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### 1. Preface from the president

The 2023-2024 academic year was both exciting and challenging for APNet. We started with a new and restructured board. Hence, Athina Vidaki, Anouk Beniest, Stephan Hacker, Martin Skrodski, Anne de Bruijn, Luisa Cortesi and myself embarked on a new journey to fulfill our ambitious plans. In May 2024, Tessa Sinnige and Apostolos Liakopoulos also joined the APNet board. We focused on three main points: (i) professionalization, (ii) visibility and acknowledgement, and (iii) external representation and policy.

In our pursuit of professionalization, we focused on reorganizing our internal structure. This included redefining board roles to establish clear positions and responsibilities, going beyond the traditional roles of President, Vice President, Secretary, and Treasurer. We introduced Leads for IT, Internal and External Communication, Membership Management, Labor Relations, Community Events, and Policy Writing.

We started 2024 with a series of online Lunch coffee meetings to be closer to our members, build up and connect closely with the APNet community. Through discussions on topics like COARA (Coalition for Advancing Research Assessment), salaries of UDs in the Netherlands and NWO Talent program, we strengthened the national voice of Assistant Professors through a series of position papers and/or advisory inputs to relevant stakeholders.

On the representation and policy side, we are officially recognized as the representing and lobbying organization for Assistant Professors in the Netherlands. We built strong connections with the local and national Young Academies, the Ministry of Education, Culture and Science (OCW), the Dutch Scientific Organization (NWO), the overarching organization for Universities (UNL) and most universities. Our active participation in national decision-making processes on issues such as Starting and Incentive grants, budget cuts, and social safety stands as testament to our growing influence.

Looking ahead to 2025, our aim is to solidify a strong core of 750 members, representing ca. 15% of the total population of Assistant Professors according to the Rathenau Institute. We seek to financially stabilize the organization to be able to fulfill the ambition to bring our members together in person to a yearly APNet-driven event. We will invest in increasing public visibility, solidifying our internal governance and expanding our national involvement. A pressing concern remains the ongoing budget cuts in research and education, which threaten to adversely affect research quality, teaching standards, and the well-being of Assistant Professors.

We hope that APNet will foster interdisciplinary projects between institutes and organizations in the Netherlands and that our members find in APNet the space and energy to develop and share their opinions about subjects that matter to them. We hope to provide a platform where people can inform themselves about the Dutch academic landscape, and where they can provide input to these changes in policy and feel heard and valued.

Our ambitions with APNet are high and we are looking forward to seeing our organization develop and mature in the years to come.

Amsterdam, 12.09.2024

Dr. Ioana M. Ilie

## 2. Reflection ambition 2024

The board of APNet consisted of Ioana Ilie (President), Athina Vidaki (Vice-President), Stephan Hacker (Secretary), Anouk Beniest (Treasurer), Martin Skrodzki (IT-Lead), Anne de Bruijn (Social Media Lead) and Luisa Cortesi (External Relations Lead). APNet's ambitions were high in 2024. The aim was to increase our membership to 600 members by the end of 2024. This was potentially a too high reach and the goal has been pushed back to 750 members by the end of 2025. A strategic plan has been developed and will be executed in the coming months.

Halfway to 2024, two new board members have been pushed forward and voted into the board: Apostolos Liakopoulos and Tessa Sinnige. The appointment of new Board Members affirms the stability of governance and the progression of APNet's growth as an organization.

Engagement of APNet's members remains a challenge, partly because our members are spread throughout the country. Four coffee meetings with varying themes (COARA, Salaries, NWO Talent Program and a Mini General Assembly) were organized with an average of 15 people per session. Before the first 'Salaries' meeting, a survey was sent out which yielded more than 200 responses. During the meeting, opinions were polled using the tool 'Menti-meter'. The coffee meetings have been quite successful and led to the publication of three position papers and unsolicited advice to the government, NWO and UNL on '[lus Promovendi](#)', the [proposed budget cuts](#) and the 'Language Law'.

We have also engaged in public debates, e.g. on topics such as [iedereen Professor](#), through interviews with the AoB and sat at the table of important debates on amongst others sexual harassment and intimidation led by 'Regeringscommissaris' Mariëtte Hamer and the proposed budget cuts from the government. With these invitations and positions we believe that we have become more recognized and established as a professional organization that advocates for the rights of Assistant Professors in the Netherlands.

## 3. Governance

### 3.1. Mission

The mission of APNet is to represent and empower Assistant Professors in the Netherlands by advocating for their professional interests, enhancing their visibility and recognition, and providing a supportive community that fosters collaboration and policy engagement. APNet aims to strengthen the voice of Assistant Professors at the national level, address challenges related to research, education, and career development, and work towards a fair and sustainable academic environment that values and supports its members.

### 3.2. Vision

The vision of APNet is to create an inclusive and influential academic environment in the Netherlands where Assistant Professors are recognized, valued, and actively involved in shaping the future of academia. APNet envisions a landscape where Assistant Professors have a strong voice in decision-making processes, fair working conditions, ample opportunities for professional growth, interdisciplinary collaboration, and meaningful impact on research and education policy. The organization aspires to be the leading platform for connecting, empowering, and advocating for Assistant Professors, fostering a sustainable and supportive academic community.

### 3.3. Board positions and members:

#### 3.3.1. President - Ioana M. Ilie

- External representation/general PR & outreach
- Meetings with rectors/societies
- Actively reach out to official parties
- Strategy & vision
- Write yearly report

#### 3.3.2. Vice-President - Athina Vidaki

- External representation/general PR & outreach
- Meetings with rectors/societies
- Support for policy writer - provide input & feedback on papers
- Strategy & vision

#### 3.3.3. Secretary - Stephan Hacker

- Minutes & agenda - board meeting
- Organization of emails and meetings
- Backup for external representation (no travel)
- Newsletter and announcements via MailChimp
- Minutes - community meetings (when present - alternatively any other board member is backup)

#### 3.3.4. Treasurer - Anouk Beniest

- Actively request funding (e.g. send emails, inform, meet, proposals)

- Management of (additional) funding (e.g. via UNL)
- Financial report
- Backup for external representation (2nd backup)

### **3.3.5. IT lead - Martin Skrodzki**

- Website maintenance (Installing Updates in a timely manner, fix occurring problems)
- Sending out the newsletter (once we have that set up) and mirroring it in the “News” section
- Update website content (News, Position Papers, Board Members, ...)
- Keep the membership registration and payment pipeline intact
- Install new modules/plugins/... to support further activities

### **3.3.6. Internal communication lead - open position**

- Collect/prepare information for news items from the board (send to IT to update website)
- Write newsletter (send to Secretary/IT Lead to send out) - coordinate with External Communication Lead

### **3.3.7. External communication lead - Anne de Bruijn & open position**

- Promotion material/branding
- Representation at external events
- Actively sharing of the newsletter (coordinate with Internal Communication Lead)
- Social media (Twitter/LinkedIn) (writing, posting, engaging, spamming)

### **3.3.8. Membership management lead - Apostolos Liakopoulos**

- Active attraction of new members (e.g. look on Uni websites and add them to a mailing list)
- Update list with member contact details - coordinate with IT Lead, Secretary & Treasurer
- Diversity and inclusion aspects (internal to the organization—code of conduct, etc.)

### **3.3.9. Community lead - Tessa Sinnige**

- Organization of community meetings (Zoom link - Utrecht does not support, email, reminders, chair)
- Survey set-up (from template) (with input from the person in charge of the event)
- Overview of theme discussions/topics and input
- Support for policy writer - provide input & feedback on papers
- Backup for external representation (2nd backup)

### **3.3.10. Union relations Lead - Luisa Cortesi**

- Liaison between the board, the Labor Unions, and other partners
- Cooperation and negotiations involving unions and labor relations

### **3.3.11. Policy writing lead - open position**

- Survey design and preparation (for APnet community) on current policy issues affecting assistant professors
- Analysis of survey data
- White paper drafts (3-4x/year) (coordinate with VP/Community Lead and everyone for feedback)

**3.3.12. Substitute member 1 - Verena Seibel**

- Trial period - 3-6 months: joins the board meetings but is not an official board member
- Support for general tasks
- Extra activities support

**4. Financial Overview**

The year 2024 started with a positive balance of €498,27. The General Assembly decided to raise the membership fee to €20,00 per year. As of the 5th of September 2024, 87 members registered or renewed their membership via Mollie with a total incoming of €1239,00. Outgoing costs included this year mostly travel costs for board members, costs for the bank account and website and the costs for the General Assembly with a total of €258,00. This leaves a positive balance on September 5th 2024 of €511,46.

YEAR 2024							
Type of liquid assets	Description	1-Jan-24	31-Dec-24				
Bankaccount	Triodos	498.27	..				
<b>total</b>			..				
<b>Account balance TRIODOS (last updated 5 september 2024)</b>		<b>€ 1,478.10</b>					
Outgoing	Date paid	Amount	Incoming	Date	Amount	19.64	per 1 member
Triodos Bankaccount costs 01-10-2023 t/m 31-12-2023	1/1/2024	39.3	Members (via Mollie)	January	196.4	10	
Reimbursement 011 Ioana Ilie travel cost YA meeting	2/15/2024	13.42	Members (via Mollie)	Febr	196.5	10	
Reimbursement 012 Ioana Ilie travel cost Yif meeting (Utrecht)	3/1/2024	18.62	Members (via Mollie)	March	117.89	6	
Triodos Bankaccount costs 01-01-2024 t/m 31-03-2024	4/1/2024	40.4	Members (via Mollie)	April	98.6	5	
Reimbursement 013 Athina Vidaki travel cost	4/22/2024	20.78	Members (via Mollie)	May	471.41	24	
Triodos Bankaccount costs 01-04-2024 t/m 30-06-2024	1/7/2024	40.4	Members (via Mollie)	June	216.25	11	
Reimbursement 014 Ioana Ilie travel costs meeting OCW 27-5-202	5/9/2024	19.08	Members (via Mollie)	July	294.71	15	
Reimbursement 015 Tessa Sinnige travel costs OCW + Maastricht	5/9/2024	66	Members (via Mollie)	Aug	117.48	6	
			Members (via Mollie)	Sept	0	0	
			Members (via Mollie)	Oct	0	0	
			Members (via Mollie)	Nov	0	0	
			Members (via Mollie)	Dec	0	0	
			Members direct payment		0	0	
<b>total</b>		<b>258</b>	<b>total</b>		<b>1238</b>	<b>87</b>	<b>paying members</b>

APNet is still looking for two voluntary APNet members to form a Cash Committee ('Kas Commissie') who will check the balance and budget once a year prior to approval during the general assembly.

## 5. Activities 2024

Throughout 2024, APNet participated in official meetings with external parties and attended events to increase the visibility of APNet. We also organized two hybrid strategy meetings to work on our vision and identify reachable goals. A complete list of all activities, including who represented APNet and the date of the activity is provided below.

### Official meetings with external parties & participations

January:

- 10.01 - Ministry OCW - *Ioana Ilie, Athina Vidaki and Anouk Beniest*
- 17.01 - Sanli Faez (DYA) - *Ioana Ilie*
- 18.01 - Jose Sanders (Radboud University) - *Ioana Ilie and Anouk Beniest*
- 29.01 - YA meeting (Utrecht) - *Ioana Ilie and Athina Vidaki*

February:

- 01.02 - “Iedereen Professor” debate - *Ioana Ilie (panel member), Athina Vidaki and Stephan Hacker*
- 10.02 - Meeting for the AOb 'Academikus' - *Luisa Cortesi*
- 14.02 - AOb Akademikus - *Martin Skrodzki (judge) and Luisa Cortesi*
- 16.02 - YIF Utrecht - *Ioana Ilie and Athina Vidaki*
- 21.02 - PNN meeting - *Ioana Ilie*
- 21.02 - NWO & YA meeting Eindhoven - *Martin Skrodzki*

March:

- 27.03 - Annelien Bredenoord (Erasmus University) - *Athina Vidaki and Luisa Cortesi*
- 28.03 - Lorentz Institute - *Stephan Hacker and Anouk Beniest*

April:

- 03.04 - Ministry OCW - *Ioana Ilie, Athina Vidaki and Anouk Beniest*
- 25.04 - Jeroen Geurts (VU Amsterdam) - *Ioana Ilie and Anouk Beniest*

May:

- 27.05 - OCW consultation - *Ioana Ilie*
- 31.05 - AOAJ meeting - *Luisa Cortesi*

June:

- 13.06 - Advisory board meeting: Mangala Srivinas, Marie-José van Tol, Albert Wong - *Ioana Ilie, Athina Vidaki, Anouk Beniest, Stephan Hacker, Luisa Cortesi, Anne de Bruijn, Tessa Sinnige, Aposotlous Liakopoulos, Verena Seibel*
- 21.06 - Meeting with AOb - *Luisa Cortesi*

July

- 03.07 - AOAJ meeting - *Luisa Cortesi*
- 03.07 - JASEIN - *Ioana Ilie*
- 17.08 - Ministry OCW - *Ioana Ilie, Anouk Beniest and Stephan Hacker*

August:

- 26.08 - AOAJ meeting - *Luisa Cortesi*

September:

- 02.09 - Alternative Opening of the Academic Year- *Luisa Cortesi and Verena Sijbel*
- 06.09 - Meeting with AOb - *Luisa Cortesi*

**Lunch meetings**

17.01.2024 - COARA

12.02.2024 - Salaries

10.04.2024 - NWO Talent program

14.05.2024 - Mini General Assembly

**Strategy meetings**

- 01.02 - UvA, Amsterdam - *Ioana Ilie, Athina Vidaki, Stephan Hacker and Luisa Cortesi*
- 08.07 - UU, Utrecht - *Ioana Ilie, Athina Vidaki, Anouk Beniest, Stephan Hacker, Verena Seibel, Apostolos Liakopoulos*

## 6. Strategy for 2025

### Ambition

APNet has ambitions on several fronts:

- Membership: increase the number of members to 750 members by the end of 2025.
- Engaging members: achieve 30% membership participation during events.
- Recognition: remain a regular partner at the different policy-making institutions in the Netherlands and increase our visibility with relevant stakeholders
- Professionalization: establish financial stability, receive recognition and reward for the work board-members do, establish governmental stability

### Strategy

To achieve our goals, we will develop several strategies.

- Membership: together with the communications committee, set up a plan with deadlines on creating visibility of becoming a member and what members get for it. Additionally, we will have an up-to-date list with Assistant Professors in the Netherlands, which will be achieved through contact mining. We will enhance our visibility at national conferences by introducing APNet and distributing flyers (according to the agreements made during the strategy meeting).
- Structural requests for members to pay memberships as well as a promotion plan targeted at Assistant Professors through individual contact (e.g. targeted emails to their work email address, instead of only social media outreach) should help to keep members and attract new members.
- Updated website and payment facilities, e.g. via direct debit. This will be achieved through an external contractor that will facilitate the navigation of the website and embed the appropriate payment strategy.
- Events: host 4 online member-only events per year on topics relevant to our members.  
Recognition: establish repetitive meeting moments between APNet and specific organizations (four times per year with OCW, participate in national meeting local Young Academies, University Rectors)
- Professionalization: set up ANBI-status so it becomes attractive to donate money to our organization. Speak with the Rectoren College about the efforts that APNet does and the role it plays within the Academic landscape and how this work can be recognized. Appoint a secretary to support the board with administrative tasks and replace board members to ensure continuity.