

Strategic Plan

Leiden Law School 2022-2027



Universiteit
Leiden
The Netherlands

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CONNECTING
INNOVATING
RESPONSIBLE
FREE

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FOREWORD

We are pleased to present the new Faculty Strategic Plan. It is a plan by and for all of us at Leiden Law School. The University Strategic Plan has formed the basis, this Faculty Plan is an elaboration of it. Our core values – free, responsible, innovating and connecting – are the guiding principles at all times.

In the spring of 2022, students and staff joined us in thinking about what we believe is important and how we can achieve that. Building on much that has already been set in motion, we have developed action plans for the Faculty. We look to the future with confidence, when we will take further steps. For example, with more focus on well-being, the major changes to the Bachelor's degree programme in Law, and developing new programmes and courses together with others. We are also working on overarching research programmes with other institutes, faculties and universities. The programmes, which do justice to both monodisciplinary and interdisciplinary research, focus on the major issues facing society.

Of course, there are also urgent dilemmas that require solutions. We fully believe that an emphasis on 'getting the basics right' will help address bottlenecks. Thanks to a joint effort, we now have a good, new framework for the years ahead. We would like to thank everyone who has contributed ideas and worked with us to achieve this Faculty Strategic Plan. We look forward to working together in the coming years to make the Strategic Plan a reality.

Joanne van der Leun, dean

November, 2022

OUR LEIDEN LAW SCHOOL



As a faculty, we are committed to achieving a just and safe society. Since 1575, we have built on our knowledge and expertise which is recognised throughout the world; a world which is changing and becoming increasingly complex. So we are constantly looking at what is needed now and in the future to meet the challenges we face in society. With innovative multidisciplinary academic education and research, we connect law, criminology, and economics to the world around us – from as close as our local neighbourhood, to as far as outer space. Making an impact with law.

Our locations in Leiden and The Hague are meeting places for curious, open-minded and committed students and staff, both national and international. Together with our partners in the academic world and in society, we offer students and professionals opportunities for lifelong development. As a result, bonds are built that last a lifetime.



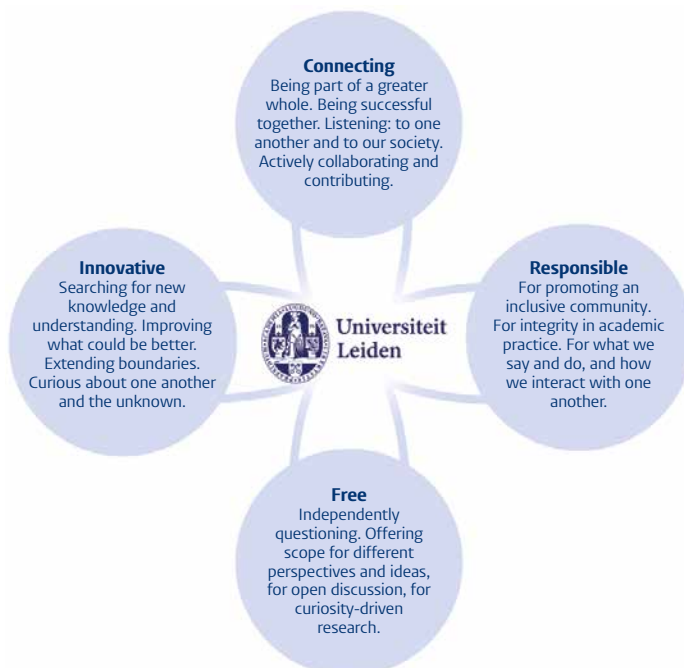
Our core values

Our core values are derived from our motto *Praesidium Libertatis* (Bastion of Freedom) and from our traditional Leiden academic identity and culture (open, free, respectful, fundamental and broad-based). With these new core values, we apply tradition to today's era and the needs of our University community and the world around us. All members of our University community endorse the following four core values:

- **Connecting** – Being part of a larger whole. Being successful together. Listening: to one another and to our society. Actively collaborating and contributing.
- **Innovating** – Searching for new knowledge and understanding. Improving what could be better. Extending boundaries. Curious about one another and the unknown.
- **Responsible** – For promoting an inclusive community. For integrity in academic practice. For what we say and do, and how we interact with one another.
- **Free** – Independently questioning. Offering scope for different perspectives and ideas, for open discussion, for curiosity-driven research.

These core values all have equal value and in conjunction set the direction for our conduct and actions, the choices we make, and the partnerships we establish.

The core values are not an end in themselves, but rather govern the way we aim to achieve our goals and ambitions together. So they support our strategic ambitions and what is required to achieve these. The core values are also an essential part of our ongoing dialogue, in which we also reflect on where our core values may need maintenance and attention.



ZERO EMISSION
100% ELECTRIC



Univer
Leib

Ongoing
development
themes

The 'ongoing development themes' of Leiden University form the point of departure for our Faculty Strategic Plan. These themes are reflected in our ambitions for teaching, research, and organisation at the Faculty.

- **Digitalisation:** Digitalisation is an instrument that can be used to achieve our ambitions. Based on our Digital Education Strategy, we will further shape a 'blended university' – where face-to-face interaction continues to be at the heart of our research and teaching.
- **Sustainability:** We will work on creating a more sustainable study and work environment that inspires and mobilises people to (further) achieve positive societal impact. We will develop an integrated approach to sustainability in teaching, research, and our organisation.
- **Diversity and inclusion:** The Faculty stands for diversity and inclusion. We want to be an open community where everyone who wants to contribute to our ambitions and to all that the University stands for will feel at home and have equal opportunities.
- **Internationalisation:** We will educate both Dutch and international students to become global citizens, and focus on (societal) issues close to home and far away. We will make grateful use of the knowledge and understanding that arise from combining national and international perspectives in our research and teaching.
- **Campus of the Future:** Our Campus of the Future programme combines accommodation, new ways of working, blended learning, and shared facilities for research.

Our Faculty
Strategic Plan's
point of departure.



Our challenges

Active participation in the SSH domain

Complex challenges in society call for collaboration in the Social Sciences and Humanities (SSH) domain. Our courses and research fall within this domain. The outside world does not always see the strength or importance of the SSH domain. Partly because of this, there are limited additional research resources available. With targeted investments from the government in a Law Sector Plan and in domain-wide cooperation on digitisation ('Prosperity, participation and citizenship in a digital world'), we are strengthening research and education. We seek connections with other faculties in order to be stronger together and to effectively use our expertise, both monodisciplinary and interdisciplinary.

High student numbers and workload

Besides our research ambitions, the high student numbers demand much attention from lecturers and support staff. Especially the administrative burden, the long academic year, and the low student success at Leiden Law School cause pressure at work. It is very important to monitor the well-being and job satisfaction of everyone, so that we can create space for innovation and change despite the workload. During the corona pandemic, we demonstrated the necessary resilience together and that is something we wish to maintain. Remaining attractive for employees is only possible if we improve student success (and thus reduce the workload).

Complex challenges in society call for collaboration

Society is increasingly looking to universities for solutions to major challenges concerning climate change, sustainability, digitalisation, migration, health, food supply, safety, and the protection and advancement of democracy. This requires our scholars to contribute from their own expertise and with a broad perspective to respond to major societal issues and to contribute to innovation. To this end, we link up with knowledge institutions, social partners, government, and industry. Our students also benefit from this.

Academic freedom is vulnerable

With our motto Bastion of Freedom, we stand for freedom of expression as well as academic freedom. These are two different things: academic freedom refers to academic work, freedom of expression is much broader. Academic freedom goes hand in hand with diligence and responsibility. Especially in our normative field with strong ties to society, it is important to keep questioning each other critically and support scholars when they are under pressure. Academic responsibility requires further interpretation and concretisation.

Six Faculty strategic ambitions

In the previous Faculty Strategic Plan, steps were taken in the areas of an open research culture, talent policy, innovations in education, job satisfaction and inclusion, and the development of the Faculty in two cities. We have undergone significant changes, linked our policy more closely to the financial frameworks, and strengthened staff services. In this Faculty Strategic Plan, we will maintain that course and introduce new accents. The focus will be on connecting and innovating, in line with the six joint strategic ambitions with corresponding action lines as formulated at University level. The ambitions and action lines are interrelated in terms of their content, and are designed to strengthen one another, also across the faculties. We have translated the ambitions and action lines for the Faculty. They provide guidelines for the years ahead and serve as a framework for the choices that we make and the activities we initiate ourselves and with others.



Ambition 1: Space for innovation

Realising change and innovation requires space. We will take measures to make the workload more manageable and to offer our staff more opportunities to pursue their ambitions and increase job satisfaction.

- **Well-organised basis**

In 2021, the Faculty started to better organise the basis by professionalising and reinforcing staff services and support within the institutes. This can be achieved by better connecting research, teaching, and operations and by designing processes, systems, and the organisation in a smarter and simpler way. Making and aligning choices is also crucial. We will continue this process in order to create space for innovation.

- **ICT in teaching, research, and organisation**

We aim to serve the Faculty better in the area of ICT in teaching, but also in research and the organisation. The needs of staff and students will be guiding.

- **Working and learning in a hybrid reality**

During the COVID-19 period, the Faculty experienced many changes in a short time. Besides developments that were temporary, we have also seen beneficial developments that have a more permanent character. The Faculty is tasked with identifying what we learnt from the COVID-19 period and what we will do differently. Continuing to meet each other face-to-face is essential.



Ambition 2: Pioneering, international, and interdisciplinary

We will ensure that the quality of our separate areas of expertise remains high, making an impact at national and international level, and will maintain excellence in certain areas. From this solid basis, we encourage more cooperation across the boundaries of disciplines and ask our staff to keep an open mind. We will also create room for free and fundamental research in interdisciplinary cooperation.

• Top position Advanced Masters

The Faculty offers nine Advanced Masters programmes for the professional market, national and international. These are top quality master's programmes. We will maintain the quality and the influx of new students. This is of great value for our Faculty, both from a substantive and financial perspective.

• New bachelor's programmes in The Hague

In The Hague, we are launching the new bachelor's programmes Cybersecurity and Economics & Society at the Faculty of Governance and Global Affairs (FGGA). This is in response to current societal challenges, and will strengthen the connection with The Hague and boost our presence at Campus The Hague.

• Overarching interdisciplinary research programmes as basis for collaboration

The University interdisciplinary research programmes offer possibilities for collaboration within and beyond the boundaries of our Faculty. We are proactive in joining possible new collaboration initiatives involving Europe, Africa and Prosperity, participation and citizenship in a digital world. Within the Faculty, we will gather more expertise with regard to major societal issues.

• Cooperation in area of health

Leiden University and the LUMC are strengthening interdisciplinary cooperation in research and education. The Faculty is a partner in this: our expertise can contribute in the area of legal aspects in medical and health issues and (technological) innovations in the area of health.



Ambition 3: Future-proof development of students

The basic principle at the core of our University vision on teaching and learning (Learning@LeidenUniversity 2017-2023) is inquiry-based learning. In this way, students can develop broadly within a rich study environment. We will strengthen our activities in the area of personal and professional development during and after the initial study period. In doing so, we will encourage lifelong development and reflection.

- **Core vision and changes to Bachelor's degree programme *Rechtsgeleerdheid***

On the basis of the 2022 mid-term review of the law degree programmes, a new Core Vision (*Kernvisie*) has been formulated in response to the questions 'What kind of students do we want, what kind graduates do we want to deliver, and what skills must they have?' The *Kernvisie* sets out the new future bachelor's degree programme for Law (*Rechtsgeleerdheid*). In the coming period, teaching staff will work on this in stages, taking account of education policy. The overall aim is to improve student success at Leiden Law School.

- **Embedding overarching themes in education**

The overarching development themes – Digitalisation, Sustainability, Diversity and Inclusion, Internationalisation, and Campus of the Future – will be reflected in the full breadth of our educational programmes; in both content and in our way of teaching, and in all bachelor's and (advanced) master's programmes.

- **Accessible internationalisation**

The Faculty statistics show that we are an international community. We actively participate in our strong international partnerships. Our ambition is that both students and staff can become involved and gain international experience in some way. For example, through short exchange periods (also virtual), more active recruitment of visiting fellows, and by emphasising the cross-border perspective, also within our Dutch programmes. Everyone should be able to participate.

Partnership and connection
are the cornerstones of a
successful university.



Ambition 4: A healthy, engaged, and learning community

We will continue to build an open and learning organisation where staff and students feel at home and can make the most of their potential. We will also take further steps in the area of well-being and job satisfaction of our staff and students.

• Open and healthy publication culture

Open Science aims to make scientific research freely accessible and reproducible within and outside the academic community. We aim to make as many publications as possible freely accessible in a financially sound way. Open Science is also a way of working in which quality, impact, and treating people with care are central. In the coming period, the emphasis will be on the proper and careful supervision of our PhD students and a reassessment of the publication culture with attention for individuals and teams, in line with the Recognition & Rewards programme.

• Job satisfaction, leadership, and team science

The Faculty will join the University's Recognition & Rewards programme in which thinking in teams and personal leadership are central for all staff. With the Faculty participating in the pilot for the new 'Annual Interview', which aims to encourage participation in leadership programmes and better synergy between academic and policy staff, we will promote the job satisfaction of our staff.

• Social safety at work

It is very important for the Faculty that staff enjoy coming to work and can carry out their work without hindrance. A safe working environment is a prerequisite for this. Collegiality, respect, and job satisfaction must be a matter of course; we must be alert in responding to unacceptable behaviour. We will work to achieve this in various ways. In the coming period, the emphasis will be on promoting effective dialogue and clarifying what is acceptable in terms of behaviour.

• Inclusive and open communication (language, form, and topics)

Everyone should feel at home at Leiden Law School. Although we have rising numbers of international students and staff (almost 50% of our PhD students are international), much of our communication is still only in Dutch. This requires an adjustment in language policy, respecting both Dutch and English, but also inclusive communication in terms of language and content.



Ambition 5: More value through strategic collaboration

Collaboration is essential for improving the quality of research and teaching, generating meaningful societal impact, attracting funding, and raising our profile. We will intensify our participation in regional and international collaborations, continue to expand our activities in The Hague, and will strengthen our network in and beyond Leiden.

• A Faculty in two cities

At Campus The Hague, the Faculty is working on two new bachelor's programmes. We are also expanding our activities in the area of professional education. Working with institutions and organisations in The Hague, more connections will be established that can contribute to innovation; for example with the Economic Board Zuid-Holland, legal institutions, and government ministries.

• Networks: LDE, LERU, UNA Europe

The Faculty participates in a number of productive university networks: Leiden-Delft-Erasmus (LDE), The League of European Research Universities (LERU) and the European alliance UNA Europa.

- › **LDE** Within this consortium, we are particularly active together in the fields of migration research and space research. The two large law faculties intend to clarify our profiles in the coming period: we are looking at what we can do together and what the uniqueness of each faculty is so that we can help each other in the best possible way.
- › **LERU** In this important network, we exchange best practices at frequent events, we work together on research projects, and we have an inspiring PhD exchange that facilitates internationalisation with a low threshold.
- › **UNA Europe** This alliance has a high level of ambition and is building a European university of the future across national borders. Together with the other partner universities, some of which are also LERU partners, Leiden University will champion the future of Europe through innovative teaching, research, and international exchange. Our faculty will participate in innovative formats for education and mobility and connecting with the rest of the world, including through the African Studies Centre Leiden, in which we participate as a faculty.

• Leiden Law Park & inner-city campus

The Leiden Law Park project aims to contribute to sustainable, science-based solutions to current and future societal issues in the fields of law, ethics and technology. Leiden is ideally placed to play a pioneering role in this. The project will be part of the inner-city University campus. Links will be formed to choices for research in, for example, the interdisciplinary programmes and the national sector plans.

- **Alumni & funding**

The Faculty has many committed alumni who support us in kind, but also increasingly financially. For the approaching University anniversary in 2025, we are establishing a Leiden Law Fund. This will enable us to launch campaigns drawing attention to faculty projects that require contributions. Donations we receive can also be included in this fund to drive innovation and quality.



Ambition 6: Ample scope for talent and development

We will better facilitate and encourage the possibilities for professional growth in the years ahead. This will do more justice to the different qualities of our staff, both academic and support staff (OBP), taking account of the multiplicity of tasks within the University.

- **Leiden Law Academy and professional education**

An important part of the impact we have as a faculty is generated by providing education. We do this through our bachelor's, master's and advanced master's degree programmes, but also when professionals develop skills throughout their career, via Lifelong Development (*Leven Lang Ontwikkelen* (LLO)). There is a strong need among professionals – including our alumni – to acquire new skills, update previously acquired knowledge, or embark on an entirely new career path. This is why we are further expanding our existing legal post-academic training (JPAO) activities within the Leiden Law Academy. Within the University, we are an important partner in the area of LLO. We also contribute to University integration while maintaining our own strong Leiden Law Academy/JPAO brand.

- **Recognition & Rewards**

The Recognition & Rewards programme aims to achieve a better balance between teaching and research tasks, broader staff assessment criteria, and more appreciation for team performance and various programmes. In the coming years, the Faculty will take concrete steps with the pilot for the new 'Annual Interview' and encourage staff to participate in leadership programmes and training courses.

- **Career and talent**

It is very important for the Faculty to retain good people and attract new talent. In the tight labour market, especially for people specialising in Dutch law, this is a challenge and therefore, in the coming period, we need to work on increasing the number of PhD candidates, community building, appealing labour market communication, and putting attractive employment conditions and a clear line in hybrid working on the agenda.

- **Pre-PhD and PhD training**

The existing Pre-PhD and PhD training, with a Faculty part and a University part, are well received. In the coming period, the focus will be on innovation where necessary and exploring where to collaborate with other universities to learn from each other and join forces. We do this for, and together with, the participants in these programmes. We will also bring more attention to the possibility of doing a PhD among students and alumni.

Joint realisation

A strategy document only comes to life when all sections of the organisation take on a role. Making choices in consultation with others is a part of this process. In the coming period, we will regularly monitor and discuss the strategy at various levels on the basis of work plans, most of which already exist. This will be done at, and together with, the institutes and staff departments. Each year, we will explain where we stand based on concrete results and supporting information. The Key Performance Indicators (KPIs) and management agreements we have already made on many fronts will help in this regard.



Summary of Leiden University Strategy

As a university we are at the heart of an increasingly complex and rapidly changing society, requiring us to foster innovation. It is important that we are attuned to these developments and are able to respond in a fitting and timely fashion. Guided by our core values - connecting, innovating, responsible, free - we focus in this new Strategic Plan (Innovating and Connecting – 2022-2027) on stronger connections. This will enable us to forge more connections between disciplines, to work with others on creating new chances and opportunities for research and teaching, to achieve greater synergy between our university and society, and to develop a strong university community. This is how we will continue to innovate and pioneer, and increase our social and scientific impact. To strengthen these connections, we will work in the years ahead on the following six strategic ambitions:



1. Space for innovation

Realising change and innovation requires space. In the years ahead we will create more space to make the workload manageable and to provide more opportunities for our staff to pursue their ambitions. We will do this by improving our processes and systems (making them smart and simple), by providing better support for research and teaching, and by creating frameworks for our teaching. We will also bring more focus by differentiating in terms of goals and ambition level, and will make our quality assurance more efficient and development oriented.



2. Pioneering interdisciplinary research and teaching

We will ensure that the quality of our individual disciplines remains high. This will serve as the basis for a firmer interdisciplinary focus. And our interdisciplinary research will offer space for free and fundamental research. To achieve this we will create ‘interdisciplinary hubs’ with space for experimentation and collaboration. We will continue to develop our interdisciplinary research programmes, and will add ‘Europe’ as an extra programme. We also aim to expand our range of interdisciplinary education, and will facilitate broad-based academic practice through an open-science programme.



3. Future-proof student development

We aim to provide innovative, flexible, high-quality, future-proof academic education. Our vision on teaching and learning (Learning@LeidenUniversity 2017-2023) is based on the principle of inquiry-based learning and focuses on broad student development within an enriching academic environment. In the years ahead we will invest in inquiry-based and activating learning, and will give

societal issues a more prominent role in our teaching. We will also ensure that students have more opportunities to develop within an international environment, and will increase our activities in the area of personal and professional development during and after the initial study period, so that students can work on their future academic self.



4. A healthy, engaged, and learning community

We will continue to build an open and learning organisation where students and staff feel at home and can make the most of their potential. We will invest in the adaptive and relational leadership that will serve this ambition, and will continue our steps to support our staff's well-being by reducing their workload and developing evidence-informed vision and policy. For students, we will intensify our focus on prevention and will work on a study environment that promotes well-being in the widest sense of the word. We will also improve opportunities for staff exchanges and will develop an inclusive language policy.



5. More value through strategic collaboration

Collaboration is essential for improving the quality of our teaching and research, generating societal impact, attracting funding, and raising our profile. Our campuses in Leiden – in the city centre and at the Leiden Bio Science Park – and The Hague will serve as important infrastructure at the local, regional, and international level. In the years ahead, we will intensify our participation in regional ecosystems, expand our activities in The Hague, and strengthen our network in Leiden. We will also extend existing collaborations with partner institutions in Europe, China, Indonesia, Latin America and the Caribbean, and will build on our partnerships in and with Africa.



6. Ample scope for talent and development

We will improve opportunities for the professional growth of all our staff, academic staff and organisational & policymaking staff alike. We will ensure a good balance between individual growth and team development, and will develop an integrated talent policy and increase the possibilities for professional development. This will make it easier for us to do justice to people's different qualities and take more account of the many tasks within the University. We will pay specific attention to career options in our teaching as well as to the continued professional development of our lecturers. We will also provide greater clarity about careers, and will substantially reduce the percentage of lecturers on temporary contracts, aiming for more permanent contracts instead. Temporary contracts will be for a pre-agreed, fixed period. Furthermore, in the years ahead we will take part in the discussion on redefining the term 'excellence in academia', both nationally and internationally.

Strategy and ambitions

ONGOING DEVELOPMENT THEMES:

- Digitalisation
- Campus of the Future
- Sustainability.
- Diversity & inclusion - Internationalisation

CORE VALUES:

- Connecting
- Innovating
- Responsible
- Free



1. SPACE FOR INNOVATION

- Well-organised basis
- ICT in teaching, research, and organisation
- Working and learning in a hybrid reality



2. PIONEERING, INTERNATIONAL, AND INTERDISCIPLINARY

- Top position Advanced Masters
- New bachelor's programmes in The Hague
- Overarching interdisciplinary research programmes as basis for collaboration
- Cooperation in area of health



3. FUTURE-PROOF DEVELOPMENT OF STUDENTS

- Core vision and changes to Bachelor's degree programme *Rechtsgeleerdheid*
- Embedding overarching themes in education
- Accessible internationalisation



4. A HEALTHY, ENGAGED AND LEARNING COMMUNITY

- Open and healthy publication culture
- Job satisfaction, leadership and team science
- Social safety at work
- Inclusive and open communication (language, form and topics)



5. MORE VALUE THROUGH STRATEGIC COLLABORATION

- A Faculty in two cities
- Networks: LDE, LERU, UNA Europe
- Leiden Law Park & inner-city campus
- Alumni & funding



6. AMPLE SCOPE FOR TALENT AND DEVELOPMENT

- Leiden Law Academy and professional education
- Recognition & Rewards
- Career and talent
- Pre-PhD and PhD training

With this Faculty Strategic Plan which centres on innovating and connecting, Leiden Law School aims to help resolve the challenges facing society. For more information, see the website: strategischplan.universiteitleiden.nl/en/



**Universiteit
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Strategic Plan

Leiden Law School 2022-2027



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