

Future Proof Strategic Plan Leiden Law School 2017-2021



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Leiden**
The Netherlands

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Future Proof

Strategic Plan Leiden Law School 2017-2021

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Faculty Board Leiden Law School

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Faculty Board 2016-2017

Strategic Lines

Leiden Law School is flourishing. At the Kamerlingh Onnes Building, the Sterrewacht (Old Observatory), Rapenburg 38 and the Wijnhaven Building in The Hague, researchers and support staff work to provide top quality education and research that is directly linked to the national context. In addition, internationalisation has increasingly become a part of this process. In the coming years the Law School will proceed with its goal of achieving excellence in line with the overall strategy of Leiden University. In these times of globalisation and digitalisation there is a clear need for innovation. Running parallel to these developments is a changing job market and in society expectations are also changing in relation to scholarship and higher education. This dynamic context requires that considerations and deliberations have to be made. Eight administrative themes have been selected in this Plan which we will use to attempt to structure these considerations. In doing so, we will continue where the Strategic Implementation Plan 2012-2016 left off. In addition there are many continuous activities which are monitored in all kinds of ways and which to a certain extent have been set out in administrative agreements. Though undoubtedly important and also often the mainstay of our day-to-day activities, these matters will not be included in this Strategic Plan. Our profile and administrative basis is outlined below. In line with the University ambitions stated in the *Excelleren in Vrijheid* plan (Freedom to Excel), we will proceed to present eight themes specific to the Law School including our ambitions and envisaged direction.

Profile

With roots going far back in the Dutch legal order and its international orientation, the Law School has been involved in the training of countless generations of legal experts for the key positions related to the rule of law, also within the business sector, the political arena and academia. Law provides the foundation for structure in society and is in a constant state of flux. The external perspective of law also has a strong presence with attention being paid to themes such as the impact of law, effectiveness and enforcement, through the influence of other disciplines within the faculty including (legal) philosophy, criminology, the economy and sociology of law. Law is thus seen in the broader context, a condition to be able to understand complex social issues and know how to approach these. Our links with professional practice, also via our alumni, are strong and indispensable. We cherish this tradition and combine it with innovation in order to be able to look to the future with

confidence and ambition. Just like the University, the Law School is visibly present in two cities: Leiden and The Hague. The close vicinity to important organisations in the area of law, security and peace in The Hague offer new opportunities. In the teaching programmes, the choice has been made for a broad range of programmes at a high level with both bachelor's and regular master's programmes, advanced master's programmes and post-academic training for professionals. The bachelor's programme *Rechtsgeleerdheid* (Law) which forms the vital backbone of education taught at the faculty encompasses the full breadth of the law. The bachelor's programmes *Fiscaal recht* (Tax law) and *Notarieel recht* (Notarial law) are more specialised. The bachelor's programme *Criminologie* (Criminology) offers a combination of law, social sciences with attention for methods and research. In order to educate well-prepared, critical and academically trained legal experts and criminologists, besides the necessary transfer of knowledge, the Law School strives in both the bachelor's and master's programmes to provide students with an academic mind-set and teach them professional and research skills. Also in the master's programmes, a broad range of options exists with ample room for talent to be nurtured. For example, the Law School has a strong international profile in the field of law and offers specific law specialisations, some of which are unique in the world. Advanced master's programmes are linked to these specialisations which further stimulate the correlation between teaching and research. We are embedded in and are open to society. Many academic staff members are active in professional practice and a number of our PhD candidates come from professional practice. Active cooperation with organisations in the field and a broad publication profile are beneficial to the public visibility of education and research. In its research, the Law School strives to achieve excellent, partially interdisciplinary, research covering the full breadth of law and linked to society, for example through research for external organisations and the corporate sector. Research in practice is becoming more and more interdisciplinary and international. Academics actively contribute in national and international debates.

Administrative basis

We work at a faculty which has good prospects and a good, stable administrative culture with loyal, hard-working staff who value their work and their employer. At the basis of this is a stable student intake. The management of the Law School aims to prolong this positive position by paying attention to developments such as internationalisation and innovations in teaching, research and digitilisation. The link between research and teaching is crucial, requiring tranquillity and space to

work, and constant consideration of all interests involved. The right people in the right positions is a condition to achieve this. This also entails diversity in staff and students. When it comes to teaching, and the innovations being rolled out in this respect, the central question is what students, once they have graduated, should be capable of and what knowledge they should possess, and whether we are achieving this. In this regard, it is important that there are enough students who are a good match for the programme they have chosen, who feel involved in their area of study and the Law School, and who feel prepared for their role in society once they have graduated. The more students we have, the more staff we have. To continue to provide adequate office space for our staff and to respond to a future with changing work and study patterns, it will be necessary to carry out building and renovation work on the Kamerlingh Onnes Building. In order to maintain sufficient time for research, it is important to monitor the balance between tasks. Stimulating staff to apply for grants can also contribute to an active research climate. Our aim is to link policy innovations to existing structures as far as possible and to stimulate staff and students to develop further through dialogue and positive incentives in the areas of research, teaching and organisation.

University ambitions and Law School themes

For the period 2015-2020 the University has formulated the following ambitions that are linked to the ‘Freedom to Excel’ plan.

University ambitions
1. An environment for excellent research
2. Activating talent
3. Innovation in teaching and learning
4. Increased impact and innovation
5. Research and teaching in an international setting
6. Further development of our campus in The Hague

These six University ambitions are leading in the policy of the Law School. The eight faculty themes of the Law School’s 2017-2021 strategy tie in with this directly, as indicated in the diagram below.



Opening academic year 2017-2018

It also shows in which area the ambitions are most significant concerning the various themes. To the customary tripartite structure of ‘teaching’, ‘research’ and ‘organisation’, in the context of social impact we have also added ‘environment’.

Faculty themes	University ambitions	Organisation	Teaching	Research	Environment
Good educational programmes and community building	3,4,5		■		
A dynamic and accountable research culture	1			■	■
Research and teaching in an international setting	1,2,3,5		■		
Distinctive and firmly anchored advanced masters	5		■	■	
Contribution to society	4				■
Careers, personnel policy and diversity	1,2	■			■
Leiden Law School in two cities	6	■			■
Future-proof office space	1	■			

2017-2021 Ambitions and direction for faculty themes

Good educational programmes and community building

Bachelor students find their way to the Law School in large numbers and appear to be generally satisfied with the educational programmes, the facilities and the teaching staff. They would like to have a clearer picture of their career opportunities, and would like to learn skills which they can apply throughout their career. Also the continuing digitalisation in teaching and the requirement for being prepared for the future job market are important points of attention. We aim to provide

quality and opportunities for all students in line with their abilities. Bachelor students constitute a substantial and important category of students at the faculty. The bachelor's degree programme *Rechtsgeleerdheid* (Law) was recently comprehensively revised. We are going to improve the skills taught in the programme, in particular paying attention to writing and research skills and also focussing on preparing students for their future career. Other innovations in teaching within the bachelor's programme will be applied in particular in areas where they can contribute to a more active way of studying. In the master's phase, there is a broad range of law and criminology programmes where more than in the past students come to us with a bachelor's programme taken at a different faculty and/or university. Some master students start in February. It is important that all students feel welcome and quickly become accustomed to the Law School. This will require extra efforts in the coming years from the University and the Law School, also in view of national and international competition. At times the Law School gives a good example of community building, in particular through the tutoring system for bachelor students and in the advanced master's programmes. In the master's phase this varies per programme and improvements are possible and necessary. We are gaining experience with the selection of students at the start of the bachelor's programme in Criminology and Tax Law, and in addition we have a selection process set up for the master's in Child Law and the advanced master's programmes. Selection is only worth doing if the number of applications is much higher than the intake desired by the programme. Study associations are important partners when it comes to community building. The differences in level and type of ambition of students – certainly in the large programmes that do not have a selection process – are substantial. This is why the Law School believes that it is important to remain active with the Honours College Law and other extra activities which offer talented and motivated students the opportunity to go further in their development. In addition, it is essential to activate and challenge students who would otherwise not take on extra activities so readily.

Ambitions:

- The faculty bachelor's and master's programmes are attractive to internal and external students and receive good evaluations.
- The right kind of students are attracted who have a good awareness of the programme they have chosen.
- Students quickly feel at home at the Law School, because for instance they are approached as new students and through a joint session at the start of the academic year.

- Innovations in teaching and digitalisation go hand in hand in our study programmes, activating students.
- In the bachelor's programme *Rechtsgeleerdheid* (Law) attention is paid in a more structured way and on a larger scale to writing and research skills.

Direction:

- Welcome all students as new students before and during the first stage of their programme. This is essential for community building.
- Achieve more involvement from study associations in community building in the master's phase.
- Value and support teaching staff who boost innovation in teaching.
- Stimulate intensive and interactive forms of teaching that will help all students, also through digitalisation of teaching and assessments and monitoring of the effects of this.
- Evaluate the innovations implemented in the bachelor's programme *Rechtsgeleerdheid* (Law).
- In consultation with students, find out how a feeling of community can be created in the larger study programmes as well.
- Investigate the value of matching activities.
- Pay attention in the master's phase to students with different educational backgrounds, international students and students who start their studies in February.
- Keep offering talented and motivated students the opportunity to develop further, also in the direction of a possible PhD.

A dynamic and accountable research culture

The Law School has a rich educational background. The study programmes have strong links to broad research practice, often working together with organisations outside the University. The PhD research of internal and external PhD candidates is flourishing. The research culture is becoming more and more diverse with greater attention for collaborations and for interdisciplinary and international research. There is potential for submitting more national and European grant applications and as a result improving the chances of increasing research time and funding and also fostering internationalisation. Society has high expectations concerning the impact of research and the accountability of researchers, which requires consciousness-raising and attention for training.



Bastiaan Rijpkema wins New Scientist Science Talent Award 2017

Ambitions:

- A dynamic research culture aimed at national and international academic debate and on impact in society.
- Researchers behave in an ethical and responsible manner and handle their data in accordance with the rules on this.
- Policy and training concerning PhD candidates remains a primary concern of the Law School, with attention for career orientation.
- Improve research opportunities by applying for national and European grants and participating in consortia.

Direction:

- Find out where the greatest potential lies for grant applications and collaborations, also with other faculties and universities.
- Stimulate in various ways applications for grants and participation in consortia, also linked to the strategic personnel policy and internationalisation.
- Organisation of events dealing with research methods, for both PhD candidates and other academic staff.
- Increase awareness of research ethics and data management.

Research and education in an international setting

Internationalisation in education and research will be of vital importance in the coming years. In the study programmes at the Law School, steps have been taken in particular concerning the advanced master's and (certain) regular master's programmes. At the bachelor and master level the Dutch language and context will remain essential but there is also room for more internationalisation. In the area of research, efforts have been made to publish and collaborate more internationally. Staff generally have a Dutch background.

Ambitions:

- Besides a strong national embeddedness, education and research are clearly embedded in an international context.
- Academic staff are stimulated to set up international exchanges for both short-term and long-term periods.
- There is attention for internationalisation of students and academic staff.



Welcome international master students 2017-2018

Direction:

- Stimulating bilateral staff exchanges for researchers. We are involved in the University collaboration regions Indonesia, China and Latin America and the Caribbean and in the collaboration with the League of European Research Universities (LERU). Universities in the United States are also important partners.
- Attracting international top researchers or possibly stimulating young talent with financial incentives at faculty level.
- Investigating opportunities for further internationalisation in the bachelor's programmes. For example, by offering extra courses in Legal English to students, offering the possibility to write assignments and the thesis in Dutch programmes in English, with English examples, assignments and courses and the application of digital teaching.
- Considering possible combined English-taught master's programmes with other faculties and/or international partner universities, not necessarily providing access to legal professions and the judiciary in the Netherlands (*civiel effect*), and/or in due course a new English-taught bachelor's programme, for example in The Hague.
- Support research and grant applications where international collaborations are involved.

Distinctive and strongly embedded Advanced Master's programmes

Outside the Netherlands in particular, the advanced master studies programmes are the Law School's showpiece and they have given a powerful boost to our internationalisation. Students from all over the world attending these programmes also contribute to a broad dissemination of legal knowledge. Many programmes are successful and there is potential for growth, though sometimes there are doubts as to whether the growth should be restricted and which markets offer greater or fewer opportunities. Up to now, the programmes have been linked to a specific department. With a view to quality assurance and the dividing lines with other tasks to be performed by staff, there is a need for a stronger connection with the rest of the Law School.

Ambitions:

- A broad and containable range of top-quality, differentiating and valued advanced master's programmes in Leiden and The Hague.
- The programmes are sustainably embedded in the organisation, linked to the research and form a perfect balance to the regular degree programmes.



Presentation new Leiden study book 'CSR for young business lawyers' during 2017 alumni day

Direction:

- Consolidate and stabilise the current range of advanced master's programmes, with room for new programmes and online learning.
- Only start new advanced master's programme if this is in line with the strategic policy of the Law School (e.g. the identity projected in The Hague or in line with the internationalisation trend of a department) and with positive prospects in relation to demand.
- Evaluate new advanced master's programmes after three years and existing programmes after five years. Only continue with a programme if it has demonstrated within five years that there is a market for the programme or if there are other compelling reasons to continue. Work towards improving the embeddedness of the advanced master's programmes within the existing academic institutes, clearly setting out responsibilities.
- Make better use of research potential, for example by seeing if LL.M. students would fit in pre-PhD activities, and possibly creating an extra Meijers PhD position for this target group.

Contribution to society

A law school is by definition firmly embedded in society. Without well-trained legal professionals it is impossible to imagine a properly functioning society. Lawyers, criminologists and economists carry out research that has major social relevance and many academics are also active in professional practice. Ancillary positions of staff are visible to external parties via the website. Through its teaching – from regular programmes to post-academic training courses – the Law School fulfils an important task in society. In addition, the Law School has the ambition to make a contribution to international social interests and universal values. When it comes to public interest, this also includes responsibility for the advancement of sustainability. Alumni, both national and international, feel connected to the Law School. These connections could be better utilised.

Ambitions:

- The way in which the Law School contributes to society in the field of education and research is visible and valued.
- Important stakeholders are legal actors and policymakers, but also the general public and our alumni. Embeddedness at a local level in both Leiden and The Hague is significant.
- We are transparent in our activities and aim to create accessible research output.



Research review 2016

- The Law School is a meeting place for people with different backgrounds and nationalities, and dialogue takes place on changes occurring throughout the world and the role of law in this respect.
- We nourish professional practice through our research and teaching.

Direction:

- The Law School disseminates its knowledge, for example through its broad publication profile. Not only scholarly publications, but also publications in professional journals, blogs and other products aimed at a broader public are positively received.
- In addition, knowledge is disseminated via teaching and the provision of advice to professionals, at a national and international level, also in developing nations, for example via online learning and special programmes for external PhD candidates.
- Facilitating open access and transparency.
- Enhancing alumni policy and involving alumni in our work, in particular also with respect to increasing employment opportunities for current students and thinking with them about grants and funds.
- Sustainability is a consideration when decisions are taken concerning for example the work and study environment, waste management and ethical work practices.

Careers, personnel policy and diversity

Providing an inclusive organisation requires attention. The University promotes inclusivity and diversity. Compared to the rest of the Netherlands, when it comes to women in higher positions we are doing well. The Law School monitors the position of men and women, but also employees and students with a migrant background and a non-academic background or other specific expectations and requirements. The Law School aims to embed this policy as far as possible in regular policy for the benefit of all. The work pressure experienced by staff and the need for clear career perspectives requires good employment practices. Pursuant to the faculty career policy document produced in 2016, there is a need for more active, professional personnel planning in which the organisation's strategic choices are reflected in the personnel planning and where talent in all areas (research, teaching, organisation, environment) is recognised in good time and stimulated. The connection with the P&D cycle (R&O) is important.



Opening Wijnhaven building with faculty presentation by Professor Eric De Brabandere

Ambitions:

- Students and staff form an inclusive and diverse population that is visible to the outside world.
- Attention is paid to the themes inclusivity, diversity and sustainability and are incorporated in the regular policy processes.
- There is a strategic personnel plan in place that aims at recognising, attracting, retaining and supporting talent.
- Attention is paid to the careers of support staff and academic staff.
- The P&D cycle is effective. At the regular meetings appreciation is voiced for all tasks performed (research, teaching, organisation and environment) and a critical appraisal is made of how an employee performs. Attention is also given to careers, career planning and making choices at work.
- Personnel planning and P&D interviews are connected. A clear link with the Research Assessment Framework is also pursued where in particular direct contact and discussion between department heads and research programme coordinators is of vital importance. Work processes are supported effectively and efficiently.

Direction:

- Setting up annual meetings with staff supervisors to review personnel in general terms, linked to the Planning & Control cycle, making use of structured management information and preferably prior to adopting the faculty budget.
- Strengthening support of staff supervisors for effective P&D meetings, meetings about careers and choice in work and training, for example by exchanging 'best practices'.
- Advancing the continual professionalisation of staff by offering a broad range of possibilities for development, paying attention to inclusivity and countering bias.
- Attention for our external image.
- Examine what barriers or differences exist for groups of students and staff members in the faculty and how these can be addressed.

Leiden Law School in two cities

The Law School has been active for some time in The Hague with the activities of the Grotius Centre for International Legal Studies, the department Economics and various other departments. There are



Through crowdfunding realized Moot Court hall – Kamerlingh Onnes building

opportunities for extending activities and to work together more intensively with other faculties. The visibility of the activities in The Hague also needs to be improved.

Ambitions:

- The Law School remains active in Leiden and The Hague with the current activities.
- Staff are open to possibilities for new activities in The Hague where the emphasis is on multidisciplinary activities and where possible in collaboration with other faculties.
- The activities benefit both Leiden and The Hague and are coordinated well.
- Cooperation with organisations in The Hague is extended further.

Direction:

- Active communication about the activities of Leiden Law School in both cities.
- Exploring possibilities for new activities in The Hague and the continued expansion of partnerships with organisations.
- When planning new activities, checking what Leiden and The Hague have to offer.
- Attention for good governance between sections of departments in The Hague and Leiden and a good connection with activities organised by other faculties active in The Hague.
- Exploring possibilities for the dual appointment of professors to foster cohesion.

Future-proof office space

Accommodating several departments at the Kamerlingh Onnes Building (KOG) has been a good move and even after the occupation of the Sterrewacht, Rapenburg 38 and extra accommodation in The Hague, the KOG still functions as the hub of the Law School. Due to a sharp increase in the number of staff over the years, there is a need for more workplaces. Continuous developments in the field of work also require a more future-oriented and dynamic use of the building. At the end of 2016, the Executive Board agreed to provide funds for renovation work in the B wing of the KOG and in the coming years an additional floor in the C wing. In addition, part of the faculty is now located at the Wijnhaven building in The Hague and it is expected that mobility between both locations will increase.

Ambitions:

- The KOG is the hub of the Law School.
- The links with staff who work partly or entirely at the Wijnhaven building are well organised.
- The housing plans are dynamic, sustainable and future-proof and there is enough office space to cope with possible growth.
- Employees who have a substantial appointment have a fixed office and in addition there are workplaces that are more geared to certain activities.
- There is good communication with the direct neighbourhood of the KOG.

Direction:

- Improve the links between the staff in both cities through good communication and clear arrangements.
- Expand the number of workplaces at the KOG, setting up more spaces geared to specific work activities. After this, arrange for an additional floor to be built.
- Go about achieving changes in the use of office space in close cooperation with the relevant parties, with an important role for the Academic Directors.
- Set up a steering committee and appoint a project leader who will supervise the process with regard to the KOG and at the same time start the process for the building work on the additional floor.
- Communicate regularly with those living in the close vicinity of the KOG, and explore the possibility of an annual activity for the neighbourhood.
- For the future, consider other possibilities such as campus forming and setting up study spaces that stimulate active learning.



Conclusion






It would appear that the themes identified require attention in the coming years besides and in conjunction with all ongoing developments. This plan serves as a guide for more specific choices and considerations. In the first half of 2019 the progress to date will be reviewed, and if necessary the ambitions will be supplemented or revised. In this way, Leiden Law School can look towards the future with confidence.

Explanation

This plan originated during the Board's offsite retreat that took place in August 2016, and a large number of exploratory meetings inside and outside the faculty. Subsequently at fortnightly strategic board meetings a wide variety of themes were looked at in more depth and combined to form eight main themes. The draft plan was discussed at various fora before becoming final. The Plan provides a framework for education and teaching, research, management and administration and gives direction to the considerations the faculty will be facing.

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