

Evaluation 2011-2016

NSCR

**Netherlands Institute for the Study of Crime
and Law Enforcement**

Amsterdam, 29 September 2017

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1 Introduction

1.1 Scope and context of this review

This evaluation concerns the research carried out at the Netherlands Institute for the Study of Crime and Law Enforcement (NSCR) since 2011. The evaluation was commissioned and organised by the Netherlands Organisation for Scientific Research (NWO) and supported by Dialogic Innovation & Interaction and Birch Consultants. The external evaluation follows the Standard Evaluation Protocol 2015-2021 (SEP, amended version September 2016). This is the protocol for research assessment in the Netherlands as agreed upon by NWO, the Royal Netherlands Academy of Arts and Sciences (KNAW) and the Association of Universities in the Netherlands (VSNU). The primary aim of the assessment procedure is to reveal and confirm the research quality, relevance to society and viability and to provide recommendations to improve these aspects. In addition, the procedure includes considerations with regard to PhD programmes, the research integrity and diversity of the (scientific) staff. Moreover, the NWO Executive Board posed some additional generic and specific questions, relating to the institute's added value and specific role in the national and international context, its role in stimulating and facilitating knowledge utilisation and open access, and how its structure, size and financial policy contribute to its mission. Moreover, the NWO Board posed a specific question concerning the role NSCR has fulfilled in the international context and especially within Europe.

An international Evaluation Committee was established and asked to produce a reasoned evaluation of the institute and its research programmes, in accordance with the SEP. Prior to the external evaluation, NSCR submitted a self-assessment document covering the period 2011-2016 including a strategic forward look. This report was approved by the NWO Executive Board on July 5, 2017. The self-assessment report and addendum included a SWOT analysis and a full set of statistics at institute and programme level concerning input (finances, funding and staff) and output (refereed articles, books, PhD theses, conference papers, publications aimed at the general public, and other output) for the six years prior to the evaluation. A number of tables were included about research staff, main categories of research output, funding, and PhD candidates (see SEP appendix D, D3). The self-assessment report therefore offered a concise picture of the institute and research groups' work, ambitions, output and resources in accordance with the guidelines provided by the SEP. A site visit formed an important part of the evaluation and included interviews with the management of the institute, the programme coordinators, other levels of staff, international visitors and external stakeholders, and a tour of the institute's facilities.

1.2 The Evaluation Committee

The Evaluation Committee was appointed on September 27, 2017 by NWO Executive Board. The members of the NSCR Evaluation Committee were:

NSCR	Affiliation	Expertise
<i>Chair</i> Stephan Parmentier	KU Leuven	Sociology of Crime, Law and Human Rights
Peggy Giordano	Bowling Green State University	Sociology
Kees van den Bos	Utrecht University	Social Psychology Including the Social Psychology of Organisations; Empirical Legal Science

Kate Bowers	University College London	Security and Crime Science
Emile Kolthoff	Open University	Criminology and Criminal Justice
Bert Berghuis	Retired Government Official (Department of Justice)	Policy domain of Crime and Justice

A short curriculum vitae of each of the members is included in Annex [1]. The Committee was supported by NWO (Patricia Vogel) and Birch Consultants (Jan Peter van den Toren).

Before the site visit all members of the Committee signed the NWO Code of Conduct, by means of which they declared that their assessment would be free of bias and without regard to personal interest, and that they had no personal, professional or managerial involvement with the institute or its research programmes. It was concluded that the Committee had no conflicts of interest.

1.3 Data supplied to the Committee

Eight weeks prior to the site visit the Evaluation Committee received the self-assessment report of NSCR together with the site visit programme and an accompanying letter. The documentation supplied to the Committee included all the information required by the SEP as well as by the additional questions raised by NWO.

Prior to the site visit the Committee was informed about the Dutch science policy and the organisation of scientific research in the Netherlands, about (the transition of) NWO and the governance structure of the NWO research institutes.

During the site visit the Committee received further documentation about the NSCR budget 2018, and had a selection of recent articles and publications at its disposal.

1.4 Procedures followed by the Committee

The Committee proceeded in accordance with the Standard Evaluation Protocol 2015-2021. The assessment was based on the NSCR self-assessment report and the other documentation provided by NWO, the institute, and the interviews.

The interviews took place during the site visit made from September 28 to 29, 2017. The programme of the visit is included in Annex 2.

The Committee met on the afternoon and evening preceding the site visit to discuss and plan the interviews with staff, board and stakeholders of the institute.

They decided on the final site visit programme, including the listed PhD candidates and postdocs who were to be interviewed. The Committee agreed on procedural matters and aspects of the assessment as described in the following paragraphs.

During its pre-meeting on September 27, 2017 the Committee met with prof. dr. Wim van den Doel, member NWO Executive Board who formally installed the Committee.

The interviews with the NSCR's Management Team, Governing Board, Scientific Advisory Committee, senior research staff, PhD students, postdocs, support staff, international fellows and external stakeholders took place during the site visit on September 28-29, 2017. All interviews were conducted by the entire Committee.

After completing the interviews the Committee discussed the findings and scores on the institute and its research programmes and determined the final assessment.

At the end of the site visit, the Evaluation Committee had a meeting with the NSCR director and Management Team, a member of the NSCR Governing Board and a representative of the NWO Executive Board to report on the Committee's preliminary main findings.

On November 2017, 24 a draft version of this report was sent to the NSCR's director for factual inaccuracies. The report was subsequently submitted to the NWO Executive Board.

1.5 Aspects and assessment scale

The Standard Evaluation Protocol 2015-2021 required the Evaluation Committee to assess three main aspects of the institute and its research. These are (as described in the SEP):

1. *Research quality.* The Committee assesses the quality of the institute's research and the contribution that research makes to the body of scientific knowledge. The Committee also assesses the scale of the institute's research results (scientific publications, instruments and infrastructure developed by the institute, and other contributions to science).
2. *Relevance to society.* The Committee assesses the quality, scale and relevance of contributions targeting specific economic, social or cultural target groups, of advisory reports for policy, of contributions to public debates, and so on. The point is to assess contributions in areas that the institute has itself designated as target areas.
3. *Viability.* The Committee assesses the strategy that the institute intends to pursue in the years ahead and the extent to which it is capable of meeting its targets in research and society during this period. It also considers the governance and leadership skills of the institute's management.

These three main evaluation criteria were rated according to a four-category scale, as specified in the SEP. The verdict was given in qualitative form, though a quantitative figure could be added. The scale is as follows: 1. World leading/excellent; 2. Very good; 3. Good; 4. Unsatisfactory (see Annex 4).

The Evaluation Committee considered three additional topics. These are:

1. *PhD programmes.* The Evaluation Committee considered the supervision and instruction of PhD candidates.
2. *Research integrity.* The Evaluation Committee considered the institute's policy on research integrity and the way in which violations of such integrity are prevented.
3. *Diversity.* The Evaluation Committee considered the diversity of the institute. It is precisely the presence of mutual differences that can act as a powerful incentive for creativity and talent development in a diverse institute.

These topics were considered in qualitative terms (instead of using the four-category scale).

In addition to the topics above NWO formulated three supplementary questions for all NWO institutes and one specific question for NSCR:

1. What is the institute's added value in the national context and its international position?
2. How does the institute stimulate and facilitate knowledge utilisation and open access?
3. How does the institute's structure, size and financial policy contribute to its mission?
4. What role has NSCR fulfilled in the international context and especially within Europe?

2 Institutional framework of NSCR

2.1 Mission

The mission of NSCR is to conduct independent, fundamental and multidisciplinary research into crime and law enforcement, to achieve scientific progress and evidence-based knowledge for society in general, and in particular for the criminal justice system.

In order to fulfil that mission, NSCR has four objectives: 1) to conduct high-quality research and collect and maintain unique large-scale (longitudinal) datasets that facilitate and renew national and international multidisciplinary research on crime and law enforcement; 2) to provide evidence-based knowledge to the academic community and inform criminal justice policy making and -analysis; 3) to develop and maintain an (inter)national network of research partners, in collaboration with universities, research institutes, and policy makers as well as professionals in the criminal justice system; 4) to train early stage researchers.

2.2 Research

From 1999 until early 2016, researchers within NSCR were assembled in theme groups, centred on the three central research questions:

- What explains the spatial patterns of crime?
- What explains individual pathways in and out of crime?
- What (criminal justice) interventions follow and what impact do these have?

By early 2016, towards the end of the current evaluation period, researchers were reassembled into (eleven) clusters, centred around substantive topics:

1. Spatial and temporal crime patterns
2. Cybercrime
3. Computational Criminology
4. Wildlife crime
5. Criminal Events
6. Technological innovations in research
7. Empirical Legal Studies
8. Sanctions
9. Life-course
10. Intergenerational
11. Terrorism & Extremism

2.3 Organisational structure

The Netherlands Institute for the Study of Crime and Law Enforcement (NSCR) was established in 1992 as a national research institute at the behest of the Netherlands Organisation for Scientific Research (NWO) and the Netherlands Ministry of Justice.

NSCR was hosted by Leiden University until 2009, after which the institute moved to the VU University campus and has collaborated since with VU University researchers in an interfaculty research institute ('Phoolan Devi', now Amsterdam Law and Behaviour Institute

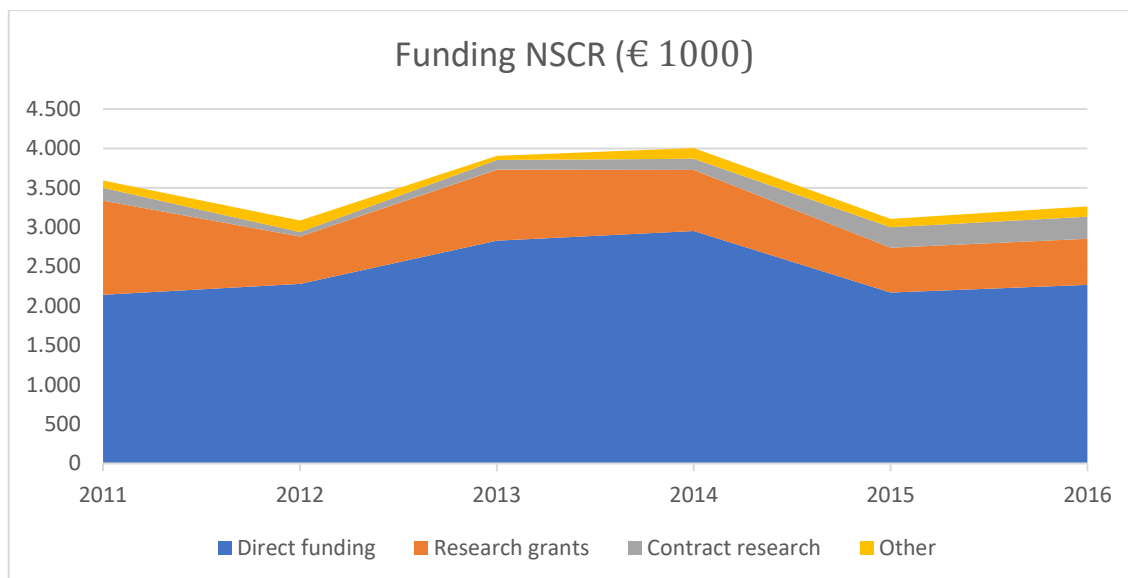
'A-LAB'). NSCR established numerous collaborations with top-level international researchers, mainly stemming from Anglo-Saxon countries such as the United States and the United Kingdom, liaising with both established professors and early stage researchers. The institute has always been independent, being a foundation with its own board appointed by NWO. Both the Netherlands Ministry of Justice (until 2015) and the host University have the right to nominate one Board member.

VU faculties that collaborate with NSCR in research projects and PhD research are: the Faculty of Law, the Faculty of Behaviour and Movement Sciences, the Faculty of Economics and Business Administration, the Faculty of Social Sciences, and the Faculty of Sciences.

2.4 Financial matters

Over the years, NCSR finances have waxed and waned, with non-indexed funding by NWO declining in real terms. An initial contract with VU University was signed in 2009, following 2008 temporary additional funding for strengthening NSCR's mission based on a favourable review of the mid-term evaluation. Staff was at a high of 41.3 in 2011. Both total funding and staff numbers have subsequently dropped. From 2014 to 2015, direct funding went down by almost 800 k€ and remained low in 2016. NSCR conducted more contract research but this could not compensate the drop. At the same time, the initial contract with VU University that had been signed in 2009, proved to be impossible for the VU to meet. While the first cohorts of PhD students graduated, no new PhDs were hired. Over the entire period under the first VU contract (2009-2016), the agreed senior staff resource was not put at the disposal of NSCR. The effect of the financial fluctuations is reflected most markedly in the dip in PhD students, from 2014 onwards. After two years of negotiations, a new, sustainable contract was signed in September 2016. All in all, NSCR's financial situation over the evaluation period has been tight. Funding is summarized in table 1.

Table 1 Funding						
NSCR (in k€)	2011	2012	2013	2014	2015	2016
<i>Funding:</i>						
Direct funding	2.142	2.279	2.828	2.952	2.170	2.266
Research grants	1.194	604	902	777	569	587
Contract research	165	54	125	140	261	282
Other	93	150	52	136	105	130
Total funding	3.594	3.087	3.907	4.005	3.105	3.265
<i>Expenditure:</i>						
Personnel costs	2.780	2.622	2.914	2.903	2.432	2.625
Other costs	929	849	916	735	809	700
Total expenditure	3.709	3.471	3.830	3.638	3.241	3.265

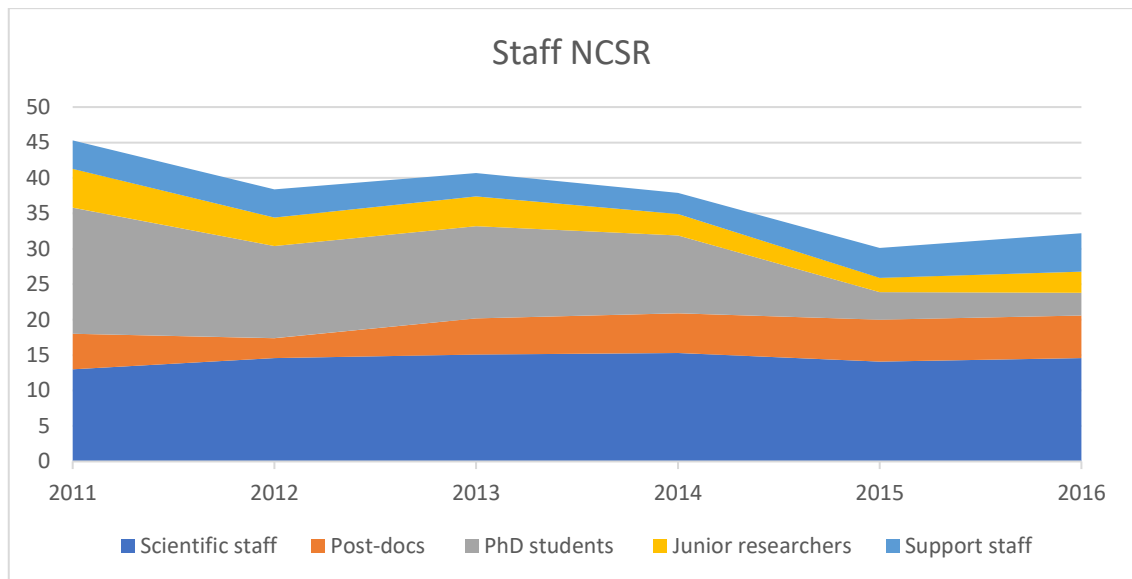


2.5 Staff

Most employees are research staff. Senior staff constitutes a little under 50% of all research staff, PhD staff amount to between a third and a quarter of all research staff. Postdocs are generally a smaller fraction. It should be noted that Table 2 describes all staff (and associated finances) hired and paid for by NSCR, as well as all VU staff collaborating with NSCR as stipulated under the VU contract. More researchers are however affiliated with NSCR. This means that actual research staff has over the years generally been higher.

NSCR	2011	2012	2013	2014	2015	2016
Scientific staff	13,0	14,6	15,1	15,3	14,1	14,6
Post-docs	5,0	2,8	5,1	5,6	5,9	6,0
PhD students	17,8	13,0	13,0	11,0	3,9	3,2
Junior researcher	5,5	4,0	4,2	3,0	2,0	3,0
Total research staff	41,3	34,4	37,4	34,8	25,9	26,8
Support staff	4,0	4,0	3,3	3,0	4,2	5,4
Visiting fellows ¹	10	-*	-*	-*	8	7
Total staff	45,3	38,4	40,7	37,8	30,1	32,1

¹ Not counted in total staff; years 2012-2014 no registration by NSCR



A number of senior NCSR staff are employed or have a special chair position at other universities (as well as at the VU). In this fashion, NCSR supplies professors to all major Criminology departments in the Netherlands, as well as to non-Criminology departments. Most of these are special chairs, some are shared appointments. NCSR staff increasingly hold part-time positions at European universities (Copenhagen, Zürich) and associate or adjunct positions at European or international universities (Oxford, Griffith).

3 Assessment of the NSCR

3.1 Strategy and targets NSCR

At the onset of the assessment it is worthwhile highlighting that the NSCR, when compared with other NWO funded institutes, displays some specific features against which this evaluation has to be considered. In particular, NSCR is a rather small institute in staff numbers, and also quite agile in its functioning. Due to its core scientific themes –crime and law enforcement- it has to conduct multidisciplinary research and is exposed to many societal challenges, some pressing and urgent.

Following the previous evaluation of 2011, the NSCR decided to set a number of specific targets/goals for the period 2011-2016, which are the ones being evaluated in this section. The institute's targets for the next period 2017-2022 are discussed under 3.4 Viability.

The NSCR's goals for the period 2011-2016 encompassed the following nine specific goals: (1) secure long-term NWO funding, (2) increase the earning capacity through grants, particularly in Europe, (3) consolidate strengths through partnerships within Europe (4) conduct more randomised experiments, (5) increase dissemination to a wider audience, (6) increase cross-fertilisation across theme groups, (7) improve access of external parties to datasets, (8) streamline PhD training, (9) expand the number of postdocs, and (10) increase income through contract work.

The strategy to reach these objectives is on the one hand very much structured (e.g. dataset policy) but has in some other areas a more organic character, i.e. the research agenda is very much dependent of the expertise of available employees and is established in the form of an alternating bottom-up and top-down development. The strategy and its development is communicated all the time throughout the institute (e.g. through the 'Monday coffee' moments).

Researchers are typically a member of several clusters, centred on 'substantive topics' which in turn are linked to one or more of the three overarching research questions. The clusters replaced the former 'theme groups' in 2016. As a result of the above-mentioned strategy, a cluster can end when key people leave the institute. This practice seems to be beneficial to knowledge spreading to other institutes. The downside of this strategy is that some currently relevant topics (e.g. drugs) are not covered by NSCR's strategy.

As a consequence of focused efforts of the management, there are more professors from other universities and fellows connected to the institute now, which seems to be a positive development. The contract with the VU reflects the national role of NSCR.

NSCR displays all features of constituting a real research community. This culture encourages staff members to be present at NSCR for a substantial part of their time and they seem to really want to be there; there is a lot of exchanges as a result of the multidisciplinary staff and the atmosphere is more collaborative than competitive, in the good sense. The institute has taken the lead to bring the entire Dutch research community together in relation to a number of innovative research themes, such as (but not limited to) cybercrime and Empirical Legal Studies, and has coordinated these since then. The Institute has also been able to forge close links with a variety of institutions, through dual appointments of its senior staff at universities, a scheme for visiting fellows and practitioners in residence, making data sets available to outside partners, and other forms of collaboration.

All in all, NSCR staff are happy with the placement of the institute and its activities within the NWO and the expectation is that the transition of NWO into its new structure will benefit NSCR. The role of the NSCR Board in its current form and composition will end as a consequence of the restructure. However, because this board seems to fulfil an important role, it would be fruitful to foresee some sort of follow-up after the transition.

Overall, the Committee concludes that the NSCR has successfully defined various ambitious goals and has been able to develop a clear strategy to reach them.

For the coming years, NSCR has various sets of targets. Specific research targets for 2017-2022 are:

1. consolidating high-quality, viable, internationally active and societally relevant research clusters, sufficiently staffed and associated with key (inter)national researchers for the topic, that publish both in international top journals and are able to valorise findings (inter) nationally.
2. following national, European and international developments in crime and law enforcement, and embarking on new research lines for underdeveloped areas (e.g., IUU fishing), detecting future trends that require descriptive research or theoretical development.
3. increasing multidisciplinary focus of research, also through cooperation with gamma as well as beta and humanities to further develop multidisciplinary research crossing gamma/ beta/humanities divide to be better able to answer questions regarding crime and law enforcement (e.g., computational criminology, cybercrime with computer scientists, VR environments, genetically informed designs, historical research).
4. innovating criminological methodology by continuing to develop new instrumentation for directly observing criminal behaviour (CCTV coding, honeypot experiments, virtual reality experiments, remote sensing, geotracking, sensing through smartphones).
5. Undertaking ongoing experimental research aimed at testing both theory and crime prevention interventions, as well as qualitative methods for unravelling causal mechanisms
6. Compiling existing archived crime and justice datasets to constitute a rich and secure national archive of contemporary and digitally searchable historical archives on crime and criminal justice.

These targets will be evaluated in paragraph 3.4.

3.2 Research quality

Senior and junior members of the NSCR have published high quality articles in leading journals in the field, and are significantly more successful in these endeavours relative to other institutes used for direct comparison. The Committee considered that the quality and quantity of publications would also be considered outstanding when compared to US institutions or institutes. A noteworthy characteristic is the high level of scholarly energy and productivity across the full range of staff, as against the relatively common pattern in which one strong member or research group dominates in its level of productivity. Traditional indices used to gauge the number of citations to published works indicate a strong rate of use of published findings by other researchers.

In terms of yearly output NSCR does a very good job in comparison with other institutes, at both national and international levels. The NSCR faculty members have an average h-index of 12.04, which is significantly higher than the average of $h = 7.74$ of the top 10 Criminology and Criminal Justice departments in the US.

In terms of number of publications the NSCR is the best group on criminology in the Netherlands and is also in Europe a key player publishing high-quality papers.

While the trend favouring multidisciplinary projects is widely acknowledged as key to any scientific advancement, it is noteworthy that the multidisciplinary aspect is quite central to NSCR's mission and approach. This has positioned the institute well for success along traditional lines (publication, grants in areas of long-standing focus), but also is an asset moving into new areas and forging additional creative collaborative arrangements. Another index of quality and reach of the centre and value of the projects/data is that a large number (55) of refereed articles were co-authored by non-NSCR researchers, and this includes 38 authors from other countries. NSCR is overall being recognised for its leadership role, having seized many opportunities with the support of the NWO.

The research areas that the NSCR has chosen to focus on are another strength, as they encompass projects that will advance basic knowledge but that have implications for the core concerns of practitioners. The choice of specific areas is advantageous, and creativity in approaches has/should continue to position the centre for success in securing funding and for increasing the visibility and impact of research findings. This evaluation period the NSCR successfully applied for several research grants, including (very) competitive NWO Research Talent, VENI, VIDI, and VICI grants, as well as relevant European grants such as ERC and 'third stream' contract grants. Many grants proposals are submitted and there are relatively high success rates. Success rates for grants are higher when compared to faculty affiliated with traditional university settings.

An additional index of quality is that students and fellows described the unique opportunities for training and collaboration available at NSCR, and focused on the high quality longitudinal data sets, rigor of the methodological approaches, and range of relevant research areas as factors related to their decisions to become affiliated with the Centre. These provide evidence of the reputational status of NSCR, and interviews suggested that staff across levels found the research environment to be stimulating and open in a way that distinguished it from other organisations or universities.

Recognizing that instruments/infrastructure development is somewhat distinct within social science disciplines (including criminology), the NSCR has developed survey protocols and associated high quality longitudinal data sets that are a unique resource for Center affiliates, students, and other scholars. The protocols and methods developed in connection with these projects provide a template for other researchers interested in carrying out intergenerational projects. The NSCR has a secure data repository that houses the large body of sensitive data on-site, ensuring confidentiality of these important files. NSCR affiliates have also developed new instrumentation for observing criminal behaviour patterns (e.g., cctv coding, other forms of geotracking) and conducting experiments (e.g., drawing on virtual reality techniques), and these techniques and approaches have potential applications across a wide range of specific content areas.

The Committee concludes that the NSCR has been shown to be one of the few most influential research groups in the world in this particular field. It therefore assesses its research quality as world leading/excellent (category 1).

3.3 Relevance to society

In response to the findings of the evaluation Committee of 2011, the NSCR set the goal of disseminating their research results to a broader audience. This led to several activities:

- production of factsheets aimed at policy makers and practitioners,
- publication of summaries of research,
- collaboration with vocational training staff for implementation of scientific findings in training curricula,
- bi-monthly newsletters with updates on research and findings relevant for policy makers and practitioners (distributed to approximately 1,000 interested subscribers),
- a website with news, integration of translational activities into each research cycle (publishing key findings in layman's terms in popular outlets after scientific publication, presenting findings to audiences of policy makers and practitioners), and the active involvement of practitioners in new research activities (e.g. Empirical Legal Studies and cybercrime).

The mid-term review in 2015 was positive and concluded that these societal relevance targets were largely met, leading to a better outreach to professionals, policy makers and the general public, a more active tapping and integration of societal questions into research and conducting of research more geared at solving issues related to crime and law enforcement. Next to this, since 2015, the NSCR have introduced a Practitioners-in-Residence programme in which each year, five practitioners from a wide array of governmental and semi-public bodies or the press visit the institute several times and function as its societal advisory board. Additionally, the NSCR has started to explore how its scientific findings can be incorporated into vocational training curricula. Further, all staff received media training, practitioners are actively involved in new research activities and numerous 'afternoon sessions' are organised with practitioners as judges, NGOs, prosecutors, police officers, probation officers and legislators.

The assessment of this Committee is that demonstratively the Institute has done much to improve their direct connection to the professional and policy field in crime and justice. Coming from an environment that was predominantly geared to undertake more fundamental high-quality scientific research and a need to build robust scientific CVs, the search for societal relevance has required significant cultural shift. This shift is noticeable at the institutional level, and nowadays everybody understands and supports the need to contribute to questions and problems that have relevance to safety and security in society at large. This is a particularly ambitious goal in the policy field covered by the NSCR.

While the development towards maximizing societal relevance is certainly very positive, it is less clear which concrete impact these endeavours have produced, especially concerning the added value in terms of the work of practitioners and their use of the research in the production of 'evidence based-policy'. NSCR produces high-quality information that is very relevant and which could become even more influential in terms of societal impact and agenda setting of policy and research issues. A good example of this is the dissemination of the effects of fair treatment by jailers on the decreased recidivism by former detainees. While concrete impact on society is of course partly beyond influence of the Institute, further efforts could be made to organise systematic contacts with societal stakeholders, both at the time of disseminating the research results as well as at earlier stages when the research agendas of these same stakeholders are being designed.

In sum, the Committee considers that the NSCR's drive towards producing more societal relevance is truly impressive, and the output is perceived as high quality, independent and accessible. At the same time, it agrees with the NSCR's own diagnosis that the valorisation and impact needs to be brought to the next level and that further efforts in developing strategies to encourage practitioner action should be fruitful. The Committee sees further possibilities for NSCR to intensify the dialogue with policy makers, both at the time of disseminating research results as well as in earlier stages of processes to design the research

policy of societal stakeholders. It therefore considers that the Institute makes a very good contribution to society (category 2).

3.4 Viability

Following the previous evaluation report of 2011 the NSCR has identified a clear and strong strategy of developing a large set of new targets for the period 2017-2022, in the fields of research, finances, international and national positioning, and valorisation, as listed in paragraph 3.1.

These research targets are quite ambitious, as they pertain to new developments in crime and law enforcement, multidisciplinary research (seemingly used interchangeably with interdisciplinary research), and innovative methodologies. Furthermore, the NSCR aims to consolidate its research clusters and create a broad archive of existing datasets for further exploitation. To work towards achieving these aims, the NSCR can count on a highly skilled and motivated staff, both in the areas of research and support services.

The recent switch to working in clusters has led to an important change in the working culture of the institute, and it also intended to make NSCR's portfolio more visible externally. Coherence is a difficult issue with 11 clusters to manage, but the system seems to work fine with the current staff profile. Most research staff are members of more than one cluster, which provides opportunities to cross-fertilize and coordinate between clusters. Every cluster has its own (limited) budget to be spent in a relatively discretionary manner. More structure and forward planning with respect to the choice of clusters/topics might be good to keep coherence and ensure (societal) relevance of research in the future.

The NSCR also displays continuing efforts to attract external funding through grant applications submitted by its staff, which have become increasingly successful over the last years. It seems that the practical assistance of a half-time grant advisor has generated a fair amount of additional funding, both individual and collective, and can be continued into the future. At the same time, the core funding of the NSCR has increased following a financial injection of the parent body NWO since 2017. Despite these financial inputs, the NSCR seems in a vulnerable situation in relation to its core funding from its parent body. As a result, it is not clear to which extent the institute will fully be able to develop its ambitious research goals for the next years. This is particularly true in the light of the new demands of NWO and several regulations regarding data management, open access and privacy, which will lead to higher costs for the NSCR. Between the ambition to grow in the coming years and the limited financial situation, the Committee invites the NSCR to reflect on seeking a more adequate balance between its research targets and its limited core funding.

Another target of the NSCR is to expand its position at European and international levels, and become a prime institute for scientific research about crime and law enforcement, by deepening its existing European and international networks and developing new ones. Given the excellent scientific quality of the NSCR in this regard, this target is very valuable and realistic.

Finally, NSCR also wishes to develop new modules for the practical training of professionals, and thus to transfer some of its high-level scientific insights to the world of practitioners and policy-makers. While these endeavours for valorisation still seem in a nascent stage, they can be encouraged to increase the institute's societal relevance. The financial model for developing this new training will need some careful consideration.

Viability also implies assessment of the governance and leadership of the NSCR. First of all, there seems to be a genuine sense of commitment and dedication of all persons whom the

Committee was able to meet during its site visit. This pertains to the individual researchers, the research coordinators, the support staff and the management team (MT). In terms of governance, the latter seems well designed and to be performing its role with high degrees of activism and creativity. Nevertheless, the high pressure on the members of the MT, and the director in particular, cannot go unnoticed, partly due to a heavy workload and partly because of the precarious financial situation. More generally, the activities undertaken by the NSCR's Board and its international advisory board, each focusing on its specific tasks with a strong sense of commitment, are highly valued. Both elements, the structure and functioning of the MT and the institute's Board, are illustrative of the high level of leadership embodied by the NSCR. It is not only a scientific leader in its field, it has also created various structures to keep on occupying this space and fulfilling its ambition. But here again, seeking an adequate balance between these contending forces is advisable.

In sum, the Committee concludes that the general strategy and the concrete targets of the NSCR for the next period 2017-2022 can be qualified as strong, as well as the governance and leadership of the institute. It is of the opinion that the NSCR amply possesses the necessary scientific and personnel expertise to bring its ambitions to fruition. At the same time, it also points at the tensions existing between the steep ambitions to stay a world leader on the one hand and the NSCR's reasonably vulnerable financial situation on the other hand, which begs for further reflection. According to the Committee and speaking in overall terms the NSCR is very well equipped for the future. It therefore evaluates the viability as very good (category 2).

3.5 Considerations regarding organisation, management policies and staffing

3.5.1 PhD programmes

The quality of the PhD programme and its implementation can be seen as impressive. Every PhD candidate is a member of a cluster but can make use of the expertise of all NSCR staff members. The clusters provide a better structure for the doctoral researchers than the former theme groups. There is a lot of collaboration in PhD guidance and the staff is approachable. Staff members know how to find each other with questions.

There are a lot of possibilities for PhD candidates to follow courses, which is part of their evaluation/development plan. Apart from formal courses, the exchange of ideas within the group proves to be of great value. The Monday pitch by a researcher and further discussion on this presentation was mentioned by many PhD candidates as a great learning experience. All the different topics make it easy to broaden the scope within one's own research as a PhD. A difference has been observed between PhD candidates from VU University and those from other universities with respect to the access to graduate school, etc. This seems not synchronized and may hinder coherence or even entrance in training programmes or research schools.

PhD candidates feel free to design and develop their own research within a cluster, not hindered by doing (non-PhD related) work for their supervisor or professor.

In the evaluation period two doctoral researchers wrote a monograph, the rest (21) completed their PhD on the basis of journal articles. It is much appreciated that these articles could also be written with co-authors from outside NSCR. There is active mentorship to develop the CVs of PhD researchers. PhDs realise excellent positions after their PhD period at NSCR, as listed in the self-evaluation report. A lot of effort has been put in supporting the process of applying for grants, including mock interviews.

The Committee concludes that the PhD programme is very well designed and produces excellent results, both in general scientific terms and for the career trajectories of the new doctors.

3.5.2. Research integrity policy

All elements of research integrity are being addressed by the institute. Specifically, it can be noted that data are confidentially stored, when relevant in appropriate safes. Furthermore, given the confidential quality of most data sets at NSCR (mentioned at the DANS website), data are accessible at the NSCR under strict guidelines only for scientific researchers with circumscribed research questions.

A data protection officer has been working at NSCR since the beginning of 2017. He undertook a penetration test of the systems to map the risks, and is currently working on the follow-up to meet the requirements of the new European privacy regulation. These activities are appropriate and at the start-up phase. Researchers working at the NSCR have to sign a security form to state that they will treat data and other information in a confidential manner. All researchers need a Justice clearance (*Verklaring Omtrent Gedrag*).

There is an Ethics Review Board reviewing research plans, for the criminology department of the VU Law School, which also fulfils this role for NSCR. There is also a confidential advisor, who is a professor who recently retired from the NSCR. In his own words, this person serves as "ombudsman for PhD students and faculty when they have trouble with their research or supervisors." The advisor has been active in this role since 2015 and has handled 5 requests for assistance from PhD students (one of these individuals had serious complaints). A worker's council is being set up.

There is a Scientific Integrity Committee at the Vrije Universiteit (and at other universities with which NSCR cooperates). Open Access publications increase in number and are incidentally supported by (some) extra funding by NWO. There is an open culture in which possible issues regarding research integrity can be discussed. There is a new three-person committee that represent the personnel in exchanging thoughts and giving feedback to the management team.

The Committee concludes that the NSCR has established high-level policies of integrity, both on paper and in practice.

3.5.2 Diversity

Diversity appears to be monitored and addressed adequately by the NSCR and they are working as effectively as possible within the confines of the information received and the characteristics of candidates likely to apply for positions.

Diversity monitoring at NSCR appears mainly focused on gender, in line with more general practice in the Netherlands. In seeking gender equality, the NSCR has recently supported devoted career progression programmes for three female researchers, who have been successful at progressing to more senior positions. The male/female balance at NSCR is fairly equal, as is the diversity between ages. There is however, still an imbalance in the number of females at professorial level.

In terms of arrangements for monitoring, diversity statistics are collected by the NSCR's part time HR officer and are actively reviewed by the director albeit on a fairly informal basis. It is understood that diversity statistics are reviewed at the wider level by the NWO as this issue will be of concern across the activities of the organisation. Ethnic diversity monitoring would be welcomed by the institute but it is acknowledged that increasing diversity on this

factor is difficult given that the incoming candidates are already likely to be graduates (and hence the pool of applicants is already selective) and that privacy laws restrict available information on this topic. A small fraction of the current NSCR staff are from non-western backgrounds.

The institute management team of the NSCR are very supportive of staff with young families, ensuring flexibilities are given in working hours and working arrangements and that the annual appraisal of performance of staff takes this into account. An external coach was recently hired from earmarked subsidy, who developed a coaching programme for early and mid-career female researchers. A large number of the female staff took part and felt it had been very useful.

The Committee concludes that the NSCR is undertaking a lot of activities to design and implement diversity policies.

3.6 Supplementary questions by the NWO Executive Board

3.6.1 Generic questions

What is the institute's added value in the national context and its international position?

It is very important to have a high-quality institute that conducts fundamental research on crime and law enforcement at an international level. The Committee notices that the pioneering research of NSCR inspires criminology at other university departments in the Netherlands and serves as a 'pulling factor' in this country and also in Europe.

NSCR is doing high-quality research, has excellent analytical skills regarding policy decision-making, is accessible for external stakeholders (such as the media, youth care, and custodial institutions in the Netherlands), and acts more independently of the governmental policy agenda than the Research and Documentation Centre (WODC) of the Netherlands Ministry of Safety and Justice.

NSCR now has more affiliate professors with links across the Netherlands, not only at the Vrije Universiteit, but at several Dutch universities. The ambition is to have professorial affiliations with all Dutch universities in the future. Furthermore, relevant fellows from Dutch universities and from international universities and organisations are tied to the clusters (with the exception of the wildlife crime cluster, which is a relatively small cluster, and for which relevant fellows may come in the future from Wageningen University, for instance), increasing the national and international values of the NSCR as an institute.

The NSCR has actively undertaken research agenda setting activities within their discipline, for example, the cybercrime initiative and the empirical legal studies coordination. The NSCR has an incubator function for the domain of criminology and related fields. The national role of NSCR being a focal point to organise multidisciplinary research and international research is very important. The NSCR serves as a hub for many scientists working in the Netherlands in the multidisciplinary fields of crime, criminology, and law enforcement. The NSCR is employing (and further developing) its knowledge transfer function by exchanging actively with relevant societal stakeholders, such as the police force and other organisations working in the area of law enforcement (an example is *Raad voor Kinderbescherming*, which also approaches NSCR themselves). In turn, this can yield meaningful input that can feed into the basic research NSCR is doing within their respective clusters.

The NSCR works together with relevant research organisations and societal stakeholders, such as the National Police. The NSCR serves a key and central function in the network it helped to establish among societal stakeholders in the areas of crime and law enforcement. A lot of relevant practitioners in criminology and law enforcement have worked at the NSCR, so in this way working at the NSCR (e.g., as PhD student or postdoc) means you become part of an interesting network of scholars and practitioners.

Internationally talented scholars find it appealing to be affiliated with the NSCR as international fellow (and often favour the institute over other international institutes). The researchers working at NSCR are very well-respected, but are still developing a profile outside academia as an institute nationally (e.g., they are not as well-known by professionals from Prosecution). The NSCR works on its brand awareness, for example, by publishing popular publications or convey their findings and insights in other outlets. This noted, NSCR has clear scientific merit and added scientific value at the national level and certainly international level (including Europe and the U.S.). There are also clear examples of concrete research projects that have added societal value in the Netherlands.

All in all, the Committee concludes that NSCR has reached more output and impact than would have been generated if the funding were to be transferred to universities.

How does the institute stimulate and facilitate knowledge utilisation and open access?

The Committee welcomes the fact that NSCR is keen to share knowledge and makes proactive plans to do so. The NSCR ensures that journal articles are published in open access format, which makes them freely available to all, whenever this is possible. This is useful for the reach of the research articles and will increase the impact of the NSCR's activities within the international research community in particular. NWO facilitates open access publication by allowing such cost to be added to grant applications. However, funding for open access has not been systematic and is not sufficient to cover all publications.

A further enabling role that the NSCR can play in knowledge utilization is in providing access to its data sets, by actively encouraging collaborations to this effect. In some situations, the data sets are sensitive and have a disclosure risk and therefore cannot be released for further exploitation. This means that collaborators need to visit the NSCR and conform to the security requirements of the particular data set. Whilst this is an extra challenge, there is evidence that this has successfully happened on a significant number of occasions.

Currently, the NSCR website has a collection of datasets and contacts that are listed publicly. Plans are underway to produce a more formal system of documentation of the information available into a committed data repository. The NSCR has a data protection officer to assist with data privacy and data expiration issues and this support will be helpful in facilitating the development of this new information hub. Setting up the new systems and the repository is, however, likely to be costly.

As mentioned in section 3.3, the NSCR is also making devoted efforts to reach practitioner audiences. It is acknowledged that a series of reports specifically aimed at practitioners are produced and made available via different channels and that NSCR is increasingly hosting and participating in practitioner events and encouraging co-production of knowledge using a number of different mechanisms.

How does the institute's structure, size and financial policy contribute to its mission?

As commented on earlier in this document, the NSCR's structure appears highly instrumental in contributing to its central mission of being a leading research institute in the field of crime and law enforcement at the national and international level. Despite the institute's relatively limited size when compared to other NWO funded institutes, the Committee has the opinion that in this domain, scale is not a hindrance for the ambitions projected by NSCR for the future.

Nevertheless, it is the conviction of the Committee that the financial situation of the NSCR, while not being dramatic for the moment, constitutes a sufficient reason for serious concern as well as deep reflection on behalf of its relevant boards.

3.6.2 Institute specific questions

What role has NSCR fulfilled in the international context and especially within Europe?

The self-evaluation report shows important benchmarks with other institutes in international context, and in particular in Europe. This evaluation indicates that the NSCR stands out very well in comparison with these international, European top institutes. The institute has the

aim to position itself in new fields and take the lead in European and international collaborations, which it seems on the way of achieving.

4 Conclusions and recommendations

4.1 Conclusions

The Committee qualifies NSCR as a vibrant high quality research community, with highly engaged and committed staff. NSCR is striving for the highest quality and so building structurally on its reputation.

NSCR has a clear added value in the Dutch and international scientific communities in its domain. It is an excellent mix of research building on long term reputation and flexibility towards new topics. An example of this lies in the fact that NSCR is well positioned to play a leading role in research agenda setting on both cybercrime and empirical legal studies. The model of 11 clusters proves to contribute to the objectives of NSCR, but the Committee invites NSCR to further reflect on how to regularly evaluate the clusters and their development.

NSCR has undertaken many activities that focus on translating research into practice and providing societal relevance. Dissemination activities are interesting, and NSCR has made big steps within the current evaluation period. The Committee acknowledges the challenging target set by the institute itself in terms of valorisation and stresses the necessity to strengthen the institute's role on this aspect, and thus improve its impact on the field and on policy.

The governance of NSCR is strong and management has high ambitions. The Committee was particular aware, however, that financial constraints provide important challenges for the future and the attainment of some of the goals and strategies set by the NSCR for the 2017-2021 period. The Committee applauds the drive of the new targets towards new and emerging crime and security issues, interdisciplinary research, the development of new research tools and technologies, data innovations and partnerships working with stakeholders. The targets are very ambitious and whilst the team has expertise to deliver such a vision, it is important that it considers what could be realistically achieved with the existing and future infrastructure.

NSCR is a lead example of a relevant and important institute in the "alpha and gamma" sciences and even beyond, and as such ideally should grow within NWO, also because of its multidisciplinary background and its obvious societal relevance (for example in areas of terrorism) and relevant scientific developments (such as empirical legal studies).

4.2 Recommendations

Adding on to these conclusions, the Committee has the following recommendations for NSCR.

Research quality

1. NSCR currently is conducting research that reflects an outstanding level of quality, and during the period under review it has taken additional steps to develop closer links to practitioners likely to be important consumers of findings that emerged from these projects. As these relationships continue, ideally a two-way street in terms of knowledge transference would benefit the research process and resulting quality. This might include consulting early on with practitioners about questions believed to be most pressing, as

well as about how best to 'translate' for various audiences. So practitioners can also be relevant contributors in selecting appropriate research topics. Present-day science staff seems to develop into the direction of "T-shaped professionals" and the NSCR may consider leading that development in the areas of criminology and law enforcement.

2. The Committee recommends a strive for more coherence within and between clusters or research themes, keeping the appropriate and respected bottom-up culture that is now prevalent at the NSCR institute. Undertaking regular review could make it clearer why certain clusters develop and exist, when and why it would be useful to discontinue certain clusters, and hence make it easier for the NSCR to develop its added value even further and in even stronger ways. It is proposed that NSCR should reflect on these issues on an annual basis or bi-annual basis.
3. Continuous advancement of theoretical contributions and thinking would further develop the field of criminology and the research done at the institute.
4. NSCR should further emphasize their advanced research methodology skills in promoting and putting forward the NSCR and the people who have worked there.
5. If possible, whilst the visiting fellow programme is working well, the NSCR might consider attracting more senior faculty as international fellows. This will help with profile raising even further and might be particularly popular with PhD students and early career staff.
6. The Committee suggests that the NSCR clarifies its precise understanding of multidisciplinary and interdisciplinary research, two notions that now seem to be used interchangeably.

Relevance to society

7. The scientific quality of the institute is impressive. While the societal or policy impact is at a very good level, for which the Institute deserves special credit, there is room for improvement over the next few years. One route to enabling this would be to make the Institute financially more stable by obtaining more "third stream" funds or contract grants. Moreover, a diverse portfolio of third stream contract partners can also intensify the dialogue with societal stakeholders and thus support societal impact in the long run. It is however also acknowledged that selectivity in contract research is necessary to stay within their scientific mission.
8. The Committee applauds the targets the NSCR set for 2017-2022 and beyond, to continue the search for greater societal relevance. In order to optimise the transfer of scientific findings into the field of practice and policy making, the Committee underscores the importance of developing and maintaining close contacts with institutions and persons in these two sectors. This can take place at the time of disseminating the Institute's research results, as well as in earlier stages when societal stakeholders are designing their research policy. It therefore invites the NSCR to further develop strategies to strengthen the institutional and personal ties with the two fields, e.g. (but not limited to) in the context of its existing advisory boards. The planned evaluation of the 'Practitioners in Residence' programme could be extended to assess the impact all the activities set up to connect better to the professional and policy field.

9. Another option for transferring scientific knowledge raised by the NSCR and endorsed by the Committee is the introduction of modules for the practical training of professionals. This additional teaching exposure may also help researchers, including young researchers, to refine their abilities to describe studies and results for wider dissemination beyond the academic realm.
10. In the short term, extra attention could be given in the dissemination to sharpening the targeting of special stakeholder groups, adjusting for suitable media (esp. social media), language and formats and aiming at producing effective easy to digest messages.

Viability

11. The Committee recommends that the NSCR reflect on the tensions between its high ambitions on the one hand, and its limited core funding on the other hand, and develop a more balanced approach to this effect. New issues on data management, open access and privacy rules are placing extra demands, and NWO may provide practical support for this type of issues.
12. The Committee advises the NSCR to reflect on the heavy workload for the management team and how to seek a more balanced approach against the backdrop of the existing management and governance structures.

PhD programmes

13. The Committee has observed a difference between PhD candidates from VU University and those from other universities with respect to the access to graduate schools, research schools and other forms of training for PhD candidates. The Committee recommends that the institutes streamlines and synchronizes the position of PhD students in such a way that all candidates have the same opportunities to follow courses and the same access levels to graduate schools and research schools. PhD students studying at NSCR should not be hindered in their development by policies of their parent university.

Research integrity

14. NSCR currently has a confidential advisor from the interior, and this person is approachable and (in fact) retired from the organisation. While this route can be helpful, in the future, the confidential advisor could be a person officially independent of NSCR. Research integrity obviously involves more than a confidential advisor for PhD students. It would be useful for NSCR researchers to know more about the Scientific Integrity Committee at the Vrije Universiteit² or at other respective universities, and how to contact these Committees, especially when the Ethics Review Board of the NSCR / VU Law School cannot handle the issue in question. There is also an NWO fraud protocol for this issue.³

Diversity

15. NSCR is undertaking a lot of activities to design and implement diversity policies. The Committee recommends the NSCR explore a more structured mechanism for diversity

² www.vu.nl/en/about-vu-amsterdam/academic-integrity/index.aspx

³ www.nwo.nl/en/policies/scientific+integrity+policy/nwo+fraud+protocol

monitoring. NSCR should also consider hiring mechanisms that positively encouraging applications from diverse communities.

Data management and open access

16. The Committee recommends the institute put more focus on archiving data particularly because some data may get lost, for example because of expiration dates. The Committee recommends NSCR also to move forward with the data repository and open access publication. It is acknowledged that this could constitute a considerable financial strain without specific external resources.

4.3 Summary of assessment categories

On the three assessment criteria, the Committee has evaluated the NSCR in the following categories of the SEP-protocol.

Criterion	Category	Meaning	Explanation
Research quality	1	World leading / excellent	The Committee concludes that the NSCR has been shown to be one of the few most influential research groups in the world in this particular field.
Relevance to society	2	Very good	The Committee considers that the NSCR's drive towards producing more societal relevance is truly impressive. At the same time, the valorisation and impact needs to be brought to the next level.
Viability	2	Very good	According to the Committee and speaking in overall terms the NSCR is very well equipped for the future.

Annex 1. Curricula Vitae of Evaluation Committee Members

Stephan Parmentier (chair) studied law, political science and sociology at the universities of Ghent and Leuven (Belgium) and sociology and conflict resolution at the Humphrey Institute for Public Affairs, University of Minnesota-Twin Cities (U.S.A.). He teaches sociology of crime, law, and human rights at the Faculty of Law of the University of Leuven and served as the Academic Secretary of the Faculty of Law (2002-2005) and Head of the Department of Criminal Law and Criminology (2005-2009). He is a Board member of the Centre for Global Governance Studies at the University of Leuven and a member of the Leuven Mediation Platform. He is also in charge of international relations in criminology at Leuven University and in July 2010 was elected Secretary-General of the International Society for Criminology (re-elected August 2014). Furthermore, he is on the Advisory Board of the Oxford Centre of Criminology and International Centre for Transitional Justice (New York).

Kees van den Bos is Professor of Social Psychology Including the Social Psychology of Organisations and Professor of Empirical Legal Science at Utrecht University. His main research focuses on experienced fair and unfair treatment, morality, cultural worldviews, trust, prosocial behaviour, and radicalization, extremism, and terrorism. Kees received his Ph.D. at Leiden University (cum laude, 1996), won a dissertation award of the Association of Dutch Social Psychologists, became a full professor in 2001, and obtained several competitive research grants, including a postdoc grant from the Royal Netherlands Academy of Arts and Sciences, a VICI grant from the Dutch national science foundation (NWO), and several research grants from Dutch ministries. He was a senior associate editor of the Journal of Experimental Social Psychology and Personality and Social Psychology Bulletin and an associate editor of the European Journal of Social Psychology and of Social Justice Research.

Kate Bowers is a Professor in the Department of Security and Crime Science at UCL. Kate's research focuses on the use of quantitative methods in crime analysis and crime prevention. Kate has published around 100 papers and book chapters in criminology and in journals such as Criminology, the Journal of Quantitative Criminology and more. Kate has a large amount of research experience developing the evidence base for crime prevention. She has worked for the Home Office, the Department for Education and Skills, the College of Policing, the US Department of Justice, the Campbell Collaboration and various UK Police Forces. Her work has been funded by UK Research councils such as the EPSRC. In the 2014 Research Excellence Framework exercise her work on crime forecasting was rated as being outstanding, and she was recently awarded a Chief Constable's commendation for her contribution to the College of Policing's online evidence toolkit.

Peggy C. Giordano received her PhD in sociology from the University of Minnesota and is a Distinguished Research Professor in the Department of Sociology at Bowling Green State University. Her research focuses on adolescent and young adult problem behaviours, particularly juvenile delinquency and intimate partner violence. Giordano has drawn on qualitative as well as quantitative methods to explore life course variations in criminal behaviour, and the role of social networks and cognitive factors in understanding patterns of stability and change. Her monograph on the experiences of a sample of highly delinquent youth (Legacies of Crime) mechanisms associated with the intergenerational transmission of crime and other negative developmental outcomes. She is currently conducting a

longitudinal study of the relationship experiences of a large, diverse sample of respondents interviewed first as adolescence, and subsequently as they have navigated the transition to adulthood.

Emile Kolthoff is professor of criminology and criminal justice at the Law faculty of the Open University in The Netherlands, and professor of undermining crime at Avans University. He is a fellow with the Research Group on Quality of Governance at the VU University in Amsterdam. Kolthoff (1958) worked in policing (National Police, Criminal Investigation, College for Criminal Investigation & Crime Control) and studied criminology (MA, 1984, Faculty of Law, University of Louvain) and Human Ecology (MSc, 1986, Faculty of Medicine, Free University of Brussels). He received a PhD in Social Sciences after defending his thesis *Ethics and New Public Management* in 2007. His research focuses on corporate and state crime, organised crime, corruption and organisational misbehaviour, governance, and crime in cities. He supervises PhD students on criminological topics (see Research page). He teaches a course in Criminology and a course in organisational and state crime at the Open University.

Bert Berghuis obtained his education in social psychology from the Groningen University and Leiden University. He has worked as a senior policy advisor and in various scientific positions for the Department of Justice and served as the head of strategy for the Public Prosecution office until his pension in 2014. Aside from many publications in the field of crime and justice he has also been a member or secretary of the following committees: computer crime (1987), electronic monitoring (1988), organised crime (2004), organisation of national security (2006), Dutch drug policy (2009), cost reduction in security and terrorism (2010) and Somali piracy (2011).

Annex 2. Programme of the Site Visit 27-29 September 2017

27 September, Pre-meeting of the Evaluation Committee

- 15.00 - 16.45 Private Committee Kick Off (closed session)
- Welcome and introduction by the Chair, prof. Stephan Parmentier
 - Brief presentations of the Dutch Science Landscape and instructions for the Evaluation process, by Jan Peter van den Toren and Patricia Vogel
 - Details of the Site Visit Programme (Day 1 and 2 site visit)
 - Discuss assessment procedure and findings based on the material received prior to the site visit (self-assessment report NSCR), synchronizing and preparing tasks during the site visit, prepare for writing the assessment report.
- 17.00 – 18.00 Meeting of the Committee with professor Wim van den Doel, member of the Executive Board of NWO; formal installation of the evaluation committee; short presentation about NWO and the governance of the NWO institutes, including the NWO 'transition' to its new organisation structure and governance; opportunity for the Committee to ask questions.

1st day site visit - 28 September 2017

- 09.00 – 09.15 Welcome at the institute and short guided tour in the institute
- 09.15 – 10.15 Interview with director and Management Team of the institute
- 10.30 – 12.00 Pitches by the coordinators of the research groups (clusters)
- 12.00 - 13.30 Poster session and demonstrations: posters for all clusters and demonstrations for Technological innovations, Computational, and Criminal Events
- 13.30 – 15.00 Interview session with selection of permanent scientific staff: Stijn Ruiten, Frank Weerman, Wim Bernasco, Veroni Eichelsheim, Marijke Malsch, Arjan Blokland, Andrew Lemieux, Peter van der Laan, Marie Lindegaard, Anja Dirkzwager, Jean Louis van Gelder
- 15.30 – 17.00 Interview session with PhD students and postdocs; selection of current, and former PhD students and postdocs: Iris van Sintemaartensdijk, Eveline Hoeben (via skype), Marleen Weulen Kranenbarg, Rieneke Roorda, Elanie Rodermond, Sabine van Sleuwen, Nick van Doormaal, Steve van de Weijer, Rutger Leukfeldt, Charlotte Gerritsen, Marre Lammers
- 17.00 - 17.30 International fellows of NSCR: Mikko Aaltonen, Helsinki; Christophe Vandeviver, Gent, Janna Verbruggen, Cardiff (skype)
- 17.30 – 18.30 Closed session Committee

2nd day site visit NSCR – 29 September 2017

- 08.45 – 09.30 Interview session with management and support staff (focus on institute's diversity and integrity policy), Marco Last (grants specialist), Robert Klarenberg (controller), Aad van der Klaauw (data protection), Lisa van Eekelen (sr. secretary), Henk Elffers (confidential counsellor)
- 09.30 – 10.00 Interview session with the Chair of the Scientific Advisory Committee
Prof. Paul Ponsaers (until 2016) and (per skype) Prof. Marcelo Aebi (since 2016)
- 10.15 – 11.00 Interview with external stakeholders (focus on relevance to society)
Arie van den Hurk (DJI), Folkert Jensma (NRC Handelsblad), Arianne Westhuis ((previously) Jeugdzorg Nederland)
- 11.00 – 12.00 Interview with institute's Board: prof. Ybo Buruma (chair), prof. Arno Akkermans
- 13.00 – 17.00 Closed session Committee, to discuss the findings and related arguments, to arrive at a provisional judgement with respect to the three evaluation criteria (research quality, relevance to society, viability), and also reflect on three other important aspects (PhD programs, research integrity, diversity) and additional questions of the Board of NWO (listed in the ToR-NSCR), as well as to provide recommendations for improvement if applicable.
- 17.00 - 17.30 Short presentation of the provisional evaluation outcomes to the NSCR management, and in attention of dr. Christa Hooijer on behalf of NWO's Executive Board, and end of the site visit.

Annex 3. Explanation of the categories

Table Meaning of categories in SEP 2015-2021

Category	Meaning	Research quality	Relevance to society	Viability
1	World leading / excellent	The institute has been shown to be one of the few most influential research groups in the world in its particular field.	The institute makes an outstanding contribution to society.	The institute is excellently equipped for the future.
2	Very good	The institute conducts very good, internationally recognised research.	The institute makes a very good contribution to society.	The institute is very well equipped for the future.
3	Good	The institute conducts good research.	The institute makes a good contribution to society.	The institute makes responsible strategic decisions and is therefore well equipped for the future.
4	Unsatisfactory	The institute does not achieve satisfactory results in its field.	The institute does not make a satisfactory contribution to society	The institute is not adequately equipped for the future.

Annex 4. Terms of Reference

The board of The Netherlands Organisation for Scientific Research (NWO) hereby issues the following Terms of Reference to the assessment committee of NSCR, chaired by Prof. dr. Stephen Parmentier.

Topic	Description
Title	External evaluation of NSCR of the period 2011 – 2016
Why	<p>NWO organises periodic evaluations of each research institute within the organisation every six years. This is part of the standing agreement with the Ministry of Education, Culture and Science. Together with Royal Netherlands Academy of Arts and Sciences (KNAW) and the Association of Universities in the Netherlands (VSNU), NWO has stated to conduct these evaluations according to the Standard Evaluation Protocol (SEP).</p> <p>The goal of the periodic assessments is primarily to identify the quality of the research and the societal relevance and secondly to - partly on the basis of the assessment results - determine the mission and the basic funding for the next six years (2018-2023).</p>

What	<p>The assessment committee evaluates quality and relevance to society of the research conducted by the institute as well as its strategic targets and the extent to which it is equipped to achieve them. The committee does this by judging the institute's performance on the three SEP assessment criteria, taking into account current international trends and developments in science and society in the analysis. Each criterion should receive a ranking in one of the four categories in accordance with the SEP guidelines. The committee also ensures that the qualitative assessment (text) and the quantitative assessment correspond. Furthermore, the committee should give recommendations for improvement.</p> <p>The three SEP assessment criteria are:</p> <ul style="list-style-type: none"> - Research quality - Relevance to society - Viability <p>The assessment committee also gives a qualitative evaluation on three additional aspects:</p> <ul style="list-style-type: none"> - PhD programmes - Research Integrity - Diversity <p>Further information about the criteria and additional aspects can be found in chapter 2 of the Standard Evaluation Protocol (SEP).</p> <p>In addition to the topics above NWO has formulated three questions:</p> <ol style="list-style-type: none"> 1. What is the institute's added value in the national context and its international position? 2. How does the institute stimulate and facilitate knowledge utilization and open access? 3. How does the institute's structure, size and financial policy contribute to its mission? <p>For this particular institute NWO has also formulated the following specific topics:</p> <ul style="list-style-type: none"> - What role has the institute fulfilled in international context and especially within Europe?
For whom	<ul style="list-style-type: none"> - The researchers themselves in order to establish where they stand, how they can improve and what the research should aim for. - The management of the institute who wishes to track the impact of their policy. - The board of NWO who decides on the accountability of the institute and the support for the institute. - Other stakeholders from, for example, the society and private sector. - The Ministry of Education, Culture and Science has requested a portfolio analysis of all the research institutes of NWO and the Royal Netherlands Academy of Arts and Sciences in 2018. The results of the SEP-evaluations will act as input for this portfolio analysis.
Who	<p>The independent assessment committee consists of 4-7 renowned international experts within the realm of the institute. Each committee member signs a statement of impartiality and confidentiality.</p>

How	The assessment committee will be supported by a liaison officer from NWO and an independent secretary. The necessary documentation to conduct the assessment will be made available to the committee one or two months before the site visit. This documentation includes at least a self-evaluation by the institute, a strategy document of the institute and the conclusions and recommendations from the previous assessment. If feasible the institute may provide a bibliometric analysis or a different study of its own choice to support the self-evaluation. The assessment committee will be invited to the institute for a site visit of two days during which the institute will present itself in short lectures and interviews by the committee. The assessment committee will deliver a draft evaluation report to the NWO board no later than eight weeks after the site visit and a final version no later than 12 weeks after the site visit. Finally the NWO board will publish the assessment report on the website accompanied by a public statement.
When	The site visit will take place in 27-29 September 2017. NWO distributes the necessary information and documents to the committee 1 or 2 months in advance of the site visit. For further information on the general time schedule please refer to the attached Standard Evaluation Protocol.
Contact	Dr. Jan Peter van den Toren (Dialogic/Birch) and Drs. Patricia Vogel (NWO)

Necessary documents that will be made available to the assessment committee:

- Self-evaluation 2011-2016
- Strategy document
- Further description of what the committee needs to know about the scope/context, assessment questions, method, time schedule, final report
- Programme of the site visit
- Standard Evaluation Protocol (SEP)
- Conclusions and recommendations from previous evaluation
- Response NWO to the previous evaluation report
- <optional> Bibliometric analysis