

Stichting University College Roosevelt (UCR) is an ANBI-institution.

1. UCR is mentioned on the website of the Dutch tax authorities (http://www.belastingdienst.nl/rekenhulpen/giften/anbi_zoeken/). On this website the name of the institution is still Roosevelt Academy.
2. The RSIN/fiscal number is: 811373460
3. Contact:
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The Netherlands

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4. The (Statutory) Board of Governors consists of:
Prof. Dr. B.M. Oomen, Dean
Drs. J.K. Snijder, Managing Director
5. The remuneration policy for all faculty and staff members as well as the remuneration policy for the Board of Governors is in line with the Collective Labour Agreement of Dutch Universities (<http://www.vsnu.nl/cao>)
6. The Foundation's sole object is to operate as a Institute for Higher Education in Zeeland and benefits the education of broad scientific bachelor liberal Arts and Sciences as a branch of the University of Utrecht.
7. A summary of the current policy of:
Located in the historic heart of Middelburg, in the south west of the Netherlands, University College Roosevelt (UCR) is one of the international honors colleges of Utrecht University and home to 600 students and staff from all parts of the world. UCR's academic program is taught entirely in English, boasts a wide variety of courses, and covers nearly all academic disciplines. This makes UCR ideal for ambitious, curious and motivated students who have a wide range of academic interests and want to get that bit more out of their degree program.

The academic program at UCR has been awarded the prestigious and exclusive 'Label of Excellence' and the 'Label of Small Scale and Intensive' by the Dutch-Flemish Accreditation Organization (NVAO). Students voted UCR 'the best university college' three times in the annual Elsevier student satisfaction survey. Utrecht University, of which UCR is one of the international

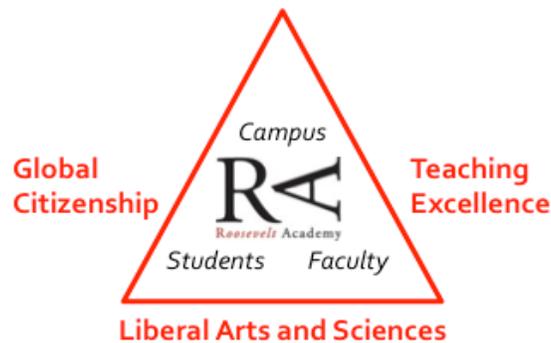
honors colleges, is rated the best university in the Netherlands and the 12th best university in Europe by the Shanghai Academic Ranking of World Universities.

At University College Roosevelt, students follow an intensive, international and residential three-year bachelor program in Liberal Arts and Sciences (LAS). University College Roosevelt's close-knit academic community provides an environment that encourages intellectual exchange between students and professors in a friendly and informal atmosphere.

A total of at least 24 courses is needed to obtain either a Bachelor of Arts (B.A.) or Bachelor of Science (B.Sc.) degree, awarded by Utrecht University.

For more detailed information, see our website: www.ucr.nl

The *StRAtegic Plan 2012-2016* of UCR mentions three overall priorities for the coming years: Global Citizenship, Teaching Excellence and Liberal Arts and Sciences.



StRAtegic 2012-2016: consolidate and expand

The challenge for UCR in the coming years is to preserve these unique, distinctive qualities and make them available to more students in the future. The strength of our proposition and people must be maintained and supported by the strength of our operations – even more so if we are to grow. Our strategy therefore is to go from strength to strength by investing in Roosevelt's proposition, people, professionalism and partnership.

We briefly outline each of these strategic thrusts below.

We differentiate ourselves and compete through our proposition. To stay ahead of the curve, we need to preserve what is best, improve what could be better and consistently renew our teaching, program and community. UCR has three main strategic objectives.

Claim Teaching Excellence. Roosevelt Academy delivers excellent teaching and has the record to prove it. Nothing matters more in higher education. It should be our claim to fame. We aim to

become (inter)nationally acknowledged as a leader in the field. We will expand the activities of the Roosevelt Academy – Harvard Derek Bok Center for Teaching and Learning, and publish and share our insights and achievements through a textbook, a website, international exchanges and general publicity. UCR is not a research university. We lack the scale and funding to become one, and our focus is on teaching. Nevertheless, almost all our faculty have impressive research records and are tied in to international networks and projects. We can and will do more to support and promote their achievements. UCR itself will focus on undergraduate research as part of our differentiation and take an active and leading role in international research collaborations on the topic of Teaching Excellence – in other words: research directly supporting our proposition.

Enhance the curriculum. UCR offers a broad, classical Liberal Arts and Sciences program with many strengths and a few weaknesses. The latter mainly concern little internship opportunities, practical skills and insight into master's programs. We will set up a robust system of course evaluations, peer intervention and independent review with clear criteria and procedures, and as little bureaucracy as possible. We will upgrade weaker courses and lab facilities, and expand our curriculum with additional science, languages and skills courses. We will invite guest lecturers for classes and semester-long exchanges to inject fresh thinking and teaching that inspires both students and faculty.

Propagate a community of diversity and values. UCR is a community of global citizens with different academic interests, talents and backgrounds. The interaction with diverse personalities directly contributes to the student experience and is a unique selling point, certainly in the Netherlands. We strive to have at least 35% foreign students; 20% from outside the EU, specifically the BRIC countries; at least 40% male; at least 30% Arts and Humanities, 30% Science, and no more than 40% Social Sciences; and a wider variety of socio-economic backgrounds and life experience.

To make university education accessible to all a limited amount of money is reserved for scholarships (approximately € 30.000,-- per academic year).

As stated at the Income Statement of UCR, the main source of income is from government funding (68%). Another major source of income is the tuition fee from students (18%). With a tuition fee of just € 750 above the government-set tuition fee, UCR is the least expensive of University Colleges in the Netherlands. UCR also earns income by research funds like SBOS and NWO.

From the endowment fund *Stichting Roosevelt Academy Fonds*, UCR receives approximately € 200.000,-- per fiscal year.

Due to initial expenses, equity of UCR is still negative and because of that the solvency ratio too. The only way to equalize the negative equity is to make profit.

The last couple of years, the current ratio is between 0,43 and 0,79.

The last four years, the free cash flow was between € 113.000 (2010) and minus € 18.000,-- (2012). To avoid negative cash flow the Board of Governors will launch a new initiative called Campaign for University College Roosevelt. The aim is to collect € 75.000,-- per year.

80% of the financial resources go towards education and research.

The average number of employees (in FTE) for the fiscal year 2013 is:

Department	FTE
Academic Core	12,07
Arts & Humanities	7,05
Social Science	10,57
Science	8,08
<i>FACULTY</i>	<i>37,77</i>
Staff	11,87
Board of Governors	1,50
Management	2,10
<i>OVERHEAD</i>	<i>15,47</i>
TOTAL	53,24

8. For recent activities, see out regular updated website: <http://www.ucr.nl/news/Pages/default.aspx>

9. Financial Statements

a. BALANCE SHEET

in thousands of EURO

	<u>December, 31 2012</u>	<u>December, 31 2011</u>
Current assets and liabilities		
Current assets	648	560
Current liabilities	<u>1,937</u>	<u>1,826</u>
<i>Working capital</i>	<i>(1,289)</i>	<i>(1,266)</i>
Non-current assets		
Intangible fixed assets	4	8
Tangible fixed assets	<u>252</u>	<u>323</u>
	256	331
Equity	2,461	2,693
TO BE FINANCED	<u>1,428</u>	<u>1,758</u>
Longterm liabilities	1,500	1,810
Cash and cash equivalents	<u>297</u>	<u>329</u>
	1,203	1,481
Equalization account	185	241
Provisions	40	36
FINANCED	<u>1,428</u>	<u>1,758</u>

b. INCOME STATEMENT

in thousands of EURO

	<u>2012</u>	<u>2011</u>
Operating Revenues		
Government funding	4,397	3,868
Tuition fee	1,135	1,056
Student aid	(27)	-
Projects and other income	439	478
Contributions used for operations	126	400
Total operating revenues	<u>6,071</u>	<u>5,802</u>
Operating Expenses		
Wages and salaries	4,042	3,797
Temporary personnel	628	576
Other personnel expenses	98	208
Derpciation	92	107
Housing	438	423
ICT	343	352
Communication and recruitment	184	125
Other expenses	369	440
Total operating expenses	<u>6,194</u>	<u>6,026</u>
Net operating gain (loss)	<u>(123)</u>	<u>(224)</u>
Non-operating Revenues		
Release equalization account	56	56
Release loans	300	300
Financial result	(1)	(3)
Net nonoperating income	<u>355</u>	<u>353</u>
Change in net assets	232	129
Beginning equity	<u>(2,693)</u>	<u>(2,822)</u>
Ending equity	<u><u>(2,461)</u></u>	<u><u>(2,693)</u></u>