

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/](http://www.belastingdienst.nl/rekenhulpen/giften/anbi_zoeken/)).
2. The RSIN/fiscal number is: 811373460
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E-mail: [info@ucr.nl](mailto:info@ucr.nl)
4. The (Statutory) Board of Governors consists of:  
Prof. Dr. H.H.A. van den Brink, Dean (as per August 1<sup>st</sup>, 2017)  
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

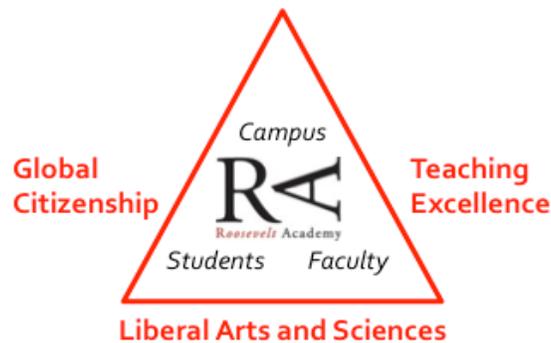
honors colleges, is rated the best university in the Netherlands and the 12th best university in Europe by the Shanghai Academic Ranking of World Universities.

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](http://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 (62%). Another major source of income is the tuition fee from students (22%). With a tuition fee of just € 750 above the government-set tuition fee, UCR is one of the least expensive of University Colleges in the Netherlands. From the endowment fund *Stichting Roosevelt Academy Fonds*, UCR receives approximately € 200.000,-- per fiscal year.

The singular balance sheet of University College Roosevelt is as follows:

in thousands of EURO

	<u>31 December 2016</u>	<u>31 December 2015</u>
<b>Current assets and liabilities</b>		
Current assets	1,397	1,313
Current liabilities	2,566	2,620
<i>Working capital</i>	<i>(1,169)</i>	<i>(1,307)</i>
<b>Non-current assets</b>		
Intangible fixed assets	4	7
Tangible fixed assets	347	397
Financial fixed assets	39	39
	<u>389</u>	<u>443</u>
<b>Equity</b>	-	391
<b>TO BE FINANCED</b>	<u><b>(780)</b></u>	<u><b>(473)</b></u>
<b>Equity</b>	415	-
Longterm liabilities	300	606
Cash and cash equivalents	1,875	1,483
	<u>(1,575)</u>	<u>(877)</u>
Equalization account	42	58
Provisions	339	346
<b>FINANCED</b>	<u><b>(780)</b></u>	<u><b>(473)</b></u>

The singular income statement of University College Roosevelt is as follows:

in thousands of EURO

	<u>2016</u>	<u>2015</u>
<b>Operating Revenues</b>		
Government funding	5,167	4,899
Government grants	-	200
Tuition fee	1,844	1,799
Contributions used for operations	<u>1,278</u>	<u>1,097</u>
<b>Total operating revenues</b>	<b><u>8,290</u></b>	<b><u>7,996</u></b>
<b>Operating Expenses</b>		
Wages and salaries	5,562	5,475
Temporary personnel	323	397
Other personnel expenses	301	328
Derpciation	121	122
Housing	526	579
ICT	381	389
Communication and recruitment	137	157
Other expenses	<u>452</u>	<u>415</u>
<b>Total operating expenses</b>	<b><u>7,803</u></b>	<b><u>7,959</u></b>
<b>Net operating gain (loss)</b>	<b><u>487</u></b>	<b><u>36</u></b>
<b>Non-operating Revenues</b>		
Release equalization account	16	25
Release loans	300	300
Financial result	<u>2</u>	<u>1</u>
<b>Net nonoperating income</b>	<b><u>318</u></b>	<b><u>326</u></b>
<b>Change in net assets</b>	<b>805</b>	<b>363</b>
Beginning equity	<u>(391)</u>	<u>(753)</u>
<b>Ending equity</b>	<b><u>415</u></b>	<b><u>(391)</u></b>

8. Compensation

Compensation Management Board

	Prof. Dr. B.M. Oomen (till July 31st, 2017)	Prof. Dr. H.H.A. van den Brink, Dean (as of August 1st, 2017)	Dr. J.K. Snijder, Managing Director
Salary	70	43	118
Variable salary	-	7	13
Pension expenses	8	6	15
	<u>79</u>	<u>56</u>	<u>146</u>
Representation	1	0	2
Travelling expenses	2	1	1
Other expenses	5	0	3
	<u>8</u>	<u>1</u>	<u>6</u>

Compensation Supervisory Board

Ir. G.A.F. van Harten	2
Prof. Dr. M.C.E. van Dam-Mieras	2
Prof. Dr. E.K.V. De Lembre	2
Drd. W. Kardux	2
Prof. Dr. G. van Koten	2

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