

Annual report 2017

# University Fund Tilburg University

Tilburg University Fund Foundation



**MANAGEMENT**

Koen Becking (Chairman)  
 Jacqueline Lommen (Treasurer)  
 Sabine van Gent (Secretary)  
 Paul Burghouts  
 Astrid van Eeten

In 2017 we had four board meetings.  
 The members of the board are not remunerated for their duties.

**DEVELOPMENT & ALUMNI RELATIONS OFFICE**

The University Fund is supported by the staff of the  
 Development & Alumni Relations Office of Tilburg University.

**MANAGING DIRECTOR**

Frederique Knoet is the director of the University Fund as well  
 as head of the Development & Alumni Relations Office.

**PREFACE**

Dear donor,

With more than €400,000 available, we were once again able to support various wonderful projects in 2017. Six high-flying students graduated from programs that they were able to complete thanks to University Fund scholarships, and four new students were given the opportunity to start the study program of their dreams. Never before have we been able to support so many academic projects and research projects. And that is a good thing – great, even. Because with your help, we have really been able to make a difference.

2017 was also a year in which significant organizational progress was achieved for the University Fund. The University Fund formulated ambitious goals for fundraising in 2017 for which well-defined and clear statutes were required. These statutes accurately describe the Foundation's objectives and relationship with the university (representation on the board and management duties), as well as define and formally stipulate the duties, responsibilities and authorities of the board. This includes fundraising and the management and allocation of funds through effective and solid financial administration. Room has also been created for an audit committee and a fundraising committee, to support the board in fulfilling its duties. In 2018 these statutes will be officially registered, paving the way for various fundraising projects and assuring donors with respect to proper management and allocation of their donations.

Several initiatives were launched in 2017. The Deans' Circle got off to a good start, with a group of 26 alumni making scholarships possible for international students. The very first student to start studying with alumni support is Tea Kipshidze. In September 2017 she was able to begin her Research Master's. The 'Have a Seat' program allows donors to financially adopt a chair in the large Cube lecture hall. Cube is the new academic building on the Tilburg campus. This program creates a fund for students who are in need of a little financial support.

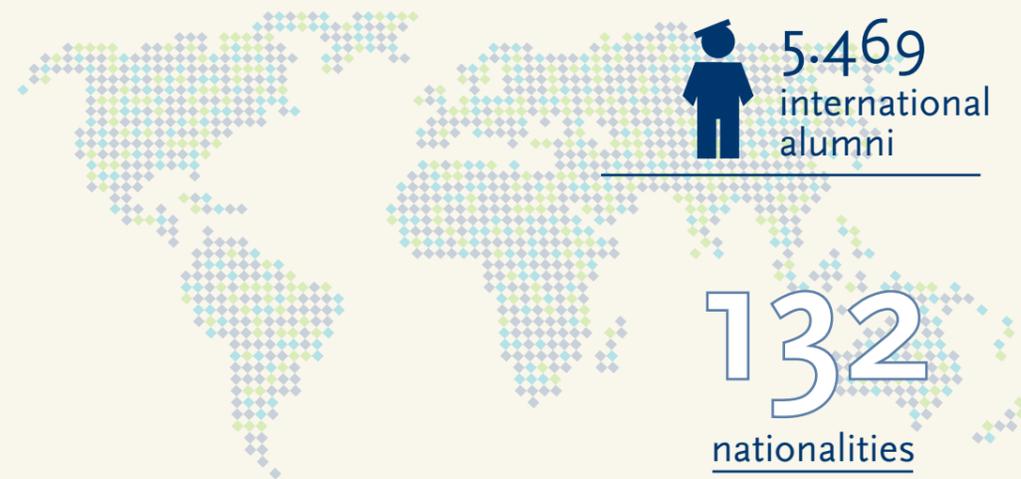
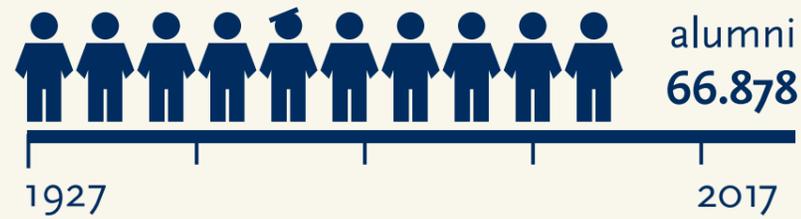
Lastly, I also want to mention the steps that we have taken to set up a program for major donations in order to make our ambitions in this area a reality. Within this context, in the coming year we will be looking for interested parties for a number of exceptional projects that we have set up together with our scientific staff. We will of course keep you informed of any developments.

We look forward to seeing you soon on our beautiful campus!

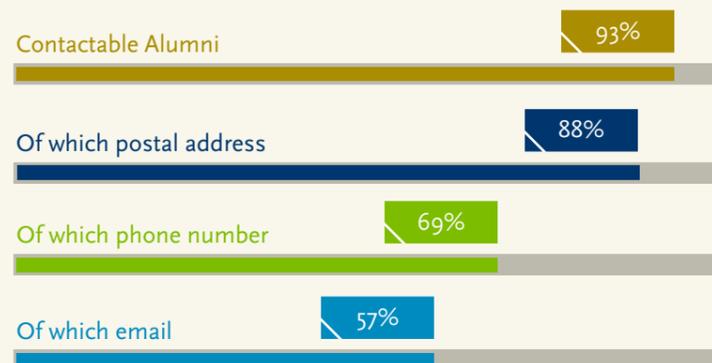
Kind regards,

Dr Koen Becking  
*Chairman*  
 Tilburg University Fund Foundation

## ALUMNI



Alumni Associations  
Including international alumni communities:  
- China (Beijing and Shanghai)  
- Colombia  
- Turkey  
- Indonesia

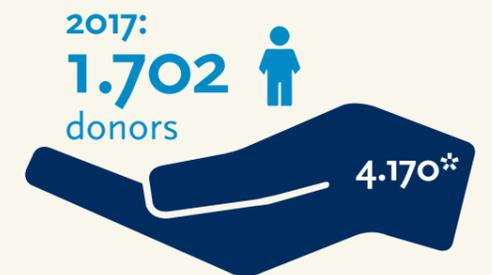


## SUPPORTERS

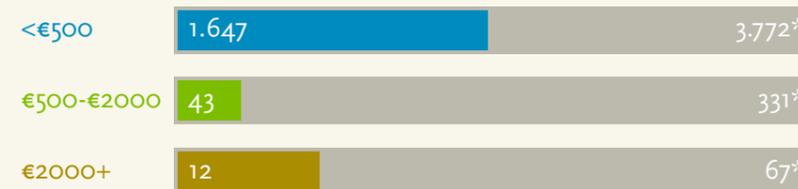


€ 400.119

Phone Campaigns 36%  
Deans' Circle 6%  
Have a seat 1%  
Other 57%



### Donations



€28.000 Largest personal donation

\* Since the establishment of the University Fund in 2008.

## VOLUNTEERS IN 2017



In 2017, many alumni participated in strategy and brainstorm sessions to give their input on the university's strategy, the alumni policy, and the further development of the alumni magazine. Furthermore, a large number of alumni were involved in alumni associations and student recruitment, among other things.

## TILBURG UNIVERSITY

By deepening our understanding of the inner workings of society, Tilburg University strives to contribute to societal progress. In cooperation with social partners we conduct high-quality research with a focus on three strategic themes: *Empowering a Resilient Society, Enhancing Health and Wellbeing, and Creating Value from Data*. We innovate through research, learning and understanding. **Understanding Society.**

Tilburg University was founded in 1927 and has contributed to monodisciplinary as well as multidisciplinary research and education in the humanities and the social sciences. Our students are developing the knowledge, skills and character needed to face the challenges of the 21st century. We are educating them to become responsible and enterprising thinkers who are prepared for leadership roles in the society of the future. We accomplish this through high-quality academic education and an international green campus.



SHARON KOROMPOT

# 'It's fantastic that Tilburg University alumni are helping me reach my goal'

Sharon Korompot comes from one of the most densely populated areas in the world, where temperatures can get very high: Jakarta. Thanks to a University Fund scholarship, Sharon is doing a Master's program in European and international law (human rights track) in Tilburg.

## The pride and challenge of Indonesia

Indonesia is full of problematic contradictions when it comes to the environment. Cities like Jakarta are terribly overpopulated, and citizens deal with traffic jams and heavy pollution. On the other hand, Indonesia also has beautiful, large and centuries-old rainforests that offer a living environment to unique species of animals, plants and trees. These rainforests also supply the air with oxygen and are therefore vital to the climate.

"One of the most important reasons that I chose to study law was so that I could do something about the threats to our natural environment." Indonesia is home to the third largest rainforest in the world, which is disappearing at an alarmingly rapid pace. Things got to the point where, every year, a forest area the size of Belgium would disappear. The destruction of the forests still continues at lightning speed to this day. "I focus on the Indonesian environment and I feel a really strong urge to protect it".

## No high-quality education in environmental law

In addition to the regular subjects of the Master's degree program, Sharon is also taking additional subjects that focus on environmental and climate law. "It's strange, but in Indonesia there is hardly any education in the field of environmental protection.

That is why this University Fund scholarship is of direct importance to Indonesia, the rainforest and myself. I will be taking this knowledge back to Indonesia with me, so that I can contribute to protecting the environment."

## Being influential

"After completing my Bachelor's in law I was really happy to be able to work at the Ministry of the Environment. I research policy and improve on it, so that the environment is protected more efficiently. Unfortunately, corruption is a major issue in Indonesia. Once policy has been improved, it is not always implemented because some politicians focus on serving their personal interests." Sharon explains that European and international law helps her navigate the legal frameworks that are currently in place to overcome such challenges. International cooperation plays a key role in this process. "With the knowledge and skills that I'm gaining here I would like to work toward occupying a position in which I can exert more influence on the state of affairs. Writing good papers and inspiring an audience are crucial in this respect. I am inspired mainly by our current minister of the environment, a strong, beautiful and influential woman who knows how to get things done."

## This Master's is helping me grow

Indonesian culture does not truly value protection of the country's rainforests. People prefer to strive for prestigious positions such as public defender or working for a large company. But Sharon doesn't care about any of that, she tells us. "In the end it is my goal to protect the environment in a sustainable way. In that sense, this Master's program is very important to me. It is a stepping stone toward obtaining an influential position in policy decision-making. It is fantastic that the alumni of Tilburg University are helping me reach this goal!"

## SCHOLARSHIPS FOR STUDENTS

Thanks to alumni support, the University Fund has been providing scholarships for students for years now. These are full or partial academic scholarships for outstanding international students who have insufficient financial means to enroll in a study program at Tilburg University. There are also smaller scholarships for Tilburg University students who want to go on an exchange program abroad, but need financial support to do so.

## PHONE CAMPAIGN

# Giving together makes the difference

In 2017, as in previous years, students of the Tilburg Law School (TLS), Tilburg School of Behavioral Sciences (TSB) and Tilburg School of Economics and Management (TISEM) contacted alumni of these Schools by telephone. The students of the calling teams had inspiring talks with alumni, who were informed of the activities the university was planning on organizing for them in the coming year. They also asked alumni if they would be interested in getting involved in a number of important projects for their alma mater. Alumni talked very enthusiastically about their student days, and it is great to see that so many fondly remember their alma mater. Many of these alumni have also donated to the University Fund.

The donations go towards scholarships for international students and support various educational projects and research projects within the faculties. Faculty Alumni Boards give advice on the allocation of these subsidies. The board of the Tilburg University Fund thanks the Alumni Boards for their input and advice in 2017. In 2018 the faculty Alumni Boards will be replaced by a university-wide Investment Committee, supported by a Scientific Advisory Council.

Curious about the impact of the donations from the phone campaign?

We are happy to show you the projects that were made possible with these donations.



## From farm to table



Global food supply is becoming increasingly challenging, partly due to a growing world population and a changing climate. Strategy Consultant and Tilburg University researcher Karin Thomas conducts research into sustainability in agriculture and food supply, also known as agrifood. “My research is an in-depth study of the topics that I have already been investigating as a entrepreneur for over 10 years: sustainability and agrifood. My research focuses on the entire chain: from farm to table. I am incredibly motivated to make a meaningful contribution to society through my research. The acknowledgment of my work through financial support from the University Fund is very valuable to me and motivates me to push forward, particularly because, as an entrepreneur, I have to use a lot of my personal time. The societal relevance is also evidenced by the interest of a large variety of organizations, which include many children’s magazines, the Dutch Society for the Protection of Animals, the Dutch Broadcasting Foundation NOS, Festival Mundial and the response from alumni who have approached me about my research. At this time I have more than 260 surveys with 60 questions that need to be entered and processed. The planning also includes conducting interviews. Thanks to the University Fund I can save a lot of time by having them transcribed. I very much look forward to being able to process research results and provide more insight into the complexity of sustainability and agrifood.”

## Vulnerable and resilient



For three years, Dr Annemiek Karreman studies 600 children to better understand how resilience and other individual characteristics, such as impulsivity or getting upset quickly, contribute to the future development of mental and behavioral problems. “Thanks to the contribution from the University Fund we have been able to involve a large number of schools in this three-year study into vulnerability and resilience.” A total of 25 schools participated, and 410 children from the 6th grade as well as their parents took part in the first year of the study. We are very pleased with the number of participants and are expecting even more participants this year. Financial support from the University Fund has also allowed children without a mobile phone to participate in a short survey from home. The children used their mobile phones to work on personal goals, such as gaming less or standing up for themselves more. Many parents and children indicated that they enjoyed taking part in the study and got a lot out of it. We are now preparing the measurement round for the second year and are working together with an enthusiastic team of students. By tracking the children for several years, we can find out more about what makes children resilient and how we can help vulnerable children become more resilient.’

VINCENT PETERS

# Coordinating complex care



“In our study, we focus on the care chain for children with Down syndrome. These children often need very complex care for health issues ranging from heart problems to highly specific nutritional requirements, so we get input from different care providers.

Hospitals work with multidisciplinary teams, which almost always consist of a pediatrician, a speech therapist and a physiotherapist.

In this process complementary disciplines are sought, depending on what is needed for the complex clinical picture. In addition to hospital care, daily care is provided by the family physician and/or a care provider in the area. In our study we look at how we can make these care providers communicate better with each other, thus improving coordination of care, which benefits the children. What shouldn't happen is that a physiotherapist provides care and the hospital is not informed.”

## Cooperation with practice

The study is partly funded by the Jeroen Bosch Hospital, one of the partners of Tranzo, the scientific center for care and well-being at Tilburg University. Various Dutch hospitals are among those providing care for children with Down syndrome through multidisciplinary teams. The composition of the multidisciplinary teams varies per hospital.

“We are now looking into the optimal composition of different professionals within these teams, and hope to produce a blueprint of it.

For the purposes of this study, we would do well to limit ourselves to one single syndrome, in this case Down syndrome. But it is a very good thing to imagine that the results of our study could be applicable to other syndromes for which care is provided in as well as outside hospitals.”

## The Down trip

“With the financial support of the donors it was possible for me to come into contact with care providers, parents and caretakers of persons with Down syndrome. I heard some very interesting and valuable stories, which made me realize once again why I do this work! In fact, by conducting solid scientific research I want to contribute to Dutch healthcare.

One of the parents was telling me about the ‘Down trip’ and compared it to a GPS route planner. When you have to drive somewhere, the GPS tells you how to get there. If you have problems along the way or you have to get fuel, the GPS tells you where to go. When you go to the hospital with a child who has Down syndrome, you don't always know in advance which specialist can give you the information you need. Our research provides a lot of information about the Down trip and how it can be improved.”

## Presentation to the rest of the world

“The subsidy from the University Fund not only made data collection possible, it has also enabled us to present it to the outside world. It allowed us to attend a conference and I went to the World Down Syndrome Day. Because we now have the data sooner thanks to the support of the fund, I was able to submit our study to the World Down Syndrome Congress, which takes place once every three years. In the meantime I have already heard that our submission has been accepted, so this summer we can present the complexity of the Dutch healthcare system to the rest of the world.”

## Big data in organizations



“In this study we map out the scope of the use of Big Data applications in organizations in the Netherlands. We also inventory the reasons and motivations behind the choice of using Big Data applications, and gain insight into the consequences and obstacles experienced by organizations”, tells organizational scientist Dr Joerg Raab.

The data is collected via a digital questionnaire and dozens of interviews with experts. “In the pretest of the questionnaires we received useful feedback from alumni who had expressed an interest in participating in the phone campaign. The questionnaire was sent to a random sample of 3000 organizations, representative of the Netherlands. The data collection is still in full swing but has so far yielded 180 respondents, a number that will keep rising in the coming period. Because the questionnaire is quite extensive, we can get to work with a vast amount of data.” The provisional findings already show certain patterns in the results.

“Sometimes it is difficult to keep up with the technological developments because of the necessary adaptation of organizational processes and structures. This means that organizations have to adapt gradually, following an evolutionary model. Pioneers in this field seem to be mainly small and young or large and established organizations, and the SME sector follows in the footsteps of these pioneers. The subsidy of the University Fund has enabled us to set up a new research field and to explore it, which is often difficult. We can now continue with our own resources.”

## How does your pension plan work?



Prof Henriëtte Prast researches how people react to information about their pension. Thanks to the University Fund she was able to set up an independent CentERpanel for her research through which the provision of information about your pension can be improved. The results of this study, which she did together with Federica Teppa, have now been published. “The research results are extremely relevant, in theory as well as in practice. We find that when employees are shown their (legally mandatory) pension outlook not in euros, as is common, but in percentages of their current income, it leads to a different or improved perception. The opposite occurs if the outlook is presented in decimals of the current income.” “For me personally, this donation has had enormous significance. Without this money I wouldn’t have been able to conduct my research, and I already had the feeling that it could yield something interesting or innovative with practical and societal relevance. To gain more insight into the significance, follow-up research is required. This is already in the planning stages and we hope to get the required funding.’

## ‘Smart’ for a clean environment



PhD candidate Anna Berti Suman is working for the right to a clean environment and sees the opportunities that the data of a ‘Smart City’ can generate. After all, these data can be deployed to improve the living environment and health of the residents of a Smart City. In this way, we can reduce environmental pollution to a minimum and give residents the right to a clean environment. Anna’s doctoral research focuses on the central role that people themselves play in this right to a clean environment and how ‘smart’ devices can facilitate this. Thanks to the University Fund, Anna was able to collect data, and her work included an analysis of a case study of noise monitoring around Amsterdam Airport Schiphol. She was also able to get in touch with experts from all sorts of relevant organizations in the Netherlands and abroad, including RIVM, TNO, Eindhoven and Delft Universities of Technology, and the European Commission. She has worked together with the legal department of Greenpeace and participated in the ‘air quality hackathon’ in Brussels. Anna has shared her findings at conferences and has already published two papers. “With the assistance of the alumni community I’ve been able to take major leaps forward in my research. These donations have made me realize that there is a supportive community of people who are enthusiastic about my research and are happy to support it. Thanks to them I have been able to conduct fieldwork in remote areas.”

## The influence of the living environment



Children from disadvantaged areas perform worse than their peers from better neighborhoods. The exact cause of this is still unclear, but stress appears to play a major role. Sociologist Ioana van Deurzen thinks that the chronic stress experienced by children from disadvantaged areas influences their school performance and overall health. The support of the University Fund allowed her access to a data set with data from children born after 1996. “Together with Dr Alet Wijga of the RIVM, I started working with the data set and have conducted the initial analyses. My research focuses on the health effects in a specific neighborhood during a period of time.” Unfortunately, the data set did not include any historical data at a district level. While searching for a solution to this problem, Ioana came into contact with her colleague Prof John Dagevos of the Tilburg research institute TELOS, who immediately set up a team to help out. “TELOS has access to CBS micro data, so this partnership will make it possible to gather the historical information per district in order to bring the project to completion. The first publishable results will hopefully be available in the coming months.”

## Sharing knowledge about genocides



The Killing Fields evidence the terror of Cambodia's Khmer Rouge regime in the 1970s. Professor Antony Pemberton of the International Victimology Institute Tilburg, INTERVICT, conducts research into the mass killings of more than two million people. That is almost the entire population of the Brabant province. This research into the genocide can be conducted thanks to a VIDI grant awarded by the Netherlands Organisation for Scientific Research (NWO). INTERVICT wanted to go the extra mile by sharing research results and expertise with scholars and people who work with these victims on a daily basis. This part of the research was sponsored by alumni donations.

## Why do employees become entrepreneurs?



Spin-offs are important propellers of technological innovation. You can see that in Silicon Valley, where 93% of all startups consists of spin-offs. Why do employees leave their jobs to start a spin-off by themselves? Vilma Chila investigates which individual characteristics and working conditions influence the formation of spin-offs. With the support of the University Fund she was able to gain access to data from semiconductor companies from 1997 to 2017. From this data she filtered information about the founders and early employees of the newly-founded companies and about their products and markets.

"Manual work was unavoidable. Automatic coding wasn't possible, because structured information was not offered. With part of the contribution from the University Fund I was able to hire a student to code the reports. This considerably increased the tempo of the project." By enriching the data with information like patent data and financial data of the companies, insight was gained into the relation between spin-offs and parent companies.

"Information about startups is very difficult to gather. This database gave two Master's students the chance to work on a topic that would have otherwise been impossible due to the problems with data collection. The number of students interested in entrepreneurship increases every year. This is why our university must have access to more databases with information about startups. Clearly such access helps others too, and not only researchers who are interested in entrepreneurship."

## More environmentally friendly with an app



Changing habits is difficult – but not impossible. Sports watches linked to apps appear to make people move more. Ben Vollaard, researcher at the Tilburg Sustainability Center, asked himself whether this same idea would also work to encourage people to separate their waste better. "Thanks to a generous contribution from the University Fund, we can research this. In cooperation with waste collector OMRIN we developed an innovative waste app that offers households direct insight into the amount of nonrecyclable waste and organic waste they are disposing of. The contribution means a lot to me, because it has enabled us to conduct innovative scientific research with great societal relevance. The amount of the fund has benefited the development of the app, which is now ready and is in the test phase. Two OMRIN garbage trucks are now equipped with an ingenious weighing mechanism, so that the weight of the disposed waste can really be measured at the household level. The first trial will commence soon in the Harlingen municipality. The trial has been designed in such a way that later on in the year we can really make reliable statements about the effects of the new waste app on household behavior."

## Soft skills: knowledge, talent and motivation



"For many students, gaining experiences with other talented students makes the difference in the debate sport in terms of both enjoyment and self-confidence", says Lisa van Vliet, president of the Tilburg debate association Cicero. "Thanks to the University Fund's contribution to the Cicero Soft Skills program, we were really able to make this difference. The Soft-Skills program consisted of weekly workshops in which TDC Cicero members were taught theory by a talented debater and were able to debate under the guidance of an experienced jury member. Preparations for debate tournaments were central to this process. The contribution of the University Fund was instrumental to the end goal of the program: participation in the DAPDI event and the European championship.

In the DAPDI, beginners followed intensive workshops given by top trainers from Oxford, and experienced speakers followed high-level workshops, tailored to their needs. The European championship was a unique opportunity for Dutch debaters to come into contact with the international debate elite. For both beginners as well as experienced speakers, this was a good place to get better at debating and speaking in front of a group. Thanks to the improved quality of our speakers, we can give more workshops at other venues. This not only allows our speakers to improve, but prospective and current students also gain self-confidence in public speaking. And this is how a new generation of speakers is born. On behalf of all Cicero members, thank you for your support!"



### PETER DE GOEIJ

Peter de Goeij teaches finance and is among the Tilburg University faculty members actively working on academic innovation. He develops ways to convey materials more theatrically to the students attending his lectures. "Images are very persuasive", he explains. "You can use pictures, and even tables, to illustrate your point. For example, I investigate whether pictures help people make better decisions. You can use this in your classes too. You hear all kinds of things about acting in the classroom." By combining all of this, he arrived at ideas that he could use in practice with the support of the University Fund.

## 'You can literally show how financial principles work'

"In my classes I searched for a way to explain the principle of 'going short'. 'Going short' in the financial world is a way to benefit from falling prices. This process is difficult for students to understand, and is not easy to explain by teachers either. I decided to explain it by making students come to the front of the class and giving them a specific role. The fund manager, for example, gets a tie. The stock market is elusive and quick, so I initially pictured it by hanging shares on a fishing rod. But I quickly realized that using a drone would be a much better way to explain it: the shares market is literally up in the air. Shares really fly in and go from one person to another. And so you can literally show how financial principles work. Students never forget such a class. Furthermore, this year the lecture will be recorded and I will also take pictures, so students can look at it again later."

To illustrate another principle in the lecture hall, Peter was inspired by the TV game show Lingo. "With the aid from the University Fund I built an actual ball pit that I could take to the lecture. In class I use this to discuss cases like the bankruptcy of the Cypriot banks. In the example I assume that each month, statistically speaking, there was a chance of 1 in 20 that the Cypriot banking sector would go bankrupt. I demonstrate this with one yellow ball and 19 purple balls in my ball pit.

In reality, it took five years for the banks in Cyprus to go bankrupt. You may take the yellow ball out immediately, the first time around, which means that the bank goes bankrupt. But you can also put your hand in the ball pit 50 times and never take the yellow ball out. In other words, observable data does not always tell us what the chances are that something will happen in the future. This is an important distinction to make, and in this way students can actually witness it happening during the lecture. What's more, they experience it, because they themselves can give it a try in the ball pit when taking out the 'bankruptcy'. This helps them understand the theory behind it much better." The professor used to do this with a vase full of marbles, but that wasn't easy to see in a large lecture hall with 400 students. Not only is the ball pit more visible from the last row, Peter also makes sure that it becomes a show that they will never forget. "Once I even played the Lingo tune, but I wonder if the present generation of students has ever seen the TV show."

"Because you do something different than simply giving a lecture, you hold students' attention and so you're more successful at achieving your goal: that they learn something during your lecture. My goal is always to convey the message. What have you learned? So you not only want to make the offered materials attractive, you must also check whether they were understood."

## DEANS' CIRCLE

# 'A good initiative that I like to support'

Two members of the Deans' Circle explain why they joined it: William de Vries, Fund Manager at Triodos, and Jeanne de Loos, High Potentials Program Manager at the Ministry of Finance. Both studied economics in Tilburg.

William: "I was asked to become a member of the Deans' Circle in order to support international students, thus enabling them to come study in Tilburg. For me this is a good initiative that I like to support. I was able to study here, and would like to make this possible for others too. I think it is very important that anyone who has the ability to enroll in a study program, and has the opportunity, actually takes part in a program. For me it was possible, and I believe it is important that these international students are given the same opportunity." Jeanne is happy to give international students the chance to give their very best. "In this way we help them study what they want to study. I had that opportunity when I was a student, and I want the same for these students."

### The chance to give your very best

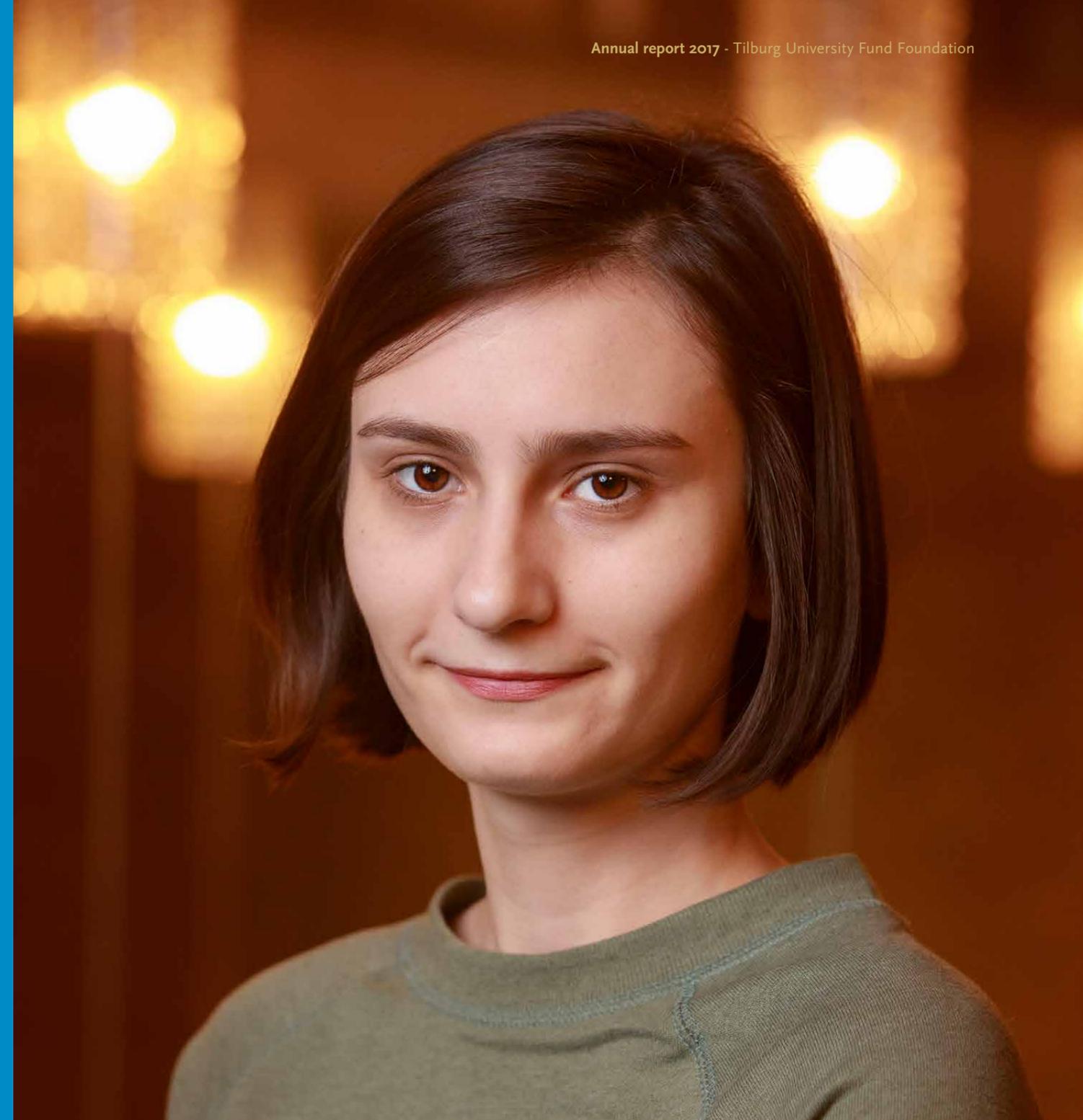
Jeanne: "I believe it is important for alumni to be part of the Deans' Circle. We have all studied at Tilburg University and are connected through this university. Together we can give international students the chance to study here too and to achieve their full potential. In this way we are doing something for the new generation of students, hence also for society." Thanks to the Deans' Circle we can create scholarships for international students that not only cover

the tuition fee, but also give students some financial leeway for living expenses. William: "In the Netherlands students get support for their living expenses from family, friends and the government. These international students do not have such a support system, so if we only paid for tuition, the students still could not come study here."

The members of the Deans' Circle met the scholarship students at the Deans' Circle dinner. Jeanne: "I was impressed by the students' knowledge and their interest in our culture and each other's culture. They are eager to learn. During the dinner I spoke to them, and it is fantastic to hear that these students also want to create scholarships down the line for future students in a similar situation."

William: "I would like to invite everyone who has studied at Tilburg University to become a member of the Deans' Circle, and give talented people from around the world the opportunity as well as the pleasure to study in Tilburg."

Look at the entire interview with William and Jeanne on [www.tilburguniversity.edu/interviewdeanscircle](http://www.tilburguniversity.edu/interviewdeanscircle)



Tea Kipshidze from Georgia is doing her Research Master in Sociology at Tilburg University thanks to a scholarship from the Deans' Circle. The Deans' Circle consists of a group of important supporters of Tilburg University. With a structural financial contribution they create scholarships for students – students who would not be able to study without financial support. These are students who deserve this opportunity, but due to circumstances in their home country or personal situation, for financial reasons cannot fulfill their dreams for the future. Alumni know better than anyone the importance of getting a university degree. But not anyone who has the right capacities gets the opportunity to study at a university. This is why the Deans' Circle was founded.

## HAVE A SEAT

# Adopt a chair and support a student

In 2017, the Have a Seat program was launched. This was a nice initiative that connects alumni to the campus. And we mean it literally: by adopting a chair, alumni join forces to create student scholarships. These chairs are in the largest lecture hall of the new educational and independent study center CUBE, which will be inaugurated in September 2018. When you adopt a chair, a plaque with your name is attached to the chair. You can even add a quote to it.

Via the website [www.tilburguniversity.edu/haveaseat](http://www.tilburguniversity.edu/haveaseat), students themselves can get in touch with the alumni whose chair has made it possible for them to study at the university. Chairs are adopted for a minimum of five years for a fixed amount of €50 per year. The proceeds are allocated to support students in developing their talents:

- Students who have difficulties as a result of extreme circumstances and need a (small) financial amount to complete their studies.

- Talented top-level sports students who need financial support to attend a game or a program abroad.
- International students who want to do a Master's program in Tilburg, but cannot afford it without your help.

Although the program was only started this year, three top-level sports students have already gotten a chance to further develop their talent thanks to Have a Seat. Open water swimmer Pepijn Smits received financial support to travel to China, and went on to earn 11th place in the World Cup in Chun'an and 15th place in the World Cup in Hong Kong. Golfer Marnix Bel participated in the Universiade (student Olympics), and powerlifter Dominique van Deursen won silver at the World University Games in South Africa.

## PROFESSOR COBBENHAGEN FOUNDATION

The Professor Cobbenhagen Foundation (SPC) and the alumni network Friends of Cobbenhagen, established at the initiative of a group of alumni, were around already before one could speak of alumni policies at Tilburg University. The foundation originated from the Tilburg Academic Economic Circle (TAEK) and is the traditional reunion association of Tilburg University. The network Friends of Cobbenhagen still retains its independent character.

The aim of the SPC is to form a relevant network for alumni, where they can make contacts and gain knowledge that is relevant for either personal or professional development and growth. The SPC also strives for the alumni network to become very close to the university so that there is always contact between the university and the members of Friends of Cobbenhagen. They offer help and advice to the university when it comes to supporting alumni policies.

The university has always received support from the 'Friends', which is hugely appreciated. This support has been invaluable in the development of the alumni office as we know it and the emergence of several alumni associations. This financial support manifests itself through a generous annual donation to the University Fund, which is used for exceptional projects supporting alumni policies.

In 2017, the contribution of Friends was used, among other things, to organize the Friends of Cobbenhagen Lecture. For a period of four years (2017-2020), Friends of Cobbenhagen in cooperation with the Tilburg University Society invites an internationally known professor every year to give a vision on current developments in society. In this way, they contribute actively to the international orientation of Dutch politics, research, education and business. The Lecture also aims to appeal to a new audience and interest potential members of Friends of Cobbenhagen. Current Master's and Bachelor's students are also involved in the initiative through the award of the Cobbenhagen Scholarship and the Cobbenhagen Prize. On 18 January 2017 the first Friends of Cobbenhagen Lecture was given to a packed audience. This is a new activity of and for Friends of Cobbenhagen in cooperation with the Tilburg University Society. The lecture, entitled The Rights and Wrongs of Economic Science, was given by the renowned Harvard economist Dani Rodrik.



Vrienden van  
**Cobbenhagen**



## OUTREACHING HONORS PROGRAM



The Outreaching Honors Program is a two-year Bachelor's honors program for students who have the ambition and passion to really make a difference in society and the business community at a national or international level. The alumni network Friends of Cobbenhagen has adopted the Outreaching Program, and several of our Friends of Cobbenhagen support this program by making indispensable financial and substantive contributions.

## DAF TECHNOLOGY LAB



The DAF Technology Lab offers high-tech facilities for students, researchers and businesses. The combination of technology and behavioral science expertise offers unique possibilities for innovative education and research. The DAF Technology Lab consists of two spaces: The Experience Room and the Research Room.

In the Experience Room students can get started in their virtual future work environment: a courtroom, a hospital or the boardroom of an international organization, where they can practice their presentation or negotiations skills. VR projection is also suitable par excellence to clarify complex concepts through visualization. For example, the workings of the brain can be explained by looking around in a virtual brain and exploring various regions. The same applies to training scenarios: tasks of machines, motors or factories could be practiced through virtual and mixed reality.

Thanks to the virtual and mixed-reality possibilities, the lab is also an ideal venue for research. Participants in experiments can easily be placed in different and unexpected environments and experiences. Experiencing these high-risk scenarios and the reaction to these types of experiences is safer and more easy to control in this virtual reality laboratory than in real life. With this expertise in virtual reality, artificial intelligence and behavioral research methods, Tilburg University contributes to its motto Understanding Society by cooperating with the business community. Several companies have entered into successful collaborative efforts with researchers from Tilburg University, on topics varying from law and ethics, economics and management, and information technology to behavioral sciences and the humanities.

## PROFESSORS FOR DEVELOPMENT



Emeriti professors of Tilburg University are helping universities in Africa by sharing knowledge with teachers, giving master classes to students, teaching the various methods of conducting research and writing proper scientific articles, and counseling PhD students. This signifies a tremendous impulse for university education in Africa, as these emeriti professors share their knowledge and experience with students from currently or previously unstable countries. In 2017, the economics faculty, with the help of teachers and researchers, collected books for a university in Liberia. Alumni volunteers inventoried these books in November, then sent them to the Liberian Embassy in Brussels, where they are now ready to be sent to Liberia. This is not as simple as it seems, explains Prof Joop Vianen: "The counselor is trying to get approval for the books to be sent to Liberia under the condition that no import duties have to be paid and the transport costs are remunerated or can be paid by the Embassy. With the new government in Liberia, spending has been considerably curbed, and special approval needs to be obtained for international payments."

## TILBURG AFRICA STUDENT & KNOWLEDGE EXCHANGE



With the project Tilburg Africa Student & Knowledge Exchange, Tilburg Law School is engaging to share the knowledge of Tilburg University with students and teachers from various African countries. This knowledge will be placed and applied in its specific context. Among the topics are Mining & Energy Law, Sustainability and Business, and Human Rights. With the donations to this project, a platform can be created where African students gain knowledge in order to tackle societal and economic problems in their own countries. The project went very successfully last year. It was seen from both sides as a two-way street, and the plans made to continue with the project in the coming five years are giving it a new impulse.

# ‘Together we can really make a difference’

“For the Board of the University Fund, the year 2017 was about changing the statutes. We started with more strictly defined roles and a clearer delimitation of the collaboration between the University Fund, the university’s Development & Alumni Relations Office (DARO) and the Professor Cobbenhagen Foundation (Friends of Cobbenhagen). All three entities are involved in keeping the ties between alumni and the university strong. The University Fund will henceforth primarily focus on fundraising, careful and independent management of these funds, and their allocation to goals following strict selection criteria. By having formally appointed a General Director, also head of DARO, who prepares and implements policy and supports the fund in the broadest sense, we have now become more effective. Lastly, we have solidified the financial processes by establishing clear signatory and decision-making authorities, creating an audit committee and designing the annual statements of accounts more efficiently.”

## Exceptional projects that have an impact

“In 2017, the University Fund again facilitated exceptional projects in the area of educational innovation and scientific research. This year two other initiatives got started. Via the Deans’ Circle donors are committed for a minimum of five years, which allows them to jointly set up scholarships for international students every year. With the more low-threshold initiative Have a Seat, alumni can adopt a chair in the new academic building. This project too supports young talent. With the donations, students who cannot complete their studies due to financial problems are able to get their diploma. Top-level sports students who have the challenge of combining sports and study also get some financial backing. It is nice to be able to say that with the help of the fund already three students have crowned their efforts with a medal.”

## ‘Proud of my roots’

“As treasurer and vice-president of the University Fund, I can give something back. The university has added a lot to my life and career in the financial sector. You become more aware of it especially when you look back. In addition, the university operates in a large

network with old classmates who by now have important positions in all sectors of society. Our common Tilburg University roots are something to be proud of, and as far as I’m concerned we should all be contributing more actively. I enjoy doing this together with my fellow board members and the staff of DARO. Together we can really make a difference. As a board member I am comfortable delegating preparation and implementation of the policy to the team. This makes offering our time, experience and network to the Fund effective as well as fun.”

## Support needed

“During the first two years of the new, small board we established a stable fund. Now it is time to expand our board with a few new members. We are also looking for members for the new Fundraising committee, which will professionalize the fundraising process and thus increase the resources. The fund can contribute so much more to the quality of education and research at the university, as well as add visible value outside the university.”

## JACQUELINE LOMMEN

Jacqueline Lommen graduated with a degree in economics in 1988. The common thread in her career has been pensions in Europe. As a senior pension strategist with State Street Global Advisers her focus lies on Northern Europe. In addition to this role she holds various other positions, including treasurer and vice-president of the University Fund.

## TAKING ON TOMORROW'S CHALLENGES

*Tilburg University is taking on the challenges of tomorrow – challenges to contribute to the quality of the society of today and tomorrow in completely new ways. Understanding Society.*

### OBJECTIVES

In 2017, the Board conducted a thorough analysis of the suitability of the original statutes for the future of the Tilburg University Fund. The Tilburg University Fund Foundation, together with Tilburg University, has expressed high ambitions in terms of fundraising. Tilburg University has invested in formulating a strategy and plan of action for major donations, and has appointed a fundraiser position per January 2018. The Board of the Tilburg University Fund Foundation, together with Tilburg University, has carefully examined the goal of the University Fund, resulting in a new statutory definition for it:

1. The objective of the Tilburg University Fund is to promote education, research and impact in relation to Tilburg University and everything connected to it in the broadest sense of the word.
2. The Tilburg University Fund strives to achieve this objective by, among other things:
  - a. raising funds;
  - b. independent, careful management and allocation of raised funds;
  - c. making financial means available to Tilburg University and its staff, students and alumni;
  - d. performing all further actions that relate to the above in the broadest sense of the word or which benefit it.

In practice, this comes down to accomplishing:

- scholarship programs for international students who lack sufficient financial means, and for talented students of Tilburg University who want to study abroad at top universities.
- professional phone campaigns, a mid-level and a major donor program to support implementation of the objectives of the Tilburg University Fund Foundation (research, education and impact), plus steps toward a bequest program.

### PRINCIPLES

When raising funds, the Development & Alumni Relations Office (DARO) fulfills an initiating and facilitating role for the Tilburg University Fund Foundation. It organizes active requests for funds and also works according to demand. When potential patrons themselves indicate being interested in financing a specific study program or project, Development & Alumni Relations searches within Tilburg University for a study program or a project that fits this interest.

For the management and allocation of the raised funds, the board intends to let itself be assessed by an Investment committee. This committee consists of alumni that advise the board about allocating non-earmarked funds (funds for which a donor has given no specific allocation). For this advice the committee uses the criteria established by the board together with Tilburg University.

### ACHIEVED RESULTS

Giving to a university is investing in the future. With donations totaling €400,119, in 2017 the University Fund was able to support exceptional students as well as educational and research projects. Four students got a scholarship to start their Master's program at Tilburg University. This gives them the basis for a good career and enables them to contribute to society. We have made exceptional educational projects possible, such as the Tilburg Africa Student & Knowledge Exchange program, in which students from Tilburg share their knowledge with students in Africa. We were also able to support research that helps solve societal problems. This research fits with the motto of Tilburg University: Understanding Society.

### THE FUTURE

The primary role of the University Fund is to be the vehicle through which Tilburg University can raise funds, attract them in a way that is fiscally appealing, and manage and allocate them transparently. The fund has a warm and strong relationship with the university, and has positioned itself close to it. Tilburg University research, education, impact and facilities are the only goals for which funds are raised and for which funds are disbursed. The Tilburg University Fund Foundation is responsible for raising and managing these funds.

In 2018, the Major Giving Program for the University Fund will be launched, seeking cohesion with the impact themes defined by the university. To support

this program, a fundraising committee has been established for which the presidency of the board might be combined with the presidency of the fundraising committee. There will also be close cooperation with the Impact Team of Tilburg University. This team sets up research programs with societal involvement, for the themes *Empowering a Resilient Society*, *Enhancing Health and Wellbeing*, and *Creating Value from Data*. Cooperation with this team ensures that projects with societal involvement are boosted by donations from society.

In the coming year the phone campaigns will be professionalized and the Deans' Circle expanded, and a further impetus will be given to the bequest program. The Have a Seat project will also be continued.

## ANNUAL STATEMENT 2017

### KEY FIGURES

	2017	2016	2015	2014	2013
Received donations	€ 400.119	€ 394.282	€ 397.770	€ 378.572	€ 285.851
Disbursed donations	€ 251.969	€ 515.077	€ 334.275	€ 228.023	€ 241.774
Bank transfer fees	€ 998	€ 991	€ 900	€ 794	€ 430
Reserve	€ 534.510	€ 387.358	€ 509.144	€ 446.545	€ 296.790

### BALANCE SHEET PER 31-12-2017 (after appropriation of the result, all amounts in €)

	31-12-2017	31-12-2016
<b>Assets</b>		
Gains to be received	6.801	0
Liquid assets	527.709	387.358
<b>Total assets</b>	<b>534.510</b>	<b>387.358</b>
<b>Liabilities</b>		
Costs to be paid	0	0
General reserve	534.510	387.358
<b>Total liabilities</b>	<b>534.510</b>	<b>387.358</b>

### OPERATING ACCOUNT 2017 (all amounts in €)

	2017	2016
<b>Gains</b>		
Received donations	400.119	394.282
<b>Total gains</b>	<b>400.119</b>	<b>394.282</b>
<b>Expenses</b>		
Disbursed donations	251.969	515.077
Other expenses	998	991
<b>Total expenses</b>	<b>252.967</b>	<b>516.068</b>
<b>Operating Results</b>	<b>147.152</b>	<b>- 121.786</b>

### EXPLANATION OF THE ANNUAL STATEMENT

The Tilburg University Fund Foundation is included in the 2017 consolidated annual statement of accounts of Tilburg University. Means are being made available by Tilburg University so that the tasks of the Tilburg University Fund can be implemented. The Fund will be facilitated by the Development & Alumni Relations Office. Personal expenses and the like will therefore be listed in the annual statement of accounts of Tilburg University.

### GAINS

The gains of the Tilburg University Fund Foundation amounted to €400,119 in 2017. The financial resources of the University Fund consist of:

- inheritances and donations;
- other donations, gifts and contributions;
- subsidies;
- sponsor monies;
- any other legally obtained monetary means.

### DONATIONS 2017

Funds	Received	Disbursed
TISEM Annual Fund	€ 66.223	€ 47.490
TLS Annual Fund	€ 44.528	€ 4.562
TSB Annual Fund	€ 32.878	€ 26.660
Student Scholarships	€ 0	€ 8.000
Deans' Circle	€ 23.500	€ 0
Have a Seat	€ 5.988	€ 1.558
Professor Cobbenhagen Foundation (SPC)	€ 59.940	€ 54.940
Outreaching Honors Program	€ 48.280	€ 0
Professors for Development	€ 225	€ 0
DAF Technology Lab	€ 101.750	€ 100.000
Tilburg Africa Student & Knowledge Exchange Program	€ 11.200	€ 7.929
Other Projects	€ 5.609	€ 830
<b>Total</b>	<b>€ 400.119</b>	<b>€ 251.969</b>

### DISBURSED DONATIONS

In 2017, a total amount of €251,969 was disbursed to or on behalf of Tilburg University, staff and students; the allocation was in line with criteria proposed by Tilburg University and established by the Board, and in line with any wishes expressed by donors.

### OTHER EXPENSES

Other expenses of the Tilburg University Fund Foundation in 2017 amounted to €998. This involves various bank transfer fees.

### OPERATING RESULTS

The cash flow of the University Fund is divided over a number of funds. Received and disbursed donations are allocated to these Funds. A large part of the donations is allocated over a span of multiple years. Disbursements to projects can also be spread over multiple years. In 2017, considerably more came in

than was disbursed, which resulted in a positive operating result. The positive result is reserved temporarily in the general reserve of the University Fund, and disbursed from that source in the subsequent year. It is not a goal of the Tilburg University Fund to build up reserves. Reserves are formed only by non-disbursed donations or by projects which in the end needed less monies than was initially requested.

### 2018 ALLOCATIONS

Because the project application round took place late in 2018, a large part of the disbursements will take place next year. A total amount of €104,233 has been earmarked for 2018. This amount will finance 14 projects.

## EXPLANATORY NOTES

### PHONE CAMPAIGNS

The donations from the phone campaigns are used to finance scholarships for international students and for various projects within the Schools. Alumni Boards of the Schools advise about allocation of these funds. Because the application round for disbursement of the donations in 2017 took place rather late in the year, a large part of the projects that received financing will only get started in 2018. This explains why the Tilburg University Fund has shown a positive result on these School phone campaign funds.

#### *TiSEM Annual Fund*

In 2017 donations in the amount of €66,223 came in, including pledged multiple-year gifts from phone campaigns of preceding years. The amount of €47,490 was disbursed to projects and scholarship students in 2017. The positive result flowed into the general reserve of the University Fund and will be disbursed in 2018. From the last application round, €29,698 have already been committed to disbursements for 2018.

#### *TLS Annual Fund*

In 2017 donations in the amount of €44,528 came in, including pledged multiple-year gifts from phone campaigns of preceding years. The amount of €4,562 was disbursed to projects and scholarship students in 2017. The positive result flowed into the general reserve of the University Fund and will be disbursed in 2018. From the last application round, €36,200 has already been committed to disbursements for 2018.

#### *TSB Annual Fund*

In 2017 donations in the amount of €32,878 came in, including pledged multiple-year gifts from phone campaigns of preceding years. The amount of €26,660 was disbursed for projects and scholarship students in 2017. The positive result flowed into the general reserve of the University Fund and will be disbursed in

2018. From the last application round, €35,044 have already been committed to disbursements for 2018.

### STUDENT SCHOLARSHIPS

In 2017, no specific new donations for scholarships came in. Nonetheless, this year €8,000 was disbursed from this fund. This happened via the general reserve of the University Fund, with the built-up reserve from previous years due to still-undisbursed donations.

### HAVE A SEAT

In 2017, donations in the amount of €5,988 were collected. Out of this amount, €1,558 was disbursed in 2017 to three top-level sports scholarships. The remaining monies are expected to be disbursed to students in 2018.

### DEANS' CIRCLE

In 2017 donations in the amount of €23,500 were collected. An amount of €14,000 has already been allocated to a scholarship student but its disbursement will only take place in 2018. The positive result flowed temporarily into the general reserve of the University Fund and will be disbursed in 2018.

### DAF TECHNOLOGY LAB

In 2017 the Tilburg University Fund Foundation received a donation of €100,000 from the Paccar Foundation (DAF Trucks) and disbursed it to the DAF Lab. The Paccar Foundation (DAF Trucks) has approved a four-year donation of €100,000 per year. This donation ran from 2013 to 2017.

Additionally, €1,750 in smaller donations came in via businesses. The positive result for 2017 flowed into the general reserve of the University Fund and will be disbursed in 2018.

### PROFESSOR COBBENHAGEN FOUNDATION

In 2017 this fund received €59,940 and disbursed €54,940 to the university. This amount was allocated, among other purposes, to support the Friends of Cobbenhagen Lecture, which Tilburg University organized in January 2018 together with Friends of Cobbenhagen. In 2014 and 2015 the donations of SPC were not disbursed in their entirety to the university, hence a reserve remained that is being held within the general reserve of the University Fund on behalf of the SPC Fund. This reserve will be allocated in the coming years to the Cobbenhagen Lecture and to further support alumni policies (online magazine in 2018), in close consultation with the donor, Professor Cobbenhagen Foundation. Friends of Cobbenhagen members pay a yearly contribution fee to the Professor Cobbenhagen Foundation (SPC). These fees are deposited to the bank account of the SPC. Every year the SPC donates half of its received contribution fees to the University Fund. These are the yearly gains that come in to the SPC Fund.

### OUTREACHING HONORS PROGRAM

This fund received €48,280 in 2017. Because the program is in a transition stage, in consultation with the donors it was decided that part of the financing will be used for a new start after the Outreaching Honors Program is modified. This is why no further disbursements were made in 2017. Any positive result flows into the general reserve of the University Fund and will be disbursed in 2018.

### PROFESSORS FOR DEVELOPMENT

In 2017, donations were received in the amount of €225. Any positive result flows into the general reserve. The project leaders indicate that in 2018 costs will be incurred again for the project.

### TILBURG AFRICA STUDENT & KNOWLEDGE EXCHANGE PROGRAM

In 2017 donations in the amount of €11,200 were received and €7,929 disbursed. Any positive result flows into the general reserve.

### OTHER PROJECTS

In 2016 the Board of the University Fund merged a number of residual items into a fund for other projects. This is for donations that are not linked to a specific fund. Smaller, independent applications will be financed from this fund. In 2017 the Other Projects Funds received a number of donations. The Library & IT Services department of the university sold outdated hardware and donated the proceeds (€4,359) of the sales to the University Fund. Additionally, smaller donations were made in the amount of €1,250. The only disbursement made in 2017 is an amount (€830) to the Econasium. In 2018 these monies will be allocated to a variety of smaller projects.

## DONORS

**IN 2017 WE WELCOMED MANY NEW DONORS WITH THE PHONE CAMPAIGN, HAVE A SEAT AND THE DEANS' CIRCLE. THANK YOU FOR YOUR SUPPORT!**

### PHONE CAMPAIGN 2017

Bart van Aalst	Corné Bouman	Cristel Elias	Houke Holswilder	Peter Koen	Roger van Montfort	Merla Roels	Bas Theys
Harold Achterkamp	P.J.M. Boussem	Berend Elzen	Karin Holthuis	Jan de Kok	Marcel Moonen	David Rogozinski	Marijke Thissen
Kamala Adhikari	Inge Bouts	Hans van Engelen	Anne-Sophie van Hoof	Hans Konings	Roland de Moor	Christina Rompa	Dagmar Timmers
Miriam Aerts	Martien Bouwmans	Margot Enthoven	Hannie van Hooff	Bram Kools	Mark van de Moosdijk	Thijs Rempelberg	Tony Tonnaer
Rob van den Aker	Wim Braams	Jan van Esch	Hans Hooftman	Chris-Anne van Kooten - Verhoeven	Lindsay Mulder	Tilmar Roosjen	Peter Tuijelaars
Bert Alink	Anneke Bramer	Rolf Everhardus	Marc ten Hoor	Bart van Kraaij	Dirk-Jan Mulders	Petra de Roover	Marc Turlings
Annemarie van Alphen	Ruud Brekelmans	Paul Feijen	Wendy van Horen	Helma Krijger	Carlos Mutsaers	Dick van Rosmalen	Marco Veerman
Marc Andriessen	Renée Brent	Anita Fransen	Frank Hormes	Carine Kuijten	Frans Mutsaers	Marie-Cecile Rossen	J.J. van der Veldt
Angélique Appels	Thirza Brinkhoff-Reesink	Jurgen Freijzer	Dian van Horrik	Maaïke Kuiper	Marijke Nagelkerke	Hans de Rouw	Marga Verhagen
Jaap Appels	Alex van den Broek	Andre Frietman	Erwin van der Horst	Jos van der Laak	Wieneke Nagtegaal	Kim de Ruiter	Jozef Verheggen
Wim Arts	Ruben van den Broek	Ronald Garretsen	Olav Houben	Ingrid de Laat	Herman Niehof	Joze van de Sande	Jan Verheij
Annemarie van Asseldonk	Dominiek Buckers	Rob Gerlings	Rob Houben	Tak Chin Lam	Bas Nielander	Michel van der Sanden	Toon Verheugt
Meindert Attema	Helmut Buddemeijer	Toufek El Ghazi	Hans van Huet	Johan Langerak	Jan Nieuwenhuis	Ronald van Scharrenburg	Ward Verkuylen
Gillina Baaij	Alex Buijsman	Miriam Gianotten	Bram van Huijgevoort	Bert van Lankveld	Sylvia Nijhoff	Theo Schelfhout	Jan Verleisdonk
Coen van Baal	José Buitendijk	Maurice de Gier	Ilona Huijs	Frederique Laugeman	Ton Nilsen	Maurice Schellekens	Marc Vermeulen
Ria Baars	Brent Burg	Nanou van Gils	Rene Hultermans	Patrick Lazaroms	Marloes van Noorloos	W.R.H. de Schepper	Mariëke Vermeulen
Tjerk Baas	Mariëtte Casant-Smulders	Inge Godthelp-Teunissen	Richard Ignacio	Mattie Lebox	Christine van Noort	Arold Schers	Remco Vermeulen
Luuk Barten	Robbert Coenmans	Margot Goeijers	Stephan Jacobs	Kees van der Lee	Bert van Oers	Heerke Schiphof	Martijn Veron
John Bastiaansen	Gabrie Conradi	René Goossen	Martin Janse	Lester Lee	Gerben van Oijen	Riette ten Scholten Linde	Antoon Verputten
Joris Baten	Angela Coppelmans	Frank van der Gouw	Bert Janssen	Chris Leegwater-Vinke	Wibo van Ommeren	Gitta Schoonus	Jeanette Verschuure
Kicky van Bavel	Sjaak Cox	Henry Goverde	Fred Janssen	Bob van Leeuwen	Serge Oonincx	Casper Schouten	Joost Verwer
Yuri van Bavel	Coen Cransveld	Stan de Greef	Joep Janssen	Antoine Leroux	Raïscha O'Prinsen	Mariël van Schravendijk	Marjon Vinck
Toine van Beckhoven	Jos Custers	Gerrit Grit	Joos Janssen	Harry van der Linden	Ronald den Ouden	Ralf Schreurs	Remco Vink
Bob van Beers	Bart voor den Dag	Gabriel de Groot	Leslie Jaquet	Victor van der Linden	Tobias Oversteegen	Roelie Schuring	Ton Visser
Jasper Beijneveld	Sven Dallau	Wil de Groot	Christel de Jong	Mark van der Looij	Annoeska Pals-Rubbens	Marinus Sipkens	Gerben Vreugdenhil
Piet de Bekker	Wim Dictus	Kim Guldenmundt-van	Fred de Jong	Ronald van Loon	Pedro Papen	John Slenter	Wouter Wachtels van den Berg
Koen Berends	Colette van Dijk	Lammeren	Janine Jongepier	Bas Loontjens	Gert-Jan Pasman	Maarten Smeets	Berg
Walter van den Berg	Enrico Dijkstra	Wil van Gurp	Rob van Kaathoven	Sjef L'ortye	Rob Paulussen	Patricia Smits	Harry Wasseveld
Tim Berkelaar	Jean Dols	Jessica Hagoort	Pim Kakebeeke	Henk Maas	Edwin Peeters	Jan Snijders	Niek Westenberg
Eline van Berlo	Tim van Dooren	Laura Hamers	Cass Kamp	Michiel Maas	Peter Pennartz	Angelo Somers	Thijs van Wetten
Ton den Bieman	Stefan Dost	Cindy Haveman	Janneke Kamp-van Kleven	L.H.M. Maessen	Veronica Perozo Alberti	Saar Spanjaard	Martien van Wezel
Paul Biemans	Bert Driessen	Jeroen Haverslag	Astrid Kelderman	Gerben Maij	Saskia Peters	Luc Spiegels	Ted van de Wijdeven
Ditske Bijl	Nick Driessen	Anneke von Heijden	Bert van den Kerkhof	Shi Yee Man	Frank Philippart	Astrid Spierings	Tessa Wijnen
Rosalie de Bont	Marcel Duckers	Ellen Hendriks	Harrie Kessel	Nadia Marouane	Urvin Pinas	Rob Spitters	Hans van den Wijngaard
Gerard van den Boomen	Anton van Duijnhoven	Carlijn Hermans	Stef van Kessel	Roeland Mathijsen	Wilma van Pinxteren	Marijn Sponselee	Dorothe Wilbers
Henry van der Borg	Tamin Dusseljee	Anny Hermans-Franssen	Bert Klijs	Pauline Meester	Rob van de Plas	Hans Staaïjen	Susan Wiltink
Irmgard Borghouts	Huub van Eijk	Sander Heutink	Jan Klinckenberg	Fons Meijer	Antoine Platen	Stephanie Staats	Loes Winsemius
Egon Borghuis	Wendy van Eijk	Marco Hoeks	Waldo Kloor	Suzanne van Melis	Marcella Polis	Erik van Stek	Arend Wissink
Gert-Jan Bosman	Bas Eilers	Eric Hoepelman	Suzelle Koeken	Gerjan Mensink	Gerard Popelier	Kasper Stoffels	Robert Withagen
				Henk van de Merwe	Tjerk Prince	Roderick Stoffels	Eric Witte
				Erik-Jan Metselaar	Paul Quadackers	Roel van Stokkom	Moniek Wolters
				Dion Meuwissen	Sanneke van Raaij	Rob Stovers	Geoffrey Woodrow
				Sjoerd Michels	Sander Reijners	Rob van Straaten	Mao-Fa Yeh
				Gerard Mimpfen	Gilbert Relou	Hans Strijbosch	Janneke van der Zande
				Esther Mohammed	Arjan Reubzaet	Luc Swaab	Marjolein Zeebregts
				Hosseini	Sven van de Riet	André van Swelm	Rosaline Zeeman
				Bas Monster	Trude Rietveld	Ron Swens	Bart Zonnenberg
					Corry van Rijkevorsel-Maas	Patrick Tack	Jos Zonnenberg

## HAVE A SEAT

Dennis Baas  
Sandra Blom  
Bart Bronnenberg  
Nigel Claus  
Faruk Demircioglu  
Omid Feyli  
Johanna M. Gröne  
Marjon Habets  
John Heller  
Mies Hezemans  
Paul Hoeijmans  
Freek Hoeksema  
Bob Hoogendoorn  
Cecile Hubregsen  
Philip Chilton Jackson  
Thomas Jansen  
Ferenc Jongejan  
Erik van Kempen  
Jan F. Klein  
Frederique Knoet  
Urschi Koetje-van der Muren  
Marieke de Kort  
Wessel Kouw  
Jos van Lange  
Astrid Lansbergen  
Hans-Georg van Liempd  
Ronald Lievens  
Remco Maandag  
Jerre Maas  
Fons Maes  
Marc Meeuwis  
Laura Niemeijer

Wim Nieuwenhuis  
Miranda Noordermeer  
Herman Oonk  
Marjolein Oonk-Pallandt  
Pepijn Yoshua Pastoor †  
Michiel Peeters  
Maria Elena Perici Calascione  
Geert-Jan Peters  
Thijs Pieters  
Mark Johan Pijlman  
Dennis van de Pol  
Tim Reeskens  
Jan Renkema  
Hugo Reumkens  
Gijsbrecht van Schalkwijk  
Ineke Sijtsma  
Oscar Smeets  
Patty Sondagh  
Stephanie Staats  
Chris ter Steege  
Lotte Swart  
F.G. Teunissen †  
Marlie van der Heijden - van  
Lieshout  
Astrid van Eeten  
Simeon van Eijl  
Sjef van Kemenade  
Caecilia Johanna van Peski  
Ada van der Velden  
Aniek Verhoeven  
René Voogt

## DEANS' CIRCLE

Antoine de Bok  
Bart Delnooije  
Pam Dupont  
Alexander van Eerden  
Sylvester Eijffinger  
Eric Engesaeth  
Tom Erkens  
Willem van Genugten  
Roger Gerritzen  
Ron Joosten  
Frederique Knoet  
Olaf Leurs  
Paul Lindenaar  
Jeanne de Loos  
Rob Mallant  
Jos Paffen  
Olaf van der Pennen  
Eduard Ponds  
Pieter Rambachs  
Gerard Riemen  
Tiny Sanders  
Eric Sas  
Laurens Tijdhof  
Ruud van de Ven  
Ivo Verheijden  
Inge van Vijfeijken  
Ad Vingerhoets  
William de Vries

*Thank you!*

## COLOPHON

This is a publication of the Tilburg University Fund Foundation

**Interviews:** Jens Thomaes, Aniek Verhoeven

**Editors:** Development & Alumni Relations, Tilburg University

**Design and production:** PrismaPrint, Tilburg University

**Photography:** Dolph Cantrijn, Marjolein Tap, Cindy Tilleman, Peter van Vugt, iStock

## MAILING ADDRESS

Tilburg University  
Tilburg University Fund  
Postbus 90153  
5000 LE Tilburg

## VISITING ADDRESS

Tilburg University  
Warandelaan 2  
5037 AB Tilburg  
Telephone number: +31 13 - 466 8701

[universiteitsfonds@tilburguniversity.edu](mailto:universiteitsfonds@tilburguniversity.edu)

[www.tilburguniversity.edu/universityfund](http://www.tilburguniversity.edu/universityfund)

IBAN: NL60ABNA0492704287  
RSIN: 820384938  
KVK: 17240481

