
*Political Economy of ASEAN Open Skies Policy: Business Preferences, Competition and
Commitment to Economic Integration* ([presentation](#))



Stanati Netipatalachoochote (RUG, Faculty of Spatial Sciences / Faculty of Law and
Thammasat University, Bangkok): *Human Rights and ASEAN* ([presentation](#))

16:30 Finish

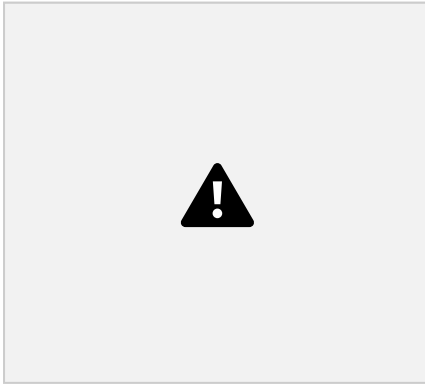


Wednesday October 23, 2019

Venue: building 1121, Administration Building, (<https://www.rug.nl/staff/location/1121>, address Oude Boteringestraat 44 Groningen)

We are located the so-called “grote zaal” (large room, ask the reception)

09:00 Arrival, registration, coffee/tea



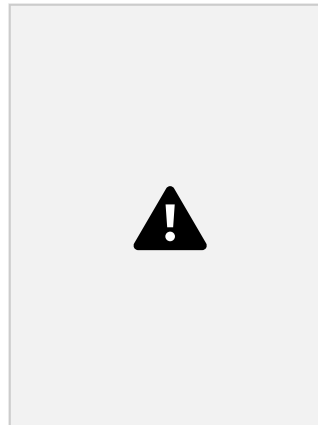
09:30 Ethics and privacy in Research ([presentation](#))

Dr. Marijtje van Duijn, Faculty of Social and Behavioral Sciences

<https://www.rug.nl/staff/m.a.j.van.duijn/>

11:00 Coffee break

11:30 [Break-out session](#)



12:30 Lunch (at your own; plenty of restaurants nearby)

13:30 Developing research Talent ([presentation](#))

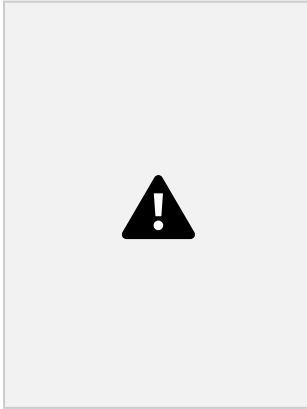
Prof. Dr. Ritsert Jansen, Dean of Talent

<https://www.rug.nl/staff/r.c.jansen/>

Memo on tenure track criteria: <https://www.rug.nl/gmw/research/tenure-track-notitie-gmw-2015-door-cvb-goedgekeurd-uk-0508.pdf>

15:00 Coffee break

15:30 [Break-out session](#)



16:00 International relations

Mr. Tim Zwaagstra, Program manager South East Asia

<https://www.rug.nl/staff/t.n.zwaagstra/>

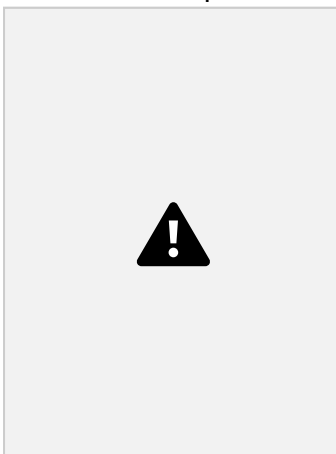
16:30 Free time

18:30 Dinner offered by the University of Groningen (Bruynszaal, Academy Building)

Thursday, October 24, 2019

Venue: building 1313, Harmoniegebouw (<https://www.rug.nl/staff/location/1311>, address Oude Kijk in 't Jatstraat 26 Groningen)

Room: 0007 Expositieruimte



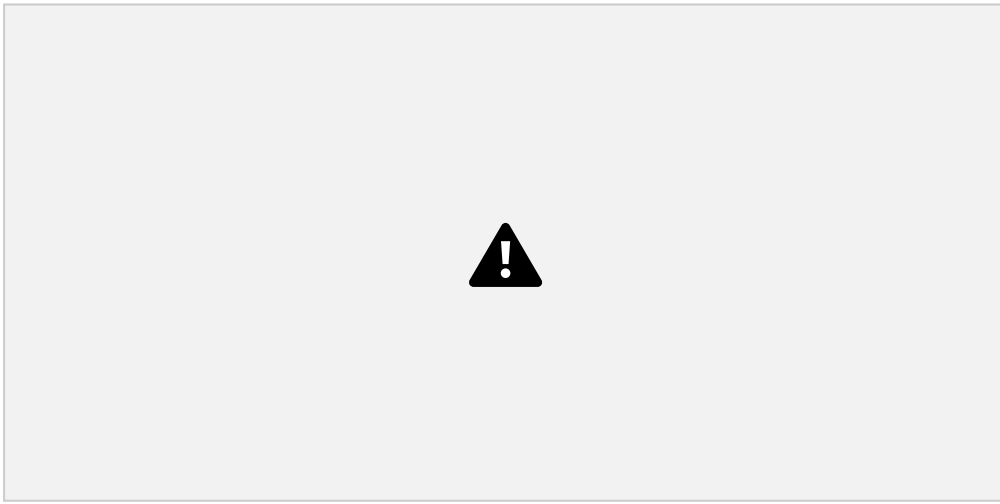
09:00 Arrival, registration, coffee/tea

09:30 Funding and finances ([presentation](#))

Geert Jan Arends, senior consultant research funding University of

Groningen 11:00 Coffee break

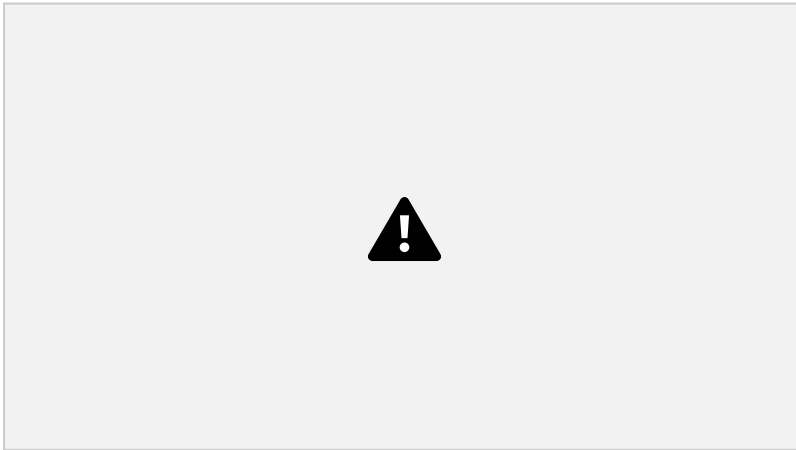
11:30 Back to hotel, take
your



suitcase, lunch at your own

12:48 Central Station, train to
The Hague. Train leaves 12:48 sharp, so do not be late!
Note also: when using group tickets this is the latest train possible

Friday, October 25, 2019



Venue morning: 7AM Den Haag (Address: Buitenhof 47, 2513 AH Den Haag). See also:
<http://www.7am.nl>.

09:30 Arrival, registration, coffee/tea
09:40 The Dutch Accreditation System
NVAO (www.nvao.net/en) ([presentation](#))
Lineke van Bruggen

12:00 Visit of the Malaysian delegation to the Malaysian Embassy to speak to the Ambassador

12:00 Visit of the Laos delegation to the 'Buitenhof, the heart of the Dutch government, during the Friday morning meeting of the Ministers, including the Minister of Education, Culture and Science, with Prime Minister Mark Rutte. Also pointing out the historical Ridderzaal in the Buitenhof, where the King, Head of State, the Kingdom of the Netherlands opens the parliamentary year. Finally, visit to the square in front of the Netherlands Parliament, with discussion of the branches of government, and the separation of powers between the executive branch in the Buitenhof and the surrounding ministries in the skyscrapers, the legislative branch in the First and Second chamber buildings, and the judicial branch in the nearby Council of State of the Netherlands.



Venue afternoon: Nuffic building (address: Kortenaerkade 11, 2518 AX The Hague). Note: this venue is about 400 m walking distance from the venue in the morning.

14:00 Internationalisation in Higher Education.

Nuffic (<https://www.nuffic.nl/en/>)

Program:

1. Opening & short word of welcome (10 minutes)
2. Nuffic in the Netherlands (20 minutes + 10 minutes discussion)
On our position within Dutch higher education as center of expertise, promoter and facilitator of internationalization and partner for universities and government ([presentation](#)).
3. Break (15 minutes)
4. Nuffic in the world (20 minutes + 10 minutes discussion)
Our work on Global Development through capacity building, scholarships and work with the Global South ([presentation](#)).
5. Discussion with Erasmus+ Experts (20 minutes + 10 minutes discussion)
Short overview of the E+ programme and its instruments. Short preview of the future programme ([presentation](#)).
6. Closing (5 min)

16:30 Final closing, pictures, and goodbyes at the Peace Palace. The word 'PEACE' is inscribed in many languages on the bench near the grand entrance to the Peace Palace, including in Malaysian and Laos.

Introduction to Research Governance at University of Groningen

The University of Groningen is among the European top in the field of academic research. We are successful because we apply fundamental academic research in an innovative way when dealing with social and individual problems. Groningen-based researchers collaborate with colleagues from all over the world on a daily basis and University of Groningen lecturers actively involve their students in research.

Research structure at University of Groningen

With more than 400 years of history, research is embedded in long lasting traditions at our university. The main focus in the research structure is the “hoogleraar”, or “full professor”. Where in Anglosaxon countries all academic staff is called professor, in the Netherlands we distinguish amongst academic staff assistant professors, associate professors and full professors. There are 330 full professors at our university of a total staff of 3400 fte.

The full professors have their own research team and their own research themes. They decide on their own what kind of research questions they would like to analyze and can answer on their own to on calls for proposals where applicable, without notice of higher bodies. Academic freedom of professors is considered very important in our university and it would be perceived badly if a higher body would try to influence research choices of a full professor. A team of a full professor would, typically, consist of one or two associate professors, one or more assistant professors, one or more post-doc researchers and a few PhD students.

Although there is a strong focus on individual full professors, in the past decades there has been some stress on more cooperation within “research centres”. In the University of Groningen each faculty has its’ own research centre. A research center can consist of several research institutes. Research institutes are organized around clear research topics. The work of individual full professors and their team should fit within those research topics. The research topics are selected by the group of full professors in a research institute. A research institute is evaluated every six years on it’s research quality. The universities in the Netherlands organise this evaluation themselves for each research domain. For the evaluation they use mostly international peer experts.

Next to the research institutes, there are the Graduate Schools. These are also organised per faculty. A Graduate School is responsible for the education and training of PhDs. The full professor decides which students he/she accepts as a PhD student, but this has to be approved by the graduate school: the research topic of the PhD student should fit to the research themes within the research centre and there are entrance requirements for the PhD students.

The supervision of the PhD research is done by the full professor, mostly in a joint effort with one or two more full professor and a daily supervisor (often an assistant or associate professor), so there is mostly a supervision team of two up till four persons for a Phd student. In most faculties it is common these days that a PhD thesis is based upon around four articles that should be published in international peer reviewed journals. The four articles together with an introduction and a conclusion together comprise the thesis of the PhD student. Typically a PhD study lasts four years. The Graduate School is responsible for additional training of the PhD students, often focused on courses on ethics, statistics and methodology specifically for that research domain.

Officially the Dean of a faculty is responsible for the quality of the research within the faculty, but the first responsible person is the full professor who is in charge of that specific research. The dean takes care of quality measurement structures, providing support for research and assuring there is an ethics committee.

On central level there is rather little influence on the research done in the university. What is done is mainly supporting the faculties, graduate schools, research centres and individual researchers to help and support them to do their research. The funding office provides for example support on writing research proposals, especially on larger proposals for the EU research programs.

Funding

There are three types of funding for research in our university:

1. The first stream is based upon the number of students and comes from the government. Part of this budget is supposed to be spent on research
2. The second stream also comes from the government but is based upon calls for proposals. This goes mainly via the Dutch National Research Organisation (NWO) and the EU. The NWO decides what would be relevant research themes and organises the call for proposals. There are also funding schemes for individual researchers who are very talented.
3. The third stream is contract research with companies and NGOs. In 2018 the University of Groningen received € 144 million for contract research (on a total budget of € 800 million for the whole university)

Research Themes

The University of Groningen research profile consists of the research focus areas of the faculties and the selected three societal themes of the University: Healthy Ageing, Energy and Sustainable Society. The research focus areas and the societal themes are closely connected and strengthen and inspire each other. This way the University actively applies its top research to solving the major questions in society. You can find all research themes [here](#).

Example of an Ethics in Research Protocol

The National Ethics Council for Social and Behavioural Sciences has developed a code of ethics for research involving human participants. The code is endorsed by all associated institutes (www.nethics.nl).

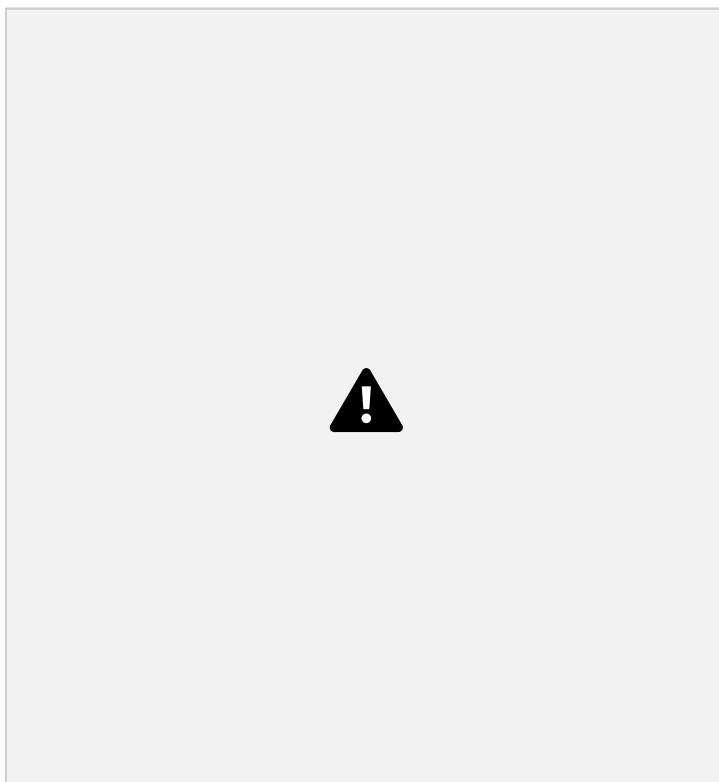
Click [here](#) for the example of the ethical code:

<http://nethics.nl/cm4all/iproc.php/Gedragcode/CODE%20OF%20ETHICS%20FOR%20RESEARCH%20IN%20THE%20SOCIAL%20AND%20BEHAVIOURAL%20SCIENCES%20v2%20230518.pdf?cdp=a>

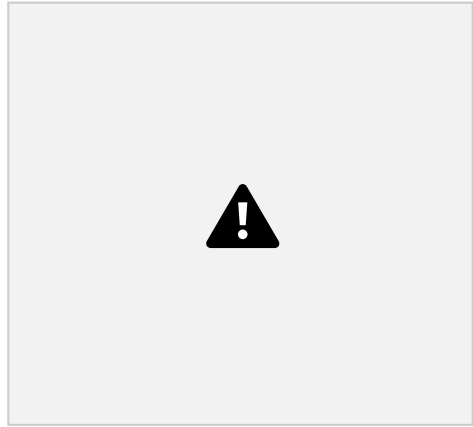
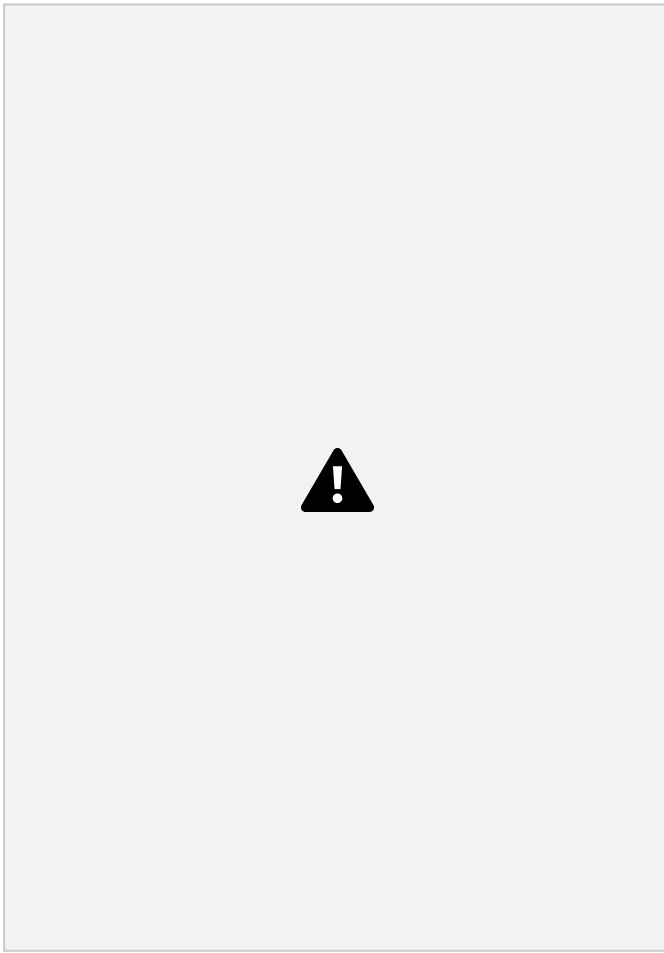
See also the Dutch Code of Conduct for Scientific Research: <https://www.know.nl/en/news/news/new-netherlands-code-of-conduct-for-research-integrity>

APPENDIX C:

SEA ASEAN Conference Posters, Groningen and

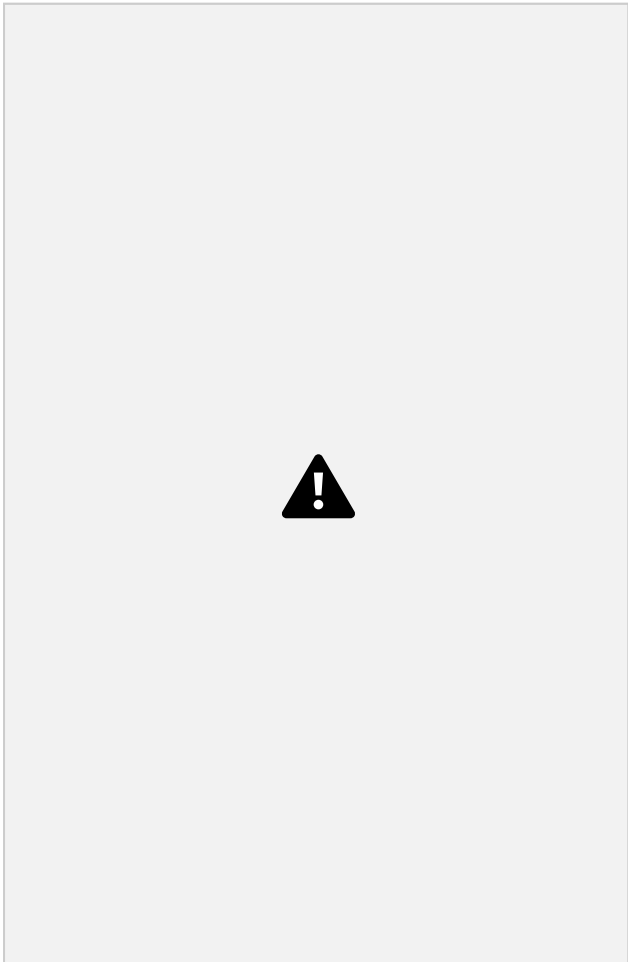
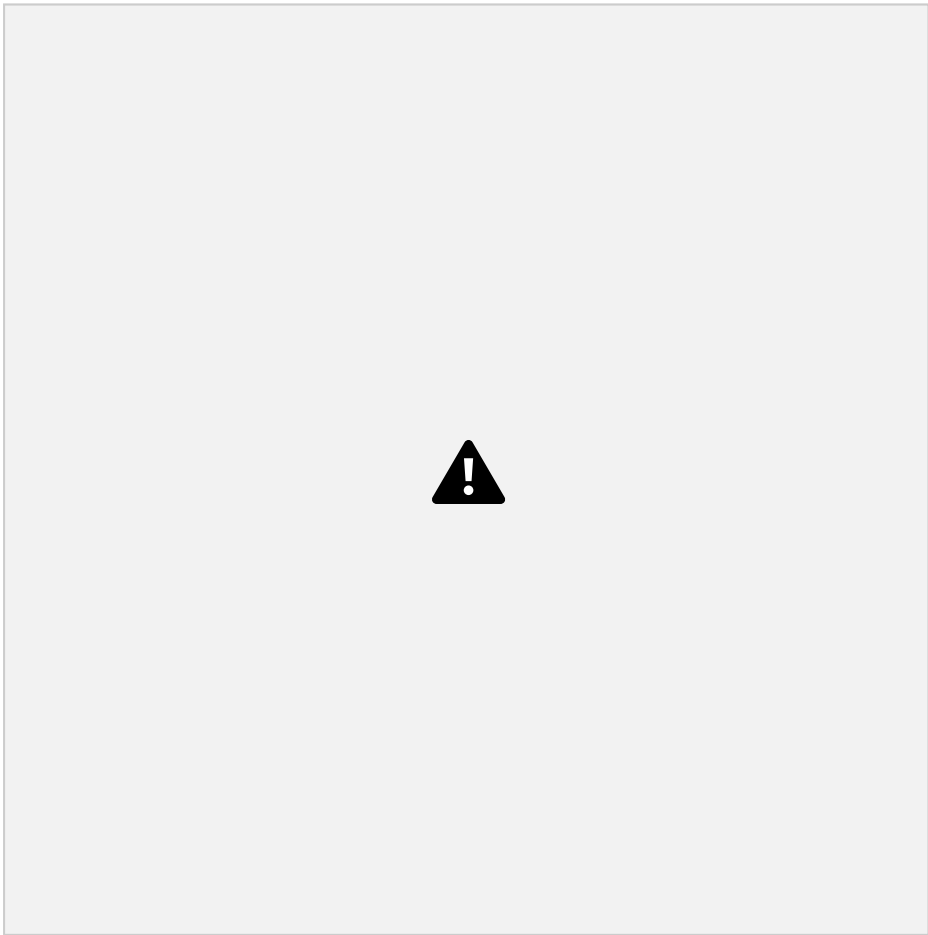


Abroad







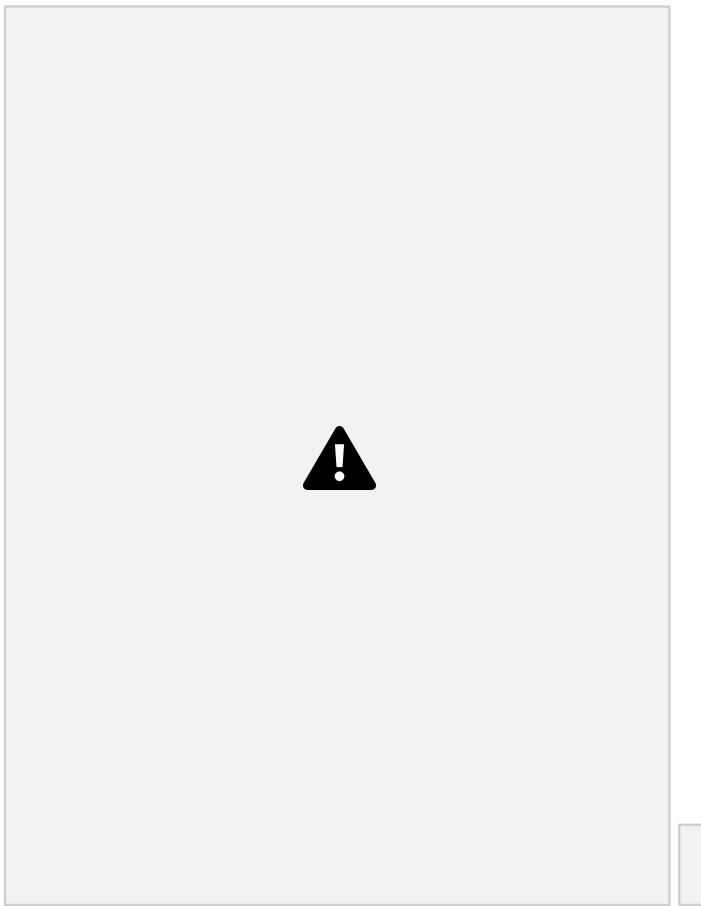




Southeast Asian Higher Education

Ministers Symposium





APPENDIX D:

Timeline of Earlier Developments of SEA ASEAN 2011-2020

2011 - 2014

Pre- SEA ASEAN, early SInGA (Spirit Indonesia Groningen) Developments

November 2011

Groningen. Presentation to **Indonesian Planning Ministry (BAPPENAS)** of an interfaculty, inter-disciplinary research program on governance at the University of Groningen. *Fall 2012*

Groningen. **Arrival of first PhD. candidates** from Indonesia with Spirit and LPDP scholarships, to the departments of international relations, sociology, spatial sciences, law, and economics, with the beginning of monthly inter-disciplinary meetings.

April 2014

Groningen. **First conference ‘Good Governance and Sustainable Society’** featuring presentations by PhD candidates and key note presentations by **Retno Marsudi** (Indonesian Ambassador to the Netherlands, now Foreign Minister), **Rudolf Treffers** (Executive Director, World Bank), and **Theo Thomas** (World Bank, economist).

November 2014

Jakarta. Executive visits (Sibrand Poppema, Ronald Holzhaecker, Tim Zwaagstra) to Ministry of Finance (LPDP Scholarship issuers), Ministry of Research & Higher Education (DIKTI Scholarship issuers), Ministry of Planning BAPPENAS (SPIRIT Scholarship issuers), and Dutch Ambassador Tjeerd de Zwaan for presentation of report on SInGA.

2015 - 2017

Laying the Foundations for Expanding Beyond Indonesia to Include Comparative and Regional Perspectives

March 2015

Paris. Presentation (Tim Zwaagstra) of SInGA at ASEAN-EU Science, Technology, and Innovation Days, including contact with the Education Ministry of the Lao PR.

October 2015

Amsterdam. **Second conference at the KNAW and the Rijksmuseum ‘Governance and Sustainable Society in Southeast Asia’**. Inclusion of PhD scholars from Indonesia, Thailand, Philippines, and Vietnam.

October/November 2015

Indonesia, Vietnam, Thailand. Recruitment (Tim Zwaagstra) at Dutch and European higher education fairs in Bandung, Jakarta, Yogyakarta, Ho Chi Minh City, and Bangkok. *January 2016*

Groningen. Participation in meetings and events surrounding the International Classroom committee, providing insights from the experience with Indonesian PhD candidates. *February 2016*

Groningen. Discussion with Paul Bolt and the International Strategy office about broadening the SInGA project to include South East Asia.

March 2016.

Atlanta, USA. Presentation at the American Political Science Association on **human rights and ASEAN**.

April 2016

Groningen. Indonesian Day Dinner with 125 Indonesian students and the **Indonesian Ambassador to the Netherlands**.

Jakarta. **Introduction of our book ‘Decentralization and Governance in Indonesia’** edited by Holz hacker, Wittek and Woltjer, to 25 World Bank officials and consultants in Jakarta.

Presentation by Ronald Holz hacker, and two SInGA Phd candidates Kuswanto and Laksmi Kusumawati. Meeting with **World Bank** head of the Spirit program and other educational program officers.

Bandung. Meetings to discuss spatial planning in Indonesia with ITB and state institutions involved in infrastructure planning.

Jakarta. Meeting with the **United Nations Development Program (UNDP)** to discuss economics and inclusive growth, as well as civil society organizing on LGBT human rights issues.

Jakarta. Attendance at the **Regional Consultative Campaign Meeting for CSOs** on the Abolition of the Death Penalty in ASEAN. Discussion also with member of Myanmar parliament, head of international relations committee.

Yogyakarta. Meetings at **Gadjah Mada University with the Dean of the Faculty of Social Sciences and with the director of the ASEAN Centre**.

Yogyakarta. **Meeting with the UGM Energy Centre**.

Jakarta. Meeting at the **ASEAN Secretariat, human rights**

Jakarta. Meetings with **Netherlands corporations doing business in Indonesia, Shell and Unilever**.

May 2016

Groningen. Meeting to discuss science research and policy with Director of Indonesian Science Fund.

Hanoi. Meeting with **civil society organizations working on human rights issues in Vietnam**.

Hanoi. Meetings at **Vietnam National University**, University of Social Science and Humanities, and the University of Law. **Lecture at the law school on human rights norm diffusion and ASEAN**.

Hanoi. Meeting with **US Embassy** officials, including Deputy Head of Mission, on engagement with civil society in Vietnam.

June 2016

Hue, Vietnam. Meetings and lecture at **Hue University, College of Law**.

Manila. Meeting with **University of Manila, Chancellor and the De La Salle University, Dean** of College of Liberal Arts.

Quezon City, Philippines. Meetings at the **University of Philippines, Diliman** campus, with the Chancellor, the Asian Center, and the Philippine Ministry of Education, and the Commission on Human Rights in the Philippines.

The Hague. Meeting with the **Deputy Director of NUFFIC** to discuss educational opportunities in Southeast Asia.

September 2016

London. Conference at **University of London (SOAS), Association of Southeast Asian Studies**, panel presentation by 5 SInGA PhD candidates.

October 2016

Bangkok. Conference presentation at the **Southeast Asian Human Rights Network (SEAHRN)**, accompanied by SEA ASEAN Thai PhD candidate. Discussion with AICHR representative from Malaysia.

Bangkok. Meetings at **Siam University, Faculty of Law**, and lecture on norm diffusion. Exchange of information with Thommasat University, ASEAN Centre.

Bangkok. Interview with Chairperson of the **National Human Rights Commission of Thailand**.

Bali. Participation and paper presentation at the conference organized by the **University of Indonesia**. Discussions with the political science department and the communication department. Meeting with Rector, Udayana University.

Kuala Lumpur. Meetings at the **University of Malaya, Asia-Europe Centre**, also with Dr. Wendy Tan and PhD candidate Yoga Permana, presentations on sustainable mobility in metropolitan regions.

Singapore. Meetings at the **National University of Singapore**, Asia Centre and spatial planning institutes.

Singapore. Introduction of SEA ASEAN to **alumni in Singapore, Ubbo Emmius**.

Yogyakarta. **Launch of the SEA ASEAN collaboration with Gadjah Mada University by the Rector of UGM and President of UG**. Also visit to the NOAH humanitarian action office at UGM.

Yogyakarta. **Visit to the UGM Energy Centre**, with the Director and 10 additional researchers and PhD candidates.

Jakarta. Discussion with Netherlands businesses active in Indonesia, Unilever and Shell, also with UG President Sibrand Poppema.

Jakarta. Meetings at the University of Indonesia with the Rector, Dean of the Faculty of Social Sciences, and Dean of Engineering, also with Sibrand Poppema.

November 2016

Groningen. Dinner with **Japanese Ambassador** to discuss developments in East and Southeast Asia.

Groningen. Meeting with officials from the Groningen Mayor's office to discuss needs and perspectives of international students in Groningen, including those from Indonesia and Southeast Asia.

Groningen. Groningen Friendship Games, sports activity and BBQ dinner organized by the Indonesian, Malaysian, Vietnam, Thai, and Chinese student associations under the auspices of SEA ASEAN.



Groningen. **Conference ‘Bridging East Asia & Southeast Asia’** with scholars from the Netherlands, China, Indonesia, Thailand, and the inaugural lecture by Prof. Ronald Holzhaacker.

Groningen. Presentation and lunch discussion with Mira Woldberg, **Netherlands Ministry of Foreign Affairs**, Head of South Asia and Southeast Asia, on developments in Southeast Asia, including Myanmar.

December 2016

Groningen. Visit by BAPPENAS to review progress by PhD candidates from Indonesia with Spirit scholarships.

January 2017

Groningen. Meeting with officials from the large NGO ‘World Vision’ concerning humanitarian action and SE Asia.

Groningen. Meeting launching the ‘Intentions on Internationalisation ’2017-2020 document by the International Strategy and Relations Office. Conversations with recruiters focused on Southeast Asia, and with Master coordinators, on procedures for acceptance of such master students.

The Hague. Meeting with Netherlands Ministry of Foreign Affairs on Indonesia and Myanmar, also with 5 PhD candidates from SEA ASEAN.

February 2017.

Groningen. Filing of Erasmus+ application with the EU, with partner universities, University of Malaya, University Utara Malaysia, National University of Laos, Souphanouvong University, Lao PDR and Gothenburg University, Sweden and Goethe University Frankfurt am Main, Germany. The overall objective of our cooperation is ‘Building Social Research Capacities in Higher Education Institutions in Lao PDR and Malaysia (BRECIL).

22nd March 2017

Groningen. SEA ASEAN Dialogue bringing together scholars and academics with policy makers, opinion leaders, and civil society organizations engaged with Southeast Asia and ASEAN. First topic ‘Human Rights and Regional Perspectives toward Progress: ASEAN and E.’ Rafendi Djamin, (former) AICHR Representative Indonesia.

12th May 2017

The Hague, ISS. **SEA ASEAN Dialogue. ‘Human Rights and Regional Perspective towards Progress: The View from Malaysia and the Netherlands’** with Edmund Bon, AICHR representative Malaysia, and Mira Woldberg, or Representative, Netherlands Ministry of Foreign Affairs, South and Southeast Asia department.

15th-18th May 2017

Yogyakarta. Open Science Meeting 2017 at UGM. Focus on resilient society, governance, energy, organized with the KNAW and the NWO.

18th – 19th May 2017

Manila. Conference with the University of the Philippines and National Singapore University. 15th-18th June 2017

Hong Kong. International Studies Association (ISA) conference.

3rd-5th October 2017

Yogyakarta. Conference and Winter School with partners at UGM, University of Malaya, Thammasat University, University of Philippines, Diliman, and De La Salle University, Manila on 'Challenges of Policy and Governance in Southeast Asia and ASEAN.' Themes: ASEAN and regional dynamics, sustainability, resiliency, planning, the environment, EU-ASEAN relations, civil society engagement, equity, human rights. Disciplinary perspectives: Public policy, Political Science, International Relations, Planning, International Political Economy, Law

2018

Deepening Engagements within Southeast Asia, with increased research cooperation with leading universities in the region

February 2018

The Hague. Lunch with Singapore Ambassador to discuss upcoming SEA ASEAN Brussels conference.

Brussels. Event with 150 persons organized by the EU on **ASEAN – EU relations 'The Next Forty Years.'**

Brussels. Event in Brussels with the Myanmar Ambassador.

Brussels. Meetings in Brussels with the **NL Permanent Representative to the EU, and EU Development and Cooperation, ASEAN desk** to discuss upcoming SEA ASEAN conference.

March 2018 The Hague. Visit to the **Judge Pangalangan, International Criminal Court**, to discuss the Philippines, and Myanmar, and the upcoming talk in Groningen.

Meeting in Groningen with scholars from Osaka University to discuss their ASEAN campuses, new research directions.

April 2018 Singapore. Study trip of Ronald Holzhaecker, Prof. Claudia Yamu, and Wendy Tan to Singapore, meetings **with Nanyang Technology University (NTU)**, and presentation at **Singapore University of Technology and Design (SUTD)** on spatial planning and transport.

Laos. Kick-off meeting of EU BRECIL project in Vientiane and Luang Prabang, Laos.

Hanoi. Meetings and lecture at Hanoi Architecture University and meeting with Rector, VNU Hanoi Le Minh Tuan, meeting at **UN Habitat (Hanoi)**.

Groningen. Visit by **Belgian Foreign Ministry** to SEA ASEAN, with our PhD candidates, to discuss research and practice of diplomatic relations between Europe and SE Asia.



June 2018 Delegation of 15 students, 2 lecturers, and the Dean of Thammasat, Architecture and Urban Planning, two week Summer Workshop ‘Living with Water.’

July 2018 Talk at **Kyoto University**, Center for Southeast Asian Studies (CSEAS).

Talk at Osaka University, Center of Academic Initiatives

September 2018 The Hague. Meeting with Indonesian Ambassador Pak Puja.

Participation in **ASEAN Business Forum, VNO-NVW-MKB, The Hague** at the invitation of the Thai Ambassador.

Presentation at the Asia Regional Forum, University of Groningen, with partners from across Asia.

October 2018 Groningen. Participation in opening of the Academic Year with **UN General Secretary Ban Ki-Moon**.

October 29-Nov 1 Brussels. **SEA ASEAN fall conference in Brussels, with invited guests from UN ESCAP, EU External Action Service, DG Development and Cooperation, DG Science, EU Parliament, Rapporteur for SE Asia, with dinners at the Netherlands Permanent Representative to the EU, the Indonesian Embassy, and the Singaporean Embassy.**

November 2018

Jakarta. Major address to **300 BAPPENAS civil servants on ‘Sustainable Development Goals in Southeast Asia and ASEAN.’**

Meeting in the VIP room at the BAPPENAS conference, **announcement of funding for 3 new master programs, two for Spatial Sciences, one for Economics and Business, University of Groningen.**

Dinner with SEA ASEAN PhD graduates at the home of First Political Officer, Roel van der Veen, Dutch embassy, Jakarta

January 2019

Seattle, Washington. Meeting with University of Washington, Lecture at the SE Asia Centre, and visit Evans School of Policy and Governance.

February 2019

Leeuwarden. Presentation at **Campus Fyslan, Sustainable Development Goals and SE**

Asia March 2019

Groningen. Presentation of Roel van der Veen, First Political Officer, NL Embassy Indonesia, to Groningen to SEA ASEAN PhD candidates.

Kuala Lumpur. **BRECIL, EU Project ‘Increasing Social Science Research Capacity at Universities in Malaysia and Laos’ meetings in Malaysia and Laos.**

Vientiane. **Meeting with EU Ambassador to Laos, Ambassador HE Leon Paul Faber.**

April 2019

Hue, Vietnam. Visit to **Dean Faculty of Environmental Sciences, Hue University, and field visit to fishing village for a study of LEK (Local Environmental Knowledge)** conducted by Master student, UG, Faculty of Spatial Sciences.

June 2019

Brussels. Meetings with DG Science and DG Development to discuss research opportunities EU – ASEAN.

The Hague. **Philippine National Day**, the Hague, discussion with Ambassadors and First Secretaries from SE Asia to discuss upcoming SEA ASEAN events.

July 2019

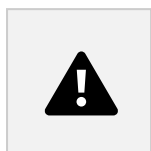
Spain. Attend Critical Tourism Studies to prepare for research related to Luang Prabang, UNESCO World Heritage, tourism, and the Sustainable. Development Goals.

July 2019

The Hague. Meeting with NL Foreign Ministry, discussion on ASEAN issues, Mark Verstedden.

Potdsam, Germany. Discussion, Institute for Climate Impact Research.

October 2019



Jouke de Vries @JoukedeVries 10 Oct 2019

Great dinner with mrs. Eksiri Pintaruchi, ambassador of Thailand in the Netherlands. Discussing student exchange, double degrees and collaborations with private companies in The Netherlands and Thailand.

[@univgroningen](#)



Groningen. **Fall Conference with Ambassador of the Kingdom of Thailand** and special guest from GIGA and the University of Hamburg, Andreas Ufen. Presentations by all SEA ASEAN PhD candidates. Dinner with the Ambassador, and all conference participants, with President Jouke de Vries.

Groningen. Meetings with Aletta Jacobs, to discuss health research in Indonesia and across SE Asia.

The Hague. Dinner and next day talk to 28 ASEAN diplomats here for a two week course, Clingendael Institute for International Relations, on the Sustainable Development Goals and SE Asia.



November 2019

Bangkok. Presentation to **ASEAN Ministers of Higher Education, research symposium, RIHED SEA.**

Jakarta. Meetings about SustCitiesCC application and secondments ICLEI (Manila) and World Bank (Jakarta)

Bangkok. Speaking at the NUFFIC alumni event, Bangkok, with 125 Netherlands graduates from across SE Asia.

Jakarta. **Recruitment fair, Jakarta**, interviews with 18 perspective PhD applicants, 20 time minutes slots, Jakarta PhD recruitment fair, Nov 16, 2019. Dinner with representatives from the

Indonesian LPDP finance ministry, NUFFIC, etc.

December 2019

Hamburg. Study trip to **University of Hamburg, Climate, Climate Change, and Society (CLiSS), and meeting with the Office of the President**, to discuss and finalize SustCitiesCC EU ITN application.

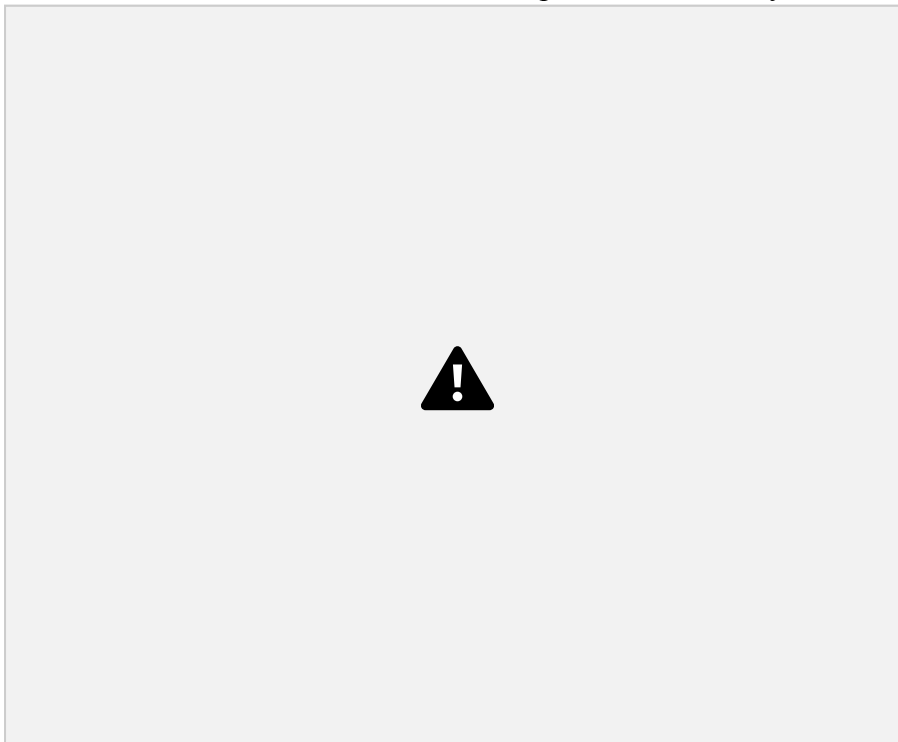
University of Groningen, New York Alumni Club, 35 persons at the Dutch law firm in Manhattan Houtkamp, presentation on Climate Change and the Sustainable Development Goals.

February 2020

Netherlands Geography Society, NGPS, presentation in Utrecht, ‘SDGs and Sustainable Development.’

UN World Urban Forum, Habitat III, with 4 SEA ASEAN PhD candidates, Abu Dhabi, presentation with UN Housing (Vietnam) on climate change and sustainable development, SE Asia.

Vietnam Ambassador, Rotating Presidency of ASEAN 2020, event at the Clingendael Institute, The Hague, with embassies from across SE Asia with the Netherlands Foreign Ministry, SEA ASEAN speech ‘ASEAN – EU Relations: Partnership for Sustainability and Effective Multilateralism.’



March 2020

International Conference on SDG's and Higher Education and Science, Barcelona.

University of Groningen, Alumni Event, London, with Shell and Martin Wetselaar, Board member, formerly of Singapore office, Finance. Member of Ubbo Emmius board.

University of Hamburg, meetings with Geography Department, Climate Change Institute (CLICCs), GIGA Asia Institute, and the central administration, to further cooperation with the University of Groningen, research on climate change and sustainable development, cities, planning for October Netherlands Climate Adaptation Summit.

June 2020

Netherlands Embassy Jakarta, Research and Education Week ‘Winner’ Featuring Dutch university engagement with Indonesia, organized by the First Political Officer Roel van der Veen.

BRECIL Research, Workpackage ‘Research Governance’ follow up implementation monitoring visits to two universities in Malaysia and two in Laos.

October 2020

SEA ASEAN fall conference, Groningen October 20, and the Hague, October 21-22, Netherlands Climate Adaptation Summit,

November 2020

Visit with President Jouke de Vries, Oscar Couwenberg, and International Strategy Office to SE Asia, including universities and institutional partners in Jakarta, Indonesia and Singapore.



SEA ASEAN Achievements [and Further Plans](#) APPENDIX › 35

Appendix E: SEA ASEAN Contribution to the Intentions on Internationalization

UG objectives and planning: International Strategy and Relations		SEA ASEAN Contribution to the Internationalization’ University
Research	Next steps	Existing contribution
<p><i>Global Funding</i></p> <p>To gain an increased share of the global research funding and education scholarships pool.</p> <p>To foster and develop innovation and the ability to act within public/private/industry research funding partnerships.</p> <p>To maximize our opportunities to gain funding under EU programmes such as ERASMUS+ and Horizon 2020</p> <p>To build awareness and use of existing funding models or schemes</p>	<p>Profiling Research Strengths and Success at UG</p>	<p><i>Global Funding</i></p> <p>Close cooperation with BAPPENAS and LPDP to attract Indonesian scholarship applicants, 15 PhD candidates to date.</p> <p>High level meetings with Dutch businesses doing business in SE Asia, to support our work</p> <p>Funding application for a ERASMUS+ submitted with Malaysian and Laos, German and Swedish partner universities.</p> <p>Meetings with Deputy Director of NUFFIC in the Hague, and director in Jakarta.</p>
<p><i>PhD Marketing & Recruitment</i></p> <p>To increase the number of international researchers choosing the UG as their destination of choice for full, sandwich and joint PhDs.</p>	<p>Research Marketing Plan & Faculty Diversity Target Setting</p>	<p><i>PhD Marketing & Recruitment</i></p> <p>Attracting existing lecturers from leading universities in SE Asia to conduct PhD research at UG: (currently 2 UGM, 1 UI, 1 Siam University, 1 Can Tho University)</p>
<p><i>Research Masters Recruitment</i></p>		<p><i>Research Masters Recruitment</i></p>

To highlight the opportunities provided by our Research Masters programmes and to increase the diversity of the student cohort.	Research Marketing Plan & Faculty Diversity Target Setting	Recruitment of master students from Indonesia, Thailand, Vietnam, and the Philippines by delivering lectures to BA programs.
<i>Global Visibility</i> To continue to boost the visibility and international awareness of our world class research strengths	Profiling Research Strengths and Success at UG	<i>Global Visibility</i> Extensive press coverage in Indonesia about the opening of SEA ASEAN
<i>Internal Visibility</i> To capture information about research collaborations and research interests for an internal audience; with a view to increasing knowledge sharing within the university and beyond.	Internationalisation – www.UG.nl	<i>Internal Visibility</i> SInGA and SEA ASEAN are an excellent example of collaboration across faculties on research focal area ‘sustainable society’
Education		
Teaching and Learning		
To provide a research based education (grounded in the Dutch quality tradition) that values, celebrates and incorporates a diversity of nationalities, backgrounds, identities and experiences.	International Classroom, Language & Culture Policy, Learning Communities and other policy tools. All UG academic and professional staff	Guest lectures by PhD candidates.
To ensure that our varied student communities are integrated within the university and that our educational and administrative policies are based on the principle of inclusion.	UG Integration and Inclusion Plan	Groningen Friendship Games, Fall 2016, bringing 60 students from across ASEAN + China together for recreation and to share a meal.
To continue to support and improve the provision of Summer/Winter Schools by the University.	Summer & Winter Schools Project	
To explore and support our faculty partners in the planning and implementation of new models of mobility including innovative models of learning and delivery	Mobility Project	Lectures by Professors from Indonesia and Philippines at conferences.

To reflect UG’s three key themes of Sustainable Society, Healthy Ageing and Energy in our internationalisation activities.	Develop and deliver projects (related to the key themes) in regions of engagement.	Research on governance and sustainable society.
Recruitment		
To secure UG’s student diversity via the recruitment of a targeted international student cohort at all levels of study. That the aim be to increase the ratio of international students (currently around 15%) to 30% by 2025 with a specific focus on increasing the number of non EU	Global Marketing Plan & Faculty Diversity Target Setting	Recruitment mainly in Indonesia, now expanding to selected states in SE Asia.

students.		
To support the continued maintenance, assessment, implementation and successful delivery of dual, double or multiple degrees with international partners (or under existing EU funded models) with the aim that faculties are supported in their joint programme efforts.	Strategic Partner Framework	Building close collaboration with UGM for double degree linkage programs.
Mobility		
To increase the numbers of outbound mobility students every year to 2025 in line with the goal of 50% of all UG graduates (at all study levels) having had an international mobility experience when they complete degree programmes.	Mobility Project	
Engagement		
<i>Internal</i> That all parts of the university understand the benefits and challenges of the process of internationalisation and are active participants in the ongoing process of developing a university wide, faculty-appropriate approach.	Annual Calendar of Internationalisation Events	
That the UG reflect the breadth and depth of our internationalisation activities for external and internal audiences via the university website.	Internationalisation – www.UG.nl	Launch of our SEA ASEAN web-site with photos of meetings and events

<i>City and Northern provinces</i> That the University continue to build networks and opportunities for international students and staff, as well as seek to access diversity within the local community. That the university continue to, with the City of Groningen and our other partners, seek best outcomes for the housing of international students.	Maintaining close ties and creating opportunities with the City, Province, provincial industry and Higher Education institutions	<i>City and Northern provinces</i> Discussion with city officials from the Mayor's office about international students, housing, education for children, etc.
<i>Regional (N. and E. Netherlands, N. Germany)</i> That UG actively cooperate and build on our regional partnerships within the Northern and Eastern Netherlands and Northern Germany.	Maintaining close ties and creating opportunities with our Higher Education institutional partners and other identified stakeholders	<i>Regional (N. and E. Netherlands, N. Germany)</i>
<i>Netherlands</i> That UG actively cooperate and build on our relationships within the Netherlands and that we continue to provide advice and influence in national policy discussions.	Maintaining close ties and creating opportunities with Dutch Higher Education institutional partners and other identified stakeholders	<i>Netherlands</i> Cooperation with KITLV on Southeast Asia Day, and the Institute for Social Studies (ISS), the Hague,

<p><i>EU and Europe</i></p> <p>That UG actively cooperate and build on our relationships and partnerships within European government and regulatory structures and the wider European Higher Education community.</p>	<p>Maintaining close ties and creating opportunities (submission of high quality grant applications) with the Commission, Higher Education institutional partners and other identified stakeholders.</p>	<p><i>EU and Europe</i></p> <p>Submission of Erasmus+ application with Gothenburg University and Goethe University, Frankfurt am Main</p>
<p><i>Networks</i></p> <p>To continue to support, develop and maintain our engagement within our existing institutional and industry networks and to identify and act upon</p>	<p>The Guild of European Research Universities (Research & EU Lobbying) U4 (Education & Staff Training) Coimbra (Mobility & Development)</p>	<p><i>Networks</i></p>

<p>opportunities that further the university's broader goals.</p>	<p>Other networks as appropriate</p>	
<p><i>Employment</i></p> <p>Ensuring that UG graduates, whatever their exit point, have access to specific training and skills along with networks and opportunities to succeed in their post-UG careers.</p>	<p>Global Graduate Employability Discussion</p>	<p><i>Employment</i></p>
<p><i>Global</i></p> <p>To improve coordination of strategy and engagement activities related to Alumni around the world and to mobilise our alumni networks in service of the university's goals.</p>	<p>Alumni as Ambassadors</p>	<p><i>Global</i></p> <p>Talks and Presentations at Ubbo Emmius Alumni events in Washington DC, Jakarta, Yogyakarta, and Singapore</p>
<p>That the university map and assess our institutional partnerships and links with a view to increasing our strategic engagement around the world.</p>	<p>Strategic Partner Framework</p>	<p>SInGA has emerged as one of UG's key outreach mechanisms to Indonesia</p>
<p>That the UG engage deeply with locations of interest via our global network of academic locations, centres and research institutes.</p>	<p>Strategic Partner Framework, Global Marketing Plan</p>	
<p>To focus on our responsibility as custodians of national and international cultural heritage, both domestically and internationally.</p>	<p>To build connections within the relevant university departments and to optimize the use of our special collections and relevant global centres</p>	<p>Discussions with the University of Indonesia on Digital Humanities. Deliver of historical book collection to UGM</p>