UNIVERSITEIT VAN AMSTERDAM

2024 BUDGET

We are UvA

Annexes:
Glossary
Faculty and service unit budgets
Updated 2024 Accommodations Plan
Long-term Implementation Plan (MJUP)/ICT Portfolio 2024

1   Introduction

The present UvA budget contains the financial planning information for 2024-2028 for the University of Amsterdam. The starting point for the budget is the 2024 framework letter, which was adopted by the Executive Board (CvB) on 16 January 2024 after the Joint Meeting of the central representative advisory bodies agreed to the main points of the budget as included in the 2024 Framework Letter.

The information obtained in the discussions on the draft budget was incorporated into the budget. The draft budget adopted by the Executive Board (which preceded the present budget) was published on 12 October. The Executive Board then used this draft budget to discuss the decisions to be made with regard to the 2024 Budget with the deans and the directors of operational management. The draft budget was submitted to the academic community for consultation purposes, which allowed us to obtain more feedback. The draft budget was submitted to the Joint Meeting on 12 October, pursuant to its right of consent and right to be consulted with regard to the main points of the budget. The results of the above consultations were incorporated into the 2024 Budget.

> The Joint Meeting gave its consent to the main points of the 2024 Budget (as amended) on 28-02-2024. The Supervisory Board approved the budget on 18 December 2023.

Since both the university-wide budget and the organisational units' budgets were based on the Framework Letter, the key points of that letter are included in this budget. Chapter 2 sets out the main points of the budget. Section 2.3 of the budget describes how the main points were developed and updated from the Framework Letter.

Structure
Chapter 2 presents the updated results and explains them in greater detail. While these results primarily relate to the year 2024, an explanation of the 2025–2028 long-term forecast is also provided. In addition, Chapter 2 presents an overview of expected developments in the balance sheet positions, cash flows and ratios for the period 2024–2027. Chapter 3 presents the results by organisational unit. Chapter 4 presents tables containing budgets, figures and prices. The annexes include the faculty and service unit budgets, the updated Accommodations Plan and the ICT Project Portfolio.

2   Main points

2.1   Introduction

Once again, the budgeted income of the UvA has increased strongly for 2024 compared with the budgeted income for 2023. Despite this increase, there is less scope for investing in the quality of education, research and valorisation than in previous years. The higher income will be needed to cover the pay rises in the collective labour agreement. There are also price increases under Other expenses that must be paid for, although inflation will probably not be as high in the upcoming period as it has been in recent times. The investments in quality in the past few years will still be going ahead across the UvA. The additional funding for the Strategic Plan will also continue. However, at deeper levels of the UvA, decisions are having to be made in an increasing number of areas about which developments should happen first and which can be put off till later. In some areas, consideration is also being given to where cuts could be made.

The long-term budget is based on current policies and current funding. No adjustments have been made to the main points in the budget since the Framework Letter. In accordance with policy, the estimates and funding figures were updated on the basis of the most recent available information, as described in this chapter. Based on these assumptions, the long-term budget paints a picture of stability. The UvA will remain roughly the same size from 2024 onwards. There will, however, be new developments that will have a dampening effect on revenue. If it becomes law, the bill to regulate the international intake will result in a lower intake of students. The pressure on public finances in the Netherlands may have a second negative effect on the UvA's revenue. The risk of falling revenue can be mitigated with indirect government funding, contract research funding and institutional tuition fees, but not entirely. After 2024, the long period of growth may come to an end.

Due to indexation and a rise in the numbers for the funded performance measures, both the total amount of funding and the total expenses of the faculties will increase more quickly in 2024 than the revenue for the allocation model. In view of the growing long-term risks, the long-term budget aims to achieve a nil operating result from 2026 onwards for all parts of the UvA; the same applies to the allocation model. A nil result will ensure that all units have flexibility to respond to developments. It will also ensure that the faculties retain the option of drawing on their reserves. Extra money has been found for this purpose in 2024, mainly due to non-recurring income from accommodation and higher interest rates. In the long term, we will reserve the additional interest income, so that the faculties have scope to draw on their reserves. This will ensure that innovation is still possible in the years ahead.

The faculties have budgeted a negative result for 2024 of €7.9 million. This will be offset by drawing €8.6 million from the special-purpose reserves. The Framework Letter stated that the faculties would take €6.8 million from the special-purpose reserves, with an additional €3 million drawn from the faculty reserves. The total amount that is planned to be drawn from the reserves is therefore the same as the amount stated in the Framework Letter, which means the faculties have ample opportunity to spend money they have previously saved. Spending of the special-purpose reserves is also planned for 2025 and beyond, and additional funds have been set aside.

Where possible, we want to alleviate the pressure on education and research as much as we can. In the years ahead, in collaboration with the service units, faculties and staff departments, we will improve the quality of the support services and control the associated costs. The units have already successfully contributed ideas for the rationalisation drive that was included in the Framework Letter, which will be used to keep cost increases manageable. Some of these ideas have already been translated into the budget, while others require further work. Additional spending on improving internal services will ensure that the pressure is alleviated in the years ahead as well.

Based on the Accommodations Plan, various projects will be completed from 2024 onwards (REC JK, REC P) and construction work will be finished (University Library). Construction work will begin on several other projects (BG5, OMHP, LABQ), while preparations for future projects will continue. These projects will gradually resolve the constraints around the demand for floor space and the quality of that floor space. However, a smaller university will have less demand for floor space. The continuing development of hybrid working will also result in reduced demand for space, especially office space. Changes in education could lead to higher demand, but the overall demand will decrease. The Accommodations Plan describes an increasing risk that we may not make full use of our investments. Over the next few months, we will investigate the size of this risk and the measures required to mitigate it. A reduction in floor space is also an opportunity to reduce the UvA's costs and promote sustainability.

IT investments in education, research and operational management will be continued. The importance of information security remains high. Plans that have been initiated will continue. There are also a number of new IT domains in which initiatives will be launched in the coming year (Data and AI for the UvA, Sustainability and Responsible IT).

The key financial indicators for the UvA will remain within the agreed ranges in 2024. Attracting additional external funding from 2026 for the accommodation investment plan will ensure that, in the longer term, the liquidity ratio will remain above the alert threshold value applied by the Inspectorate of Education for larger educational institutions. In the long term, it is clear that the solvency ratio will come under pressure, due to the commitments to starting and incentive grants and construction investments and due to more external borrowing. Positive results at the UvA level will be used to maintain solvency and keep borrowing costs under control. Changes in the financial ratios will be discussed in greater detail in Section 2.6.

2.2 Long-term forecast

For 2024 and beyond, the UvA is budgeting a nil result as shown in the table below. The figures for 2023 are taken from the 2023 Budget and the 2023 forecast at the time of the UvA's Q3 report.

UvA long-term forecast	2023 Budgeted	2023 Forecast*	2024	2025	2026	2027	2028
INCOME							
Government grant (Ministry of Education, Culture and Science)	626.413	628.299	665.023	677.646	686.313	688.527	687.185
Tuition, course, lecture and exam fees	125.217	124.602	139.287	148.341	149.551	150.268	151.779
Income from work carried out for third parties	131.641	129.117	141.002	136.637	138.320	139.692	139.692
Other income	30.980	24.519	34.282	25.650	24.033	23.854	23.854
TOTAL INCOME	**914.251**	**906.537**	**979.593**	**988.274**	**998.217**	**1.002.342**	**1.002.511**
EXPENSES							
Staffing costs	642.923	627.730	698.838	699.843	704.410	706.631	708.088
Depreciation	50.289	46.747	47.447	44.743	49.499	51.145	55.000
Accommodation expenses	68.939	66.922	70.960	69.783	68.081	67.965	67.965
Other expenses	152.785	159.369	170.105	171.472	170.506	170.083	170.707
TOTAL EXPENSES	**914.936**	**900.768**	**987.350**	**985.841**	**992.496**	**995.824**	**1.001.760**
Net income/expense	**-685**	**5.769**	**-7.757**	**2.433**	**5.721**	**6.518**	**750**
Financial income and expenses	-215	2.495	5.958	3.608	2.742	-1.076	-2.580
Result	**-900**	**8.264**	**-1.800**	**6.041**	**8.463**	**5.442**	**-1.830**
Tax	-	-	-	-	-	-	-
Income from holdings in companies	900	2.900	1.800	1.900	2.000	2.000	2.000
Result after tax	**0**	**11.164**	**0**	**7.941**	**10.463**	**7.442**	**170**
Share of third parties	-	-	-	-	-	-	-
Net result	**0**	**11.164**	**0**	**7.941**	**10.463**	**7.442**	**170**
Expected improvement of result	-	-	-	551	1.737	5.449	5.369
Reservation for use of faculty reserves	-	-	-	-8.492	-12.201	-12.891	-5.540
RESULT	**0**	**11.164**	**0**	**0**	**0**	**0**	**0**

* Forecast Q3 2023

Table 1: Non-consolidated UvA budget result (x €1,000)

A nil result has been budgeted for the long term. This means an improvement in the estimated result is still expected to be achieved for 2025 and beyond. This expected improvement in the estimated result relates to the current shortfall in the allocation model, which is explained in more detail in Section 3.1 on the allocation model. Due to the positive result and the expected improvement in the result, there is scope for drawing additional funds from the faculty reserves. Drawing on the reserves could also serve to offset a possible decline in income resulting from a lower intake of students (particularly international students).

The UvA's forecast total income for 2024 will be €65.3 million higher than in the 2023 Budget. The forecast expenses will increase even more sharply: by €72.4 million. Due in part to non-recurring income in 2024, funds will be drawn from the faculty reserves. The financial income and expenses balance and the income from holdings in companies are expected to improve the UvA's result by €7.1 million compared with 2023.

The increase in the government grant compared with 2023 is mainly due to the wage compensation/cost-of-living adjustment for 2023 being higher than was expected in the 2023 Budget. The higher compensation will continue in 2024 and beyond. An increase of 4% is

assumed for the wage compensation/cost-of-living adjustment for 2024. This increase in income has been passed on to the units by increasing the budgets in the allocation model and the service unit budgets. It has been agreed with VU Amsterdam to assume a wage compensation/cost-of-living adjustment of 4% in the government grant for ACTA and AUC as well in 2024. This has been incorporated in the budgets for the 2024 Budget.

In line with the expected wage compensation/cost-of-living adjustment in the government grant, the prices in the allocation model have been increased by 7% from 2023. Generally speaking, this should enable the faculties to cope with higher wages and prices, where these are putting pressure on the direct government funding. For external projects, it will not always be enough to compensate for increased costs. In addition, institutional tuition fees (which go directly to the faculties) have not yet caught up with this development.

In 2024, the service units will receive compensation through the allocation of additional funding of a comparable percentage to the increase in prices in the allocation model. Accordingly, no adjustments for internal charging-on of increased prices and wages have been applied in the budget for 2024 compared with the 2024 Framework Letter. The intention is to incorporate these adjustments in 2025 through the prices of services, which means this additional funding for the service units will become superfluous after 2024. Because of the additional funding allocated to the service units for 2024, the additional pressure on the service units from the pay rises in the Collective Labour Agreement does not need to be passed on to the faculties.

Tuition fees
Income from tuition fees will increase by €14 million in 2024 compared with the 2023 Budget. The increase is caused by changes to the tuition fee rates and by the rise in the number of students paying the institutional tuition fee.

Income from work performed for third parties and other income
The expected amount of income received in 2024 from work performed for third parties and other income, based on the budgets drawn up by the individual units, has increased by €9.4 million on balance from the 2023 Budget. In the current long-term forecast, this income is set to remain at around the same level. The expectation and objective is for accelerated growth of this income in the long term as a result of efforts to achieve the goals in the Strategic Plan.

Expenses
Based on estimates from the organisational units as well as a small number of adjustments made at the university level, the forecast expenses will increase by 7.9% in 2024 compared with the 2023 Budget. This increase is largely due to a rise of €55.9 million in personnel costs. This is caused partly by wage increases and partly by an increase in the number of staff. Accommodation costs will rise by €2 million compared with 2023, while depreciation costs are expected to fall by €2.8 million from the 2023 Budget. The Other expenses will rise by €17.3 million, mainly due to price movements in 2023.

In the long term, the depreciation costs and financial expenses will increase again, as a result of the ongoing construction projects. In 2024, the UvA will have net interest income due to the size of its cash resources and high interest rates. As the construction projects progress, these resources will decrease and interest will have to be paid again. Once a construction project is completed, the building will start to depreciate and expenses will rise. The long-term figures show that this rise will be absorbed by the UvA's increasing income.

Chapter 3 and the annexes present the budgets for the organisational units.

2.3   Updates since the Framework Letter

This section describes and explains how the result has changed between the Framework Letter and the budget. See Section 2.3.3 for the new policy initiatives compared to those included in the framework letter.

The table below shows how the result has changed between the Framework Letter and the budget (before the obligatory alignment to arrive at the final budget). The table and explanatory notes provide an insight into the changes to the main points of the UvA's financial framework. A distinction is made between updates to the available funds and updates to how the funds will be spent.
The income will be €64.8 million higher in 2024 than was stated in the 2024 Framework Letter. The expenses will be €69.3 million higher, and the result from the financial income and expenses and income from holdings in companies will be €4.7 million higher.
The changes are explained after the table.

Structure of changes	2024	2025	2026	2027
Start: Result in budget 2024	**-0,2**	**0,0**	**-1,2**	**-8,9**
Updated income				
Government grant	34,2	44,9	46,8	48,1
Tuition fees	8,6	14,8	15,4	16,1
Other income	12,8	-0,3	-2,0	-2,3
Subtotal	*64,8*	*64,2*	*64,4*	*67,5*
Updated expenses				
Personnel expenditure	52,2	52,7	47,4	44,5
Depreciation expenses	-4,4	-10,9	-5,9	-4,3
Housing expenses	6,8	6,7	4,8	4,7
Other expenses	14,7	13,8	9,6	7,1
Subtotal	*69,3*	*62,3*	*55,9*	*52,1*
Update on financial income and expenses and earnings from associates				
Financial income and expenses	4,5	5,9	3,3	0,9
Share in results of associates	0,2	0,1	0,0	0,0
Subtotal	*4,7*	*6,0*	*3,3*	*0,9*
Updated result	**0,0**	**7,9**	**10,5**	**7,4**
Still to adjust in final budget	0,0	0,6	1,7	5,4
Reservation for use of faculty reserves	0,0	-8,5	-12,2	-12,9
Result budget in 2024	**0,0**	**0,0**	**0,0**	**0,0**

Table 2: Changes from the Framework Letter result – budget (x €1 million)

Table 17 in Chapter 3 summarises the changes compared with the Framework Letter, broken down by organisational unit.

2.3.1 Updated income

Government grant

The amount of the government grant we expect to receive was updated on the basis of the final version of the first government funding letter for 2024. This is why the expected government grant amount as included in the budget is higher than the expected government grant amount forecast in the Framework Letter. In total, the government grant has increased by €34.2 million. The main reasons for the increase are the wage compensation/cost-of-living adjustments and new allocations. The 2023 wage compensation/cost-of-living adjustment of approximately €35 million, which is part of the €55.5 million increase in the government grant for education and research, replaces the expected wage compensation/cost-of-living adjustment of €23.7 million for 2023 that was included in the Framework Letter. This resulted in an increase of €11.3 million. For 2024, an expected wage compensation/cost-of-living adjustment of 4% has been factored in, which works out at €26.1 million.

The remainder of the €55.5 million increase primarily consists of a reallocation of the expected sector plan funds of €20.1 million, which have already been distributed and no longer appear as a separate 'expected' line item; instead, they have been included in the 'Government grant for education and research' line item. A number of other allocations in the government grant have also been included here.

The faculties are expecting to be able to spend part of the government grant after 2024 – the part relating to sector plans and starter and incentive grants. This reallocation of spending over time of this non-prescriptive government grant is shown in the budget under Income from government grants as -€16.0 million in the line 'Technical corrections to the government grant for education and research'. This line item also includes several smaller technical corrections made at the central level with regard to the government grant for ACTA and the AUC. These corrections are €3.0 million lower than in the Framework Letter.

Updated income	2024	2025	2026	2027
Government grant	34,2	44,9	46,8	48,1
Wage/Price Adjustment 2023	-23,7	-23,7	-23,7	-23,7
Wage/Price Adjustment 2024	26,1	26,1	26,1	26,1
Government grant OW and OZ	55,5	52,9	53,8	52,8
Sector plan funds (expected)	-20,1	-20,1	-20,1	-20,1
Van Rijn	-0,6	-0,6	-0,6	-0,6
Technical recalibration of budgets and results	-3,0	10,3	11,3	13,7

Table 3: Updated income – Government grant (x €1 million)

Tuition fees

The income from tuition fees in 2024 and beyond has been updated based on the expected income from statutory and institutional tuition fees. The estimate of student numbers has been updated; it is slightly higher than the number in the 2023 Budget and broadly the same as the number in the 2024 Framework Letter.

Tuition fees for 2023–2024 are €2,314. The statutory tuition fees for 2024–2025 have been set at €2,530. Calculations for subsequent academic years have also been based on statutory tuition fees of €2,530. The income from statutory tuition fees is approximately €3.6 million higher than in the 2024 Framework Letter. In addition to the higher rate for the 2024–2025 academic year, the expiry of the statutory measure for the halving of tuition fees, with effect from the 2024–2025 academic year, also contributed to this increase. For one year, students embarking on studies in higher education for the first time were entitled to a halving of their tuition fees. Students starting in the 2023–2024 academic year who meet the requirements will pay €1,157 instead of €2,314. This halving will be stopped from the 2024–2025 academic year onwards (starting on 1 September

2024). The compensation from the government for the halving of the tuition fees will stop at the same time. This will reduce the government grant by €2.4 million.

The institutional tuition fees in 2024 will be €5.0 million higher than in the 2024 Framework Letter. In their budgets, the faculties estimated that 85% of their expected income would come from institutional tuition fees. The remaining 15% will come from University-wide income.

Updated income	2024	2025	2026	2027
Tuition fees	8,6	14,8	15,4	16,1
Statutory tuition fees	3,6	11,5	11,0	11,0
Institutional tuition fees	5,0	3,3	4,4	5,1

Table 4: Updated income – Tuition fees (x €1 million)

The Executive Board and the deans consult with each other on the desirable and expected development of the number of (international) students in the years ahead. While the UvA is not targeting growth, the widespread interest in studying at the UvA is undiminished. The total institutional tuition fees received in future years may be heavily dependent on the development of the bill for the Act on Balanced Internationalisation. The bill may have the desired effect of giving the institution options for controlling the international student intake. In addition, an undesirable drop in the intake could also result from policies such as stricter language requirements. It could also have an effect on the income from institutional tuition fees, which means the estimate of this income as currently included in the budget is surrounded by greater uncertainty than in the past. The Institutional Tuition Fees Committee is working on an advisory report for the Executive Board regarding adjustment of the financial policy framework with regard to the institutional tuition fee rates. The developments described above will be incorporated into the report.

Income from work performed for third parties
The income from work performed for third parties is higher than in the Framework Letter. The biggest change is in contract research. The units estimate an increase of €8.4 million for contract research from the figure in the 2024 Framework Letter.

Updated income	2024	2025	2026	2027
Income from work with third parties	9,1	4,8	4,2	5,6
Contract education	-1,0	-0,9	-0,9	-0,4
Contract research	8,4	3,6	2,8	3,1
Income from work for third parties (excl. R&D)	1,7	2,1	2,3	2,9

Table 5: Updated income – Income from work performed for third parties (x €1 million)

Other income
The Other income budgeted for 2024 has increased since the Framework Letter, mainly due to certain items of Other income within the real estate administration being shifted from 2023 to 2024.

Updated income	2024	2025	2026	2027
Other income	12,8	-0,3	-2,0	-2,3

Table 6: Updated income – Other income (x €1 million)

2.3.2 Updated expenses

Personnel costs
At €52.2 million, the personnel costs are considerably higher than in the Framework Letter, mainly due to the pay increase in the collective labour agreement. On the other hand, the prices in the allocation model have been raised to include the wage compensation/cost-of-living

adjustment, which will benefit the faculties. For the service units, the budget likewise includes compensation for higher wages and prices. This additional funding for the service units is based on the personnel and management costs for 2024 as estimated in the 2023 Budget. The additional funding will enable the service units to cope with the rise in wages and prices in 2024. In the event that this funding is inadequate, the service units will be granted supplementary funding (see the explanation in Section 2.3.3). In the service agreements to be signed in 2025, the 2024 wage and price levels will be used to set the prices charged by the service units. At that point, the additional funding will come to an end.

Updated income	2024	2025	2026	2027
Personnel expenditure	52,2	52,7	47,4	44,5
Faculties	30,6	29,6	26,4	27,1
Services	13,6	11,6	12,9	13,2
Central	8,0	11,4	8,0	4,2

Table 7: Updated expenses – Personnel costs (x €1 million)

Depreciation

Depreciation will be lower in 2024, 2025, 2026 and 2027 than was stated in the Framework Letter. This is mainly due to the rescheduling of accommodation projects. More information can be found in Section 2.4.3 and in the Accommodations Plan (appended).

Updated income	2024	2025	2026	2027
Depreciation expenses	-4,4	-10,9	-5,9	-4,3
Faculties	0,5	-0,8	-1,1	-1,0
Services	1,2	1,4	1,6	1,8
Central	-6,1	-11,5	-6,4	-5,1

Table 8: Updated expenses – Depreciation (x €1 million)

Accommodation expenses

The service units in particular have estimated higher accommodation expenses for the years ahead than the figures in the Framework Letter. This is mainly due to the effect of price increases.

Updated income	2024	2025	2026	2027
Housing expenses	6,8	6,7	4,8	4,7
Faculties	2,4	2,9	2,7	2,9
Services	0,0	-0,9	-1,9	-1,6
Central	4,4	4,7	4,0	3,4

Table 9: Updated expenses – Accommodation expenses (x €1 million)

Other expenses

The Other expenses will be €14.7 million higher in 2024 than estimated in the Framework Letter. Higher expenses are likewise expected for the years after 2024. This is a consequence of the recent period of high inflation.

Updated income	2024	2025	2026	2027
Other expenses	14,7	13,8	9,6	7,1
Faculties	3,4	5,0	3,8	3,2
Services	9,5	9,5	8,8	9,1
Central	1,9	-0,7	-3,0	-5,2

Table 10: Updated expenses – Other expenses (x €1 million)

2.3.3   Other updates

Starting and incentive grants

In the Framework Letter, the starting and incentive grant funds for 2024 and beyond were distributed to the units. In the distribution of the funds for 2022 and 2023, 10% was set aside for possible spending at the central level. In the 2024 Budget, this reserved portion of the starting and incentive grants will be distributed to the units in 2024. This will result in a one-off increase in funding in 2024. In addition, the funds have undergone an index adjustment since the Framework Letter, to take account of the government's wage compensation/cost-of-living adjustment. From 2024 onwards, the budget includes funds for UvA starting grants for the Faculty of Economics and Business (FEB). As a result, a proportionate share of the national starting grants will be released; in 2024, this share will be redistributed among the other faculties. For the time being, these released national starting grant funds are still recorded as undistributed for 2025 and subsequent years.

Sustainability research
The current climate crisis requires an acceleration, broadening and deepening of climate research, with interdisciplinary cohesion, to contribute to integrated solutions for complex climate issues. Accordingly, funding of €1 million per year has been made available for extra work on sustainability. The €1 million for unforeseen expenditure related to the Strategic Plan (Strategic Plan Boost) that was mentioned in the Framework Letter will be used for this purpose.

Wage/price developments for service units
The budget includes wage compensation/cost-of-living adjustment funds for the service units: Service unit funding for rises in average personnel costs. These funds are calculated on the basis of the expected personnel and management costs. For a number of service units, these funds will still be insufficient to cover all cost increases. For this reason, supplementary funds have been granted to Facility Services (€512,000), ICTS (€852,000) and the University Library (€1,265,000). For the University Library, this amount includes funds to cover the wage compensation/cost-of-living adjustment in 2023 (€897,000), since this was not factored into the library's prices. This is also partially the case for ICTS (€402,000). For the 2025 Framework Letter, all service units are expected to factor price movements into the prices for their services; this separate wage compensation/cost-of-living adjustment funding can then be stopped in 2025.

Relieving the pressure from service unit cost increases: rationalisation plan
The 2024 Framework Letter stated that a substantial increase in the service units' prices would create extra pressure for the faculties. To limit the pressure, all service units were asked to identify which cost increases can be delayed and what options there are for reducing costs. A number of ideas and suggestions have been gathered and will be developed over the next few months. The service units will be asked to factor the financial effects of the measures into the SLA processes and prices for 2025 and beyond.

ViDi programme
The 2024 Framework Letter stated that a strong boost would be given to the improvement cycle through the ViDi programme (a programme to improve internal service delivery). Due to financial limitations, no additional funds were set aside. In the course of 2024, we will look at whether this programme can be funded out of the scope included in the theme-based budgets for strategic investments, or whether funding can be found elsewhere.

Sector plan for science and technology
In 2024, the Faculty of Science will receive two amounts out of the sector plan funds for science and technology (€4.1 million and €3.7 million). The ongoing use of these funds will be externally evaluated, and these line items were consequently included in the Framework Letter as undistributed funds for 2025 and beyond. In the 2024 Budget, these funds (totalling €7.7 million per year) were added to the Faculty of Science budget for 2025–2027, with the proviso that the external funding of these plans must be continued. This extra revenue was also included in the income.

Cyber security, student well-being, social safety and knowledge security
In the government grant, new funds were included over the long term for cyber security, student well-being, social safety and knowledge security. For 2024, these new funds amount to €1.9 million. This amount is reserved in the budget as undistributed funds. The units concerned have made internal plans in these areas. The funds will be passed on to the units once the plans have been finalised and approved by the Executive Board. For cyber security, the Executive Board will take into account the additional investments that the UvA has made in this area over the past year.

Information   security
In addition to the long-term funds for cyber security included in the government grant, supplementary funds of €1.5 million have been set aside for information security in 2024 to ensure that sufficient money is available to manage the risks in this area. This money is reserved as undistributed funds, to be allocated by the Executive Board to the units concerned based on plans that are currently being drawn up. If it is found during the budget year that not all of this money is required for information security, the Executive Board may decide to use the funds for another purpose.

Smarter academic year pilot
The government grant includes funding for a Smarter academic year pilot, which will run from 2024 to 2026. This means that new funds (not included in the Framework Letter) have been allocated to the budget for the Executive Staff.

Matching obligations met
In the Framework Letter, the calculation of the matching budget in the allocation erroneously failed to take into account the income earned by Asser. The 2024 Budget includes one-off additional funding of €317,000 for the Amsterdam Law School to cover this error.

Profiling Fund standard amount
At present, it is being investigated whether it would be possible to increase the standard amount from the Profiling Fund for the 2023–2024 academic year or 2024–2025 academic year. The funding allocated to Student Services for rises in average personnel costs provides scope for a slight increase in the standard amount. To ensure that sufficient funds are available for an increase, €150,000 has been set aside in this budget, pending a decision. Once a decision is made, this money can be adjusted if necessary, before being allocated to Student Services. From the 2025 budget year onwards, the increase in the standard amount should be covered by Student Services' normal SLA prices.

Temporary funding for Policy and Administration and Executive Staff
It appears that, in the Framework Letter and draft budget, the ordinary funding for Policy and Administration and Executive Staff was calculated incorrectly. This has been corrected in the final budget. Because the error was found so late in the budget process, the corrected funding directly translates into a shortfall in the budget for Policy and Administration and Executive Staff. For this reason, it was decided to grant temporary supplementary funding of €1.2 million in 2024, so that the overall funding for 2024 is the same as the previously communicated amount.

ACMHA start-up costs
The budget includes a budget of K€250 for the start-up costs of the Academic Centre for Mental Health Amsterdam (ACMA). ACMA will be a mental health centre within SGZ for students and young staff set up in collaboration with FMG and StS. Plans for this are currently being worked out. The budget has been reserved in the budget as an undistributed budget and will be allocated after the CvB approves the plans for ACMA. It is planned that after the start-up phase, the costs of ACMA will be covered by external healthcare revenues.

2.4 Investments

2.4.1 Policy investments

The Framework Letter included policy investments from the central and decentralised funds. The policy investments in the Framework Letter were included in the form of a budget, to give an extra boost to specific education and research subjects. These investments will help the UvA realise its strategy.

Operational investments	2023	2024	2025	2026	2027
Resources via allocation model					
Decentralised policy on education	20.908	22.371	22.371	22.371	22.371
Decentralised policy research	26.371	28.217	28.217	28.217	28.217
Central policy education*	13.789	14.286	12.756	12.238	11.317
Central policy research*	67.291	81.160	72.063	69.285	68.754
RPAs	6.152	4.450	4.150	3.250	2.650
Central government contribution ed and rs (excl. to board)	45.484	49.396	43.883	43.733	43.704
Other policy investments	16.479	25.164	21.506	18.523	15.411
Policy budgets services (excl. SLA)	300	1.201	1.000	1.000	1.000
Subtotal	**196.774**	**226.246**	**205.947**	**198.617**	**193.424**
Reserved funds via allocation model					
RPAs	400	1.050	1.350	2.250	2.850
Additional resources for switching programs	-	327	327	327	1.250
Interdisciplinary education	154	150	-	-	-
Beta/engineering	218	218	218	218	750
Support uniprofs	-	-	80	80	40
SEO funds transferred to 1st GS	-	-	4.894	4.894	4.894
Proposed additional use of reserves	200	-	-	-	-
ICT theme funding: Reserved	500	-	670	2.874	3.624
Information security			-	-	-
Cybersecurity	-	929	676	399	405
Student welfare	-	757	757	757	757
Social security	-	136	136	136	136
Reservation for support for valorization and partnerships	1.250	55	55	55	55
Reservation for increase of standard amount for profiling fund	-	150	-	-	-
Budget services GPL development	-	1.330	1.330	1.330	1.330
Finance and procurement systems development	200	-	-	-	-
IP - Financial instruments Strategic Plan	1.378	3.482	3.200	10.926	12.426
IP - Financial instruments - valorisation part UvA	-	1.000	1.000	1.000	1.000
IP - Financial Instruments - Continuous support	150	150	150	150	-
Financial instruments IP - Start-up IP	150	150	150	150	-
IP - Impulse	1.000	-	-	-	-
IP - sustainability study	-	1.000	1.000	1.000	1.000
ACMA start-up costs	-	250	-	-	-
Interfaculty teaching commitment	2.000	2.000	3.000	3.000	3.000
Data Science	979	961	782	616	-
Sector Plan SSH	-	-	824	824	824
Knowledge security	-	88	88	88	88
Centrally earmarked start-up and incentive grants	6.868	-	2.281	2.281	2.281
Matching Horizon Europe	3.000	-	-	-	-
Subtotal	**18.448**	**15.699**	**22.967**	**33.353**	**36.708**
Resources through governance					
Internationalization	948	1.049	1.049	1.049	1.049
Personnel & Participation	4.391	4.537	4.537	4.537	4.537
Information availability	300	365	365	365	365
Strategic communication	82	87	87	87	87
University facilities	550	550	550	550	550
Strategic investments	3.783	3.406	2.604	2.332	2.332
Program ViDi	-	pm	pm	pm	pm
Other	1.450	1.650	1.650	1.650	1.650
Subtotal	**11.504**	**11.644**	**10.842**	**10.570**	**10.570**
Reserved funds via the Board					
Open Science	722	200	-	-	-
Quality agreements	4.500	5.500	5.500	5.500	5.500
Room for strategic investments	1.648	2.854	3.054	3.054	3.054
Unforeseen	1.000	1.000	1.000	1.000	1.000
Subtotal	**7.870**	**9.554**	**9.554**	**9.554**	**9.554**
	-	-	-	-	-
TOTAL	**234.595**	**263.143**	**249.310**	**252.095**	**250.256**

* including the fixed policy budget FdT

Table 11: Policy funds in the budget (x €1,000)

Decision-making about the use of the various policy funds is largely effected via existing processes. For example, ICT investments are made via the ICT Steering Group.

Strategic Plan funds
The financial scope for financial tools for the Strategic Plan has been maintained at the same level in the 2024 Budget as in the Framework Letter. In recent years, limited use has been made of extra financial resources in achieving the Strategic Plan goals. Until the end of the Strategic Plan period, the €1 million per year set aside under the designation 'Strategic Plan Boost' will be used for extra research into sustainability (see Section 2.3.3).

Furthermore, as regards the Strategic Plan, temporary support has been set up within the Executive Staff for the implementation of the Strategic Plan, which will monitor the progress of the Strategic Plan and can help drive the innovation process. An amount of €1.0 million has been allocated for this purpose in the budget, as was the case in the Framework Letter, under the designation 'Support for policy implementation and policy latitude'. This amount is shown in the 'Other policy funding' table in Section 4.5. In 2024, these funds will be used to complete the ongoing implementation work for the Strategic Plan.

With regard to spending on the financial tools for the Strategic Plan, next year, as in previous years, the focus will be on a theme-based approach to research and on massively scaling up valorisation.

Since the Framework Letter, funds for mid-size projects have been allocated to the Amsterdam Law School and the Faculties of Medicine, Humanities and Social and Behavioural Sciences, amounting to a total of €0.9 million in 2024 and €0.5 million in 2025.

Quality agreement funds
Since the provisional allocation of funds in the 2024 Framework Letter, which was based on the weighted number of credits, the allocation has been updated to reflect the forecast number of credits that will be obtained in 2024 and beyond. The share of the funds for the Faculty of Dentistry and AUC will be passed on directly via the price per funding factor, in line with the funding system for ACTA and AUC. The remaining part, after deduction of the UvA-wide commitment for the Faculty of Economics and Business, the Amsterdam Law School, the Faculty of Humanities, the Faculty of Science, the Faculty of Social and Behavioural Sciences and the Faculty of Medicine, will be allocated to these six faculties on the basis of the weighted number of credits. This will lead to the allocation shown below. The allocation for 2025 and beyond will be adjusted annually in the budget on the basis of the final number of credits.

For the time being, the UvA receives the quality agreement funds as a separate component of the government grant. Pending further decisions regarding the quality agreement funds for the period after 2024, the distribution method has not been changed. If other frameworks are applied and other internal or external arrangements are made, the distribution method may be adjusted.

Allocation of funds for quality agreements (x€ 1.000)	2023	2024	2025	2026	2027
Faculty of Economics and Business	2.281	2.781	2.781	2.767	2.740
Faculty of Law	1.881	2.220	2.220	2.209	2.210
Faculty of Humanities	2.855	3.560	3.560	3.569	3.578
Faculty of Science	3.438	4.335	4.335	4.215	4.292
Faculty of Social and Behavioural Sciences	4.583	5.661	5.661	5.585	5.411
Faculty of Medicine	2.491	2.961	2.961	3.283	3.397
Faculty of Dentistry	932	1.140	1.140	1.031	1.031
Amsterdam University College	507	624	624	624	624
UvA-wide	4.500	5.500	5.500	5.500	5.500
Total	**23.469**	**28.782**	**28.782**	**28.782**	**28.782**

Table 12: Allocation of quality agreement funds (x €1,000)

Research Priority Areas
The total budget available for Research Priority Areas (RPAs) is unchanged from the figure in the 2024 Framework Letter. The €2 million in funding for Urban Mental Health will continue to be available for the lead party (the Faculty of Science) based on the Executive Board decision to continue this RPA. In November 2023, the Executive Board decided to extend the allocations to the RPAs Human(e) AI and ACES (both k€ 300 per year) for five years, subject to the condition of submitting a more detailed plan in early 2024 on their proposed sustainable incorporation into the existing organisation. The budgets for these RPAs, after the condition is met, will be allocated in 2024 from the space reserved for them within the budget. In addition, in November 2023, the Executive Board decided to allocate K€350 per year for five years to the new RPA Emergent Phenomena in Society. This allocation has also not yet been reflected in the budget figures and will be granted to the FEB in 2024 from the space reserved for it within the budget.

2.4.2   ICT investments

The Framework Letter sets out the ICT investments from the investment portfolio. Further details on these investments for 2024 and subsequent years are set out in the annex 'Long-term Implementation Plan (MJUP)/ICT Portfolio 2024'.

The UvA wants to step up its investments in IT in the coming years, as is evident from the ambitions expressed in the 2012–2026 Strategic Plan. The digital agenda was created in 2022 and adopted by the Executive Board on 10 May 2022. The digital agenda provides direction for the development of digitalisation at the UvA. It builds on the Strategic Plan, the faculty strategic plans and input from the service units. The goal is to maximise the support and minimise the burden for students and staff. Initially, this has translated into activities that ensure digital services continue to be delivered smoothly, so our students and staff can work and study effectively and conveniently. The digital agenda also gives direction to innovation, allowing us to respond in a timely manner to new risks and opportunities and allowing digitalisation to make an optimal contribution to the UvA's ambitions. The MJUP/ICT Portfolio is the implementation plan for the digital agenda for 2024. The plan includes activities to ensure that digital services continue to be delivered smoothly, as well as initiatives to give direction to innovation activities, allowing us to respond in a timely manner to opportunities and risks in the area of digitalisation.

2.4.3   Real estate investments and the Accommodations Plan

Over the next few years, several new and renovated buildings (REC P, REC JK, University Library) will become available to meet the demand for floor space. Construction work will begin on projects focusing on medium-term demand (BG5, OMHP and LABQ). Combined with careful

management, this will meet the UvA's total current demand. However, in 2023, there was increasing uncertainty about changes in the UvA's demand for floor space. This was caused by external political and other pressure on the international student intake and the further evolution of hybrid working. Greater certainty with regard to the changing demand is required in the short term in order to manage the risks in the medium term. With regard to the Accommodations Plan, the use and occupancy of office space and the overall demand for facilities for students is crucial.

At the same time, the Accommodations Plan includes a substantial investment ambition for the next few years. It is important to avoid investing in floor space that is only used half the time or investing in buildings that will then be left empty. The decisions that the UvA makes with regard to the international student intake will lead to a better understanding of the changing demand for teaching facilities. In addition, including the impact on the use of space as a precondition in policy development around hybrid working will make changes in demand for space more predictable.

It is highly likely that the nature and scale of the change in demand for floor space will have consequences for the UvA's construction projects. This Accommodations Plan is based on the assumption that behaviour will not change, and it does not pre-empt the developments described above. Within the next few months, we should have greater certainty about the effect of the bill for the Act on Balanced Internationalisation on the UvA and thus on the demand for floor space. Within the same timeframe and with regard to accommodation, there will be further discussions around developing the office workplace of the future.

The 2024 Accommodations Plan has been developed and is included as an annex to this document. The investment plans and estimates have been updated based on decisions made and internal coordination. The space analyses are based on forecasts prepared by the faculties relating to changes in student numbers and staffing levels and the impact on space requirements. The assessment of office space requirements is based on the new standard. The implementation plan for the University Library has been revised; the library is expected to be ready for use in 2025. The forecast was updated based on the progress report issued this spring.

For the renovation of the Oudemanhuispoort (OMHP), a strategy is now taking shape that will lead to the complex being renovated in phases. The sections of the complex for which agreement has been reached with the city council about the action to be taken will be renovated in the next few years. The sections for which no agreement has been reached will be renovated at a later date. With additional investments, the quality and use of these sections of the complex will be guaranteed for a period of 15 years. This has made the approach to the OMHP much simpler, reducing project risks. The investment estimate has been adjusted based on the latest information. For BG5, the design is being finalised, after which preparations for implementation will begin. The investment estimate has been adjusted based on the service provision consultation (DO) phase document. It has been noted that, for Oude Turfmarkt 149–151 (Student Health Services Office), it would be desirable to factor in an investment in quality; this has now been added to the Accommodations Plan.

The University Quarter has sufficient floor space to meet demand. The quality of the accommodation was previously an area of concern on this campus, particularly in buildings that are remaining in use for longer than anticipated. Better use of these buildings is being secured through intensification of maintenance and additional investments in quality.

Space analyses show that there is still a shortage of space at the Roeterseiland Campus (REC). This mainly relates to the availability of study places, but having access to sufficient tutorial rooms is also an area of concern. In the short term, temporary measures will be used to try to increase availability. In the medium term, from 2025, there will be more options, particularly in the city centre, with the temporary (or permanent) use of UB Singel and PCHH and more and better space use options in the OMHP. Based on currently expected trends, expansion of the REC

is not considered necessary. However, a permanent facility (3,000 m^2 UFA) is being considered to replace the current temporary building, REC V. The 2023 Accommodations Plan included an expansion programme of 9,000 m^2 to accommodate future developments in the areas of valorisation and collaboration. Due to the uncertainties around the evolving space requirements, the current Accommodations Plan does not pre-empt the space requirements of new valorisation ambitions, and the expansion of floor space has been aligned with the University's internal demand.

The Amsterdam Science Park (ASP) will also suffer from a shortage of space for the next few years. This is mainly a planning risk relating to the rate of growth of the Faculty of Science and the availability of LabQ. ASP 107 will be available as a reserve building for the next few years. After that, a quality investment is planned. If space requirements are calculated on the basis of the standard, temporarily taking this building out of use will immediately cause an accommodation issue. The Faculty of Science has indicated that it is working towards an end result in which all faculty use is located in ASP 904, LAB42 and LabQ. This will be put into effect following the investments in the quality of the office environment in ASP 904, which will free up ASP 107.

The ongoing work to boost the quality of maintenance management will be continued. For the next few years, more funds will be made available to clear the backlogs, and extra capacity will be deployed. The work is focused on creating a more programme-based approach to the construction strategy and developing long-term plans, thus achieving greater predictability of maintenance and replacement expenses. The aim is to return to a more normal level of maintenance within a few years. Due to the long-term component of the maintenance, more capacity will be deployed.

Price movements over the past few years have put pressure on the affordability of construction projects. It has been harder for developers to ensure projects remain feasible, since market rents have not yet been adjusted. For the UvA as well, this issue has emerged in the financial checks on investments. The construction cost increases from the past few years have now returned to normal. The procurement index forecast shows a downward trend. This is favourable for the UvA, because it increases the likelihood of lower prices in bids for upcoming projects in tendering procedures. The investment estimates do not pre-empt this potential effect, but the risk estimate for pricing in tendering procedures that was included in the 2023 Accommodations Plan has now been removed.

The investment plans are based on information from Real Estate Development (HO) and Facility Services (FS) about projects that are in preparation or already underway. For each project, the best possible assessment has been made of how things are progressing. The plans also take into account ambitions for renovations and replacement investments over the long term. Because these are not usually concrete projects, there is a good chance that the plans could still change. This has given rise to an extra line for planning optimism in the investment cash flow assessment, indicating that there is an expectation that the overall project will take longer and that the investment cash flow will be pushed back.

The liquidity required for the current investment plans exceeds that available under the current agreements. This is a point of attention for treasury; timely measures will be put in place to safeguard the completion of projects.

2.5 Risks

This section of the 2024 Budget presents the main financial risks. It is an update of the financial risks and management measures identified in the 2024 Framework Letter and takes account of

new developments. The update has resulted in a number of new risks, which are presented in the table below. The table shows the main inherent financial risks; in other words, it presents the risks without taking into account the effect of the management measures taken by the UvA. The table presents the assessment of the likelihood of their occurrence as low (1), significant (2) or high (3), and the assessment of the level of their impact as significant (1), high (2) or very high (3). The risks are ranked in terms of priority based on the outcome of those assessments (likelihood x impact). Below the table, the risks are described in more detail, together with the risk management measures that allow the potential negative impacts to be reduced to an acceptable level insofar as possible.

Inherent risks		Probability	Impact	probability x impact
1	Adverse development in research funding	3	3	9
2	Development in student numbers	3	3	9
3	Macroeconomic developments and monetary policy: rise in interest rates	3	3	9
4	Rising costs and risks in projects	2	3	6
5	Developments in office use	3	2	6
6	Insufficient wage-price compensation	2	3	6
7	Increase in the volume of matching pressure	3	2	6
8	Insufficient liquidity	1	3	3

Outcome probability x impact:

	Take immediate action
	Take immediate action
	Action is mandatory to reduce risk
	Action is desirable to reduce risk

1. Adverse changes to research funding
The funds that the universities have received under the Administrative Agreement since 2022 provide an important boost to quality, but underfunding is still an issue. Additional research funding is needed to reduce workloads and achieve the desired ratio between education and research income. The risks that come with continued underfunding will be managed by drawing public attention to the issue, including through further analyses with assistance from PwC Strategy& and discussions by UNL with the central government and social partners. We will also monitor financial developments for the purposes of long-term planning and continue to look for efficiency opportunities within the UvA. The UvA remains largely dependent on the State. When shortfalls arise in the allocation model, priorities must be set, preventing desired research goals from being realised.

2. Changes in student numbers
The UvA student intake, and particularly the number of international students, has increased sharply over the past few years. Unless measures are taken, the number of international students will continue to grow and the Dutch student population will shrink (due to demographic trends).

In July 2023, the Ministry of Education, Culture and Science published the bill for the Act on Balanced Internationalisation. This bill will provide tools to educational institutions and the Minister, focusing on the language of instruction, students' language skills and capping the number of students admitted to a programme (introducing an enrolment quota). This should lead to more balanced internationalisation, with the proposal giving the central government a larger role in assessing effectiveness and language requirements increasing. Making the number of international students more manageable should make it easier for universities in general, and the UvA in particular, to regulate growth. The ultimate impact of the bill is not yet known, but it is in any event clear that the university will not grow any further in terms of student numbers. Stricter language requirements could result in an undesirable impact on the intake. The UvA has set up a working group to identify the potential consequences and impact of the bill. Based on discussions on this issue within the UvA, the impact on the demand for floor space will become clear in the next few months. In light of the internationalisation bill, a scenario analysis was developed for the Accommodations Plan, with the number of international students as a variable. More

information on this scenario analysis can be found in the 2024 Accommodations Plan, which is appended to this budget.

3. Macroeconomic developments and monetary policy
The risk lies in higher interest expenses related to existing and future loans. Less stability and predictability of cash flows. The majority of the interest expenses are fixed for lengthy terms. The interest rate risk is actively managed. However, there will always be some residual interest rate risk, particularly when new loans are taken out. This is not expected to happen before 2026.

4. Increasing costs and risks in projects
Because of rising energy prices and inflation, construction costs have increased sharply in recent years. Due in part to the war in Ukraine, the supply of raw materials has been disrupted and production of some materials has ground to a halt. This has caused delays to construction projects due to a lack of materials, which may mean that accommodation ambitions cannot be achieved according to the specified timetable and/or within the set financial framework. This risk will be managed by monitoring the construction cost index and market developments; ensuring flexible building design; investigating alternatives such as the re-use of materials; and adjusting the timetable/phases for projects/programmes; and implementing financial or other optimisations to mitigate any consequences.

The UvA faces major challenges with the University Quarter in the city centre, involving specific risks. Due to the location, the construction logistics (transport for the supply and removal of building materials to and from the construction sites) are complex and cost intensive. The situation has been complicated by regulatory amendments made by municipal authorities, as well as by changes to the way those authorities interpret the regulations. These risks will be managed by regular monitoring of the development of accommodation requirements via a rolling forecast approach in the Accommodations Plan, making it possible to identify problems promptly and make adjustments where necessary. This will be accompanied by making new requirements explicit, weighing them up and submitting them for a decision. More specific control measures include appointing a University Quarter Construction Logistics Coordinator to align schedules and construction flows and to engage in early and frequent coordination with the city council. The way the risk management system for project implementation is designed makes it possible to obtain timely insights into risks (likelihood and impact)
and make adjustments as necessary.

5. Changes in the use of office space
It is now clear that hybrid working has become a long-term factor in the use of the office environment. It emerged from the report on hybrid working by the Hybrid Working Programme Group that, in positions where this is possible, staff members are only using their fixed workspace – the office on campus – two or three days a week. This is not sustainable in general, nor is it financially sustainable in the long term. It creates risks that the investments will not be fully used and will give rise to high vacancy costs. For the Accommodations Plan outlook, it is important to obtain a better understanding of these risks. A proposal will be prepared for developing this issue with the faculties in more detail over the coming period.

6. Insufficient wage compensation/cost-of-living adjustment
This relates to increases in wages, pension premiums and prices, and the extent to which they will be compensated for in the government grant. The majority of the UvA's revenue comes from the central government. It is subject to annual indexation, which compensates for inflation and wage increases. Under normal circumstances, this limits any impact of rising inflation on the UvA's financial position in the short term. In the event of persistently high levels of inflation and/or Ministry spending cuts, the chance of the government setting a lower level of indexation cannot be ruled out. This would not provide full compensation and would reduce the amount of the available funds. This risk also applies to revenue from indirect government funding and contract

research funding (see Risk 7). This could have a negative effect on workloads and quality. This risk will be managed by drawing public attention to the financial position of universities (including the attention of the central government, social partners and grant providers, through UNL), by monitoring developments for the purposes of long-term planning and by continuing to look for efficiency opportunities within the UvA.

7. Increase in level of matching pressure
The increase in matching pressure is eroding the capacity for unfettered research. At present, this risk is mainly managed within faculties and through the matching component in the allocation model. An additional matching component has been proposed in the context of the Strategic Plan. Furthermore, in the public debate and within UNL, the UvA will emphasise that additional or new forms of funding must be 'full cost', meaning that all costs are covered and that these new forms of funding do not increase the matching pressure. While the additional funds provided in the form of starting and incentive grants increase the scope for curiosity-driven research, they also increase the matching pressure, since they do not cover all costs.

8. Insufficient liquidity
Insufficient liquidity can have a negative impact on the availability of funds for operational management and the investment programmes. No liquidity constraints are expected in the next few years. The UvA's solvency is robust, so it is expected that any financing needs in the next few years can be met through external financing. Other management measures could include adjusting the investment plans, optimising the working capital of the university as a whole and aiming for a positive result.

2.6 Key financial data, cash flows and balance sheet development

The table below shows several ratios that are important for monitoring the financial health of the UvA.

Ratios	Policy	2023	2024	2025	2026	2027
		Forecast Q3				
Solvency I		36%	36%	37%	35%	34%
Solvency II	38% - 44%	39%	40%	40%	39%	37%
Liquidity	≥ 0,50	0,8	0,7	0,6	0,5	0,5
DSCR	≥ 1,0	3,7	2,9	2,8	3,2	3,2
Signal value excess reserves	≤ 1,0	0,4	0,4	0,4	0,4	0,4

Table 13: Financial ratios

Solvency II
Inspectorate of Education alert threshold value
The alert threshold lower limit applied by the Inspectorate of Education for the Solvency II ratio is 30%. Falling below an alert threshold is considered by the Inspectorate as an indication that an institution is experiencing a financial or continuity risk. Based on the plans factored into this budget, the Solvency II ratio will remain comfortably above this threshold.

Internal UvA standard
The UvA is aiming to keep the Solvency II ratio between 38% and 44% in the years ahead. Estimates show that the solvency ratio will fall below the internal threshold of 38% in 2027. Two developments will combine to cause this drop. The solvency ratio will fall in 2026 due to additional borrowing, which will expand the balance sheet while equity remains unchanged. Balance sheet expansion will also be caused by the assumption that not all extra government grants for starting and incentive grants can immediately be spent in the year of receipt. This effect

is already visible in 2022 and 2023 and is expected to increase by 2026. Nevertheless, a further drop in the solvency ratio is undesirable, and the ratio will need to be monitored in the years ahead to prevent it from falling below the internal alert threshold value for an extended period of time.

In recent years, the UvA has often achieved a more positive result than budgeted. This has contributed to the UvA's solvency ratio remaining within the internal alert threshold range. If this difference in results continues in the years to come, it will ensure that the solvency ratio remains within the alert threshold range and the 2027 value will not fall below the agreed range. In the years ahead, based on the framework letters and budgets, we will constantly assess whether it is necessary to budget for a small surplus to achieve this goal.

Liquidity ratio
Inspectorate of Education alert threshold value
With regard to the liquidity of the University, the expectation is that the investment plans for the next 10 years will not be able to be financed entirely from internal cash flow or liquid assets. According to the latest forecasts, the liquid assets will be sufficient up to the end of 2025. Although the exact extent and the timing may change, for example due to construction delays, operating results that differ from those forecast and budgeted or a different rate of spending of the funds for sector plans and starting and incentive grants, external financing is expected to be necessary from 2026 to maintain the UvA's liquidity ratio at or above 0.5. That is the alert threshold value used by the UvA and other universities (the Ministry of Education, Culture and Science recently announced that this is the threshold value that will be used for large educational institutions).
Based on the assumptions currently being applied in the estimates, between 2026 and 2029, the UvA would need to borrow over €200 million to make investments while maintaining the liquidity ratio at an appropriate level. Without these additional loans, the liquidity ratio would fall below 0.5. On the basis of current assumptions, additional financing will be required in the second half of 2026 at the earliest.

DSCR > 1.0
The UvA's agreement with BNG
The Debt Service Coverage Ratio (DSCR) is a measure of the amount of cash the UvA generates during the year, which is then available to pay interest and loan instalments. A sufficient free cash flow must be available each year so that these payments can be made. This ratio must be higher than 1, because that is what was contractually agreed with BNG, the bank where the UvA has taken out loans. In its financial planning, the UvA is well above this standard.

Alert threshold for excessive reserves
Inspectorate of Education alert threshold value
A few years ago, the set of Inspectorate of Education alert thresholds was expanded with the addition of an alert threshold for 'excessive reserves'. The standard was set at 1.0. Exceeding an alert threshold is considered by the Inspectorate as an indication that an institution may be creating unnecessary buffers. The UvA's normative public equity remains well below the alert threshold.

The tables below show the expected changes in financial cash flows over the period 2023–2027, along with the balance sheet positions at the end of each year.

Cash flow statement (x M€)	2023	2024	2025	2026	2027
	Forecast Q3				
Cash flow from operating activities					
Operating result (excl. sale of assets)	5,7	7,8-	5,5-	4,7-	-0,9
Adjustments for:	-	-	-	-	-
-depreciation	46,7	47,4	44,7	49,5	51,1
-movement in provisions	-	-	-	-	-
Changes in working capital:	-	-	-	-	-
-movement in stocks	-	-	-	-	-
-movement in receivables and securities	-	-	-	-	-
-movement in current liabilities	0,4-	1,5-	2,4	2,1-	-4,5
Cash flow from operating activities	*52,1*	*38,2*	*41,6*	*42,7*	*45,8*
Receipt from/addition to financial fixed assets	-	-	-	-	-
Proceeds from sale of assets	-	-	-	-	-
Balance of interest income and expenses	2,4-	0,6	2,3-	4,0-	-6,1
Cash flow from operating activities	*49,6*	*38,8*	*39,3*	*38,7*	*39,7*
Cash flow from investing activities					
(Dis)investments in intangible assets	-	-	-	-	-
-Investments mva	70,0-	77,2-	62,6-	94,7-	-112,7
-Disinvestments mva	-	-	-	-	-
(Dis)investments in tangible fixed assets	70,0-	77,2-	62,6-	94,7-	-112,7
-Investments fva	0,3-	0,3-	0,3-	0,3-	-0,3
-Disinvestments fva	-	-	-	-	-
(Dis)investments in financial fixed assets	0,3-	0,3-	0,3-	0,3-	-0,3
Cash flow from investing activities	*70,3-*	*77,5-*	*62,9-*	*95,0-*	*-113,0*
Cash flow from financing activities					
New borrowings	-	-	-	45,0	55,0
Repayments of long-term loans	7,0-	7,0-	7,3-	7,6-	-7,6
Cash flow from financing activities	*7,0-*	*7,0-*	*7,3-*	*37,4*	*47,4*
Net cash flow	27,7-	45,6-	30,9-	19,0-	-25,9
Increase/decrease in cash and cash equivalents	27,7-	45,6-	30,9-	19,0-	-25,9

Table 14: Cash flow statement (x €1 million)

Balance sheet forecast (x M€)	2023	2024	2025	2026	2027
	Forecast Q3				
Intangible fixed assets	0,4	0,2	-	-	-
Tangible fixed assets	586,4	621,6	645,6	697,5	764,1
Financial fixed assets	60,5	62,6	64,8	67,1	69,4
Total fixed assets	*647,3*	*684,4*	*710,4*	*764,6*	*833,5*
Stocks	0,1	0,1	0,1	0,1	0,1
Receivables	83,4	83,4	83,4	83,4	83,4
Securities	-	-	-	-	-
Cash at bank and in hand	232,5	186,9	156,0	137,1	111,1
Total current assets	*316,0*	*270,4*	*239,5*	*220,6*	*194,6*
Total assets	**963,3**	**954,8**	**949,9**	**985,2**	**1.028,1**
Equity	*348,2*	*348,2*	*348,2*	*348,2*	*348,2*
Provisions	31,7	31,7	31,7	31,7	31,7
Non-current liabilities	176,1	169,1	161,8	199,2	246,6
Current liabilities	407,3	405,8	408,2	406,1	401,6
Total liabilities	*615,1*	*606,6*	*601,7*	*637,0*	*679,9*
Total liabilities	**963,3**	**954,8**	**949,9**	**985,2**	**1.028,1**

Table 15: Balance sheet forecast (x €1 million)

3   Result by organisational unit

The table below shows a breakdown of the UvA's result for the years ahead by organisational unit.

UvA long-term organisational forecast	2023		2024	2025	2026	2027
	Budgeted	Forecast*				
Allocation						
Allocation to education	29.237	36.452	20.444	32.119	33.874	32.049
Allocation to research	-25.157	-35.848	-34.908	-33.222	-35.612	-37.498
Subtotal for allocation	**4.079**	**604**	**-14.464**	**-1.103**	**-1.737**	**-5.449**
Organisation						
Faculties	-13.271	4.200	-7.871	-7.435	-2.984	-2.825
Services	-2.197	178	-121	-102	1.088	1.175
Executive staff and policy	121	-1.109	-2.295	-619	-	0
Subtotal for organisation	**-15.347**	**3.269**	**-10.288**	**-8.156**	**-1.896**	**-1.649**
Real Estate & Treasury						
Real Estate	8.437	-2.607	12.907	7.107	4.146	4.993
Treasury	2.831	9.896	11.845	10.092	9.951	9.547
Subtotal for real estate & treasury	**11.268**	**7.289**	**24.752**	**17.199**	**14.097**	**14.540**
TOTAL	**-**	**11.162**	**0**	**7.941**	**10.463**	**7.442**
Still to adjust in final budget	0	0	-	551	1.737	5.449
Scope for additional use of faculty reserves	-	-	-	-8.492	-12.201	-12.891
RESULT	**-0**	**11.162**	**0**	**0**	**-0**	**-0**

Table 16: Result by organisational unit (x €1,000)

In 2024, the UvA will make more funds available to the faculties via the allocation models than are provided by the government. This situation is not sustainable in the long term (see also the next section). The bottom section of the table shows that the UvA is taking action to resolve the situation. In 2024 and 2025, the faculties will draw a total of €15.3 million from their reserves. An additional €33.6 million will be set aside for this purpose over several years, as seen in the bottom row of the table. The scope for drawing on the reserves will be created by the treasury and real estate results. Through a combination of a slower pace of construction and lower interest rates, positive results will be achieved for the next few years. The Accommodations Plan reserve will remain close to zero throughout the planning period: in later years, the reserves will be spent on accommodation.

The table below shows how the result has changed between the Framework Letter and the budget, by organisational unit. The changes are explained after the table. Table 2 in Section 2.3 shows the changes compared with the Framework Letter, broken down into income and expenses.

Breakdown of changes in multi-year organisational picture	2024	2025	2026	2027
Start: Net result in framework letter 2024	**-0,2**	**0,0**	**-1,2**	**-8,9**
Actualisation of results				
Allocation	-12,5	1,1	10,2	8,1
Education	*-5,3*	*4,8*	*13,3*	*12,7*
Research	*-7,2*	*-3,8*	*-3,1*	*-4,5*
Organisation	0,8	0,9	-1,1	0,1
Faculties	*3,3*	*1,7*	*-2,2*	*-1,0*
Services	*-0,1*	*-0,1*	*1,1*	*1,2*
Staff and Policy	*-2,3*	*-0,6*	*0,0*	*0,0*
Property & Treasury	11,9	5,9	2,6	8,0
Treasury	*7,1*	*3,6*	*1,6*	*1,5*
Property	*4,8*	*2,3*	*1,0*	*6,6*
Expected improvement in result	0,0	0,6	1,7	5,4
Scope for additional use of faculty reserves	0,0	-8,5	-12,2	-12,9
Result budget 2024	**0,0**	**0,0**	**0,0**	**0,0**

Table 17: Changes from the Framework Letter result – budget by organisational unit (x €1 million)

The more negative Allocation result is primarily the result of increasing the prices in the allocation model. Extra money has been found to cover this result in 2024, due to developments in the Treasury and Real Estate result. For 2025 and beyond, measures will be taken to reduce the negative allocation result, with a focus on the allocation of funds for research. The solution will consist of only allowing prices in the research component of the allocation model to rise again if the allocation result permits it. The anticipated effect of this measure on the result is shown in the 'Expected improvement in the result' line. The financial headroom that will thus be created will be available to allow the use of faculty reserves.

On balance, the results for the faculties, service units, and executive staff and policy in 2024 will be almost the same as in the Framework Letter. Expenses will increase for all units, due to inflation and the pay rises in the collective labour agreement. On balance, there is positive movement in the result for the faculties, partly due to the increase in prices in the allocation model. Overall, the service units will be able to offset the increased costs in the budget, partly due to the temporary additional funds for wage compensation/cost-of-living adjustment (see Section 2.3.3).

The next sections provide more information on the organisational units.

3.1 Allocation model

3.1.1 Results of the allocation model for education

The table below shows the current situation for the education component of the allocation model.

Allocation Model for education	2023	2024	2025	2026	2027
Income					
Government grant for education	344.178	369.151	368.011	372.241	371.620
Tuition fees	82.987	91.144	100.331	100.671	100.779
- Heritage & Storage education	-9.594	-11.776	-11.898	-11.799	-11.833
Total income education	**417.571**	**448.519**	**456.444**	**461.113**	**460.566**
Allocation					
Variable allocation for education	-257.710	-284.428	-286.685	-286.091	-288.778
Transferred government grant and tuition fees	-31.571	-37.727	-36.930	-36.500	-36.155
Capacity budget education	-8.950	-9.576	-9.576	-9.576	-9.576
Policy budget education	-36.851	-39.134	-38.455	-37.936	-37.938
Additional budget education	-14.066	-8.916	-6.554	-6.617	-6.667
Other policy budget education	-13.567	-20.030	-16.886	-21.063	-19.974
Share of centrale costs of education	-25.620	-28.264	-29.239	-29.455	-29.428
Total allocation for education	**-388.334**	**-428.075**	**-424.325**	**-427.239**	**-428.517**
Result education	**29.237**	**20.444**	**32.119**	**33.874**	**32.049**

Table 18: Allocation model for education (x €1,000)

Revenue

The revenue for the allocation model for education consists of the government grant for education received at the central level, the statutory tuition fees and 80% of the 15% of institutional tuition fees passed on by the faculties, less the portion of the heritage and preservation budget allocated to education.

The government grant for education is expected to be higher in 2024 than in 2023, mainly due to the forecast wage compensation/cost-of-living adjustment. The projected revenue from tuition fees for the allocation model for education is higher than in 2023, due to an adjustment to the statutory tuition fee rate, the end of the measure for the halving of the tuition fees in 2024–2025 and an increase in the number of students paying the institutional tuition fee. Based on faculty estimates, institutional tuition fees will be €7.4 million higher than in 2023. The budgeted tuition fees are based on student enrolment in the 2023–2024 academic year. This figure has been updated from the figure in the Framework Letter.

Funding for heritage and preservation will be higher than in 2023 owing to the annual indexation, supplemented by the updating of ongoing agreements and an indexation for wage compensation/cost-of-living adjustment. Because the increase in the government grant for research was greater than the increase in the government grant for education, the portion of this budget that comes from the allocation model for education has decreased, and the portion that comes from the allocation model for research has increased.

A breakdown of the estimated government grant and tuition fees for 2024–2027 can be found in Section 4.1.

Allocation

A breakdown of the allocation to the UvA units can be found in Chapter 4, which has tables showing the figures for each unit. It is clear from the tables that the more than 10% increase in funds allocated to the faculties in 2024 (compared with 2023) is higher than the increase in revenue, which is over 7%. This is caused by a rise in the numbers for the performances, study credits and degrees, by around 3% from 2023 levels.

3.1.2 Results of the allocation model for research

The table below shows the current situation for the research component of the allocation model.

Allocation Model for research	2023	2024	2025	2026	2027
Income					
Government grant for research	297.762	311.914	312.018	311.892	312.358
Tuition fees research	1.368	1.577	1.579	1.608	1.629
Return on equity	10.400	10.400	10.400	10.400	10.400
- Heritage & Storage research	-6.479	-7.776	-7.727	-7.584	-7.626
Total income research	**303.051**	**316.114**	**316.270**	**316.316**	**316.761**
Allocation					
Variable allocation for research	-145.241	-156.407	-163.855	-166.473	-169.147
Transferred government grant and tuition fees	-21.862	-21.058	-21.598	-21.471	-21.787
Capacity budget research	-21.230	-22.716	-22.716	-22.716	-22.716
Policy budget research	-107.301	-115.095	-108.358	-105.581	-105.542
Additional budget research	-6.204	-5.172	-5.186	-5.209	-5.247
Other policy budget research	-9.457	-13.573	-11.250	-13.891	-13.207
Share of centrale costs of research	-16.914	-17.002	-16.529	-16.588	-16.613
Total allocation for research	**-328.208**	**-351.023**	**-349.492**	**-351.928**	**-354.259**
Result research	**-25.157**	**-34.908**	**-33.222**	**-35.612**	**-37.498**
Result education + research	**4.079**	**-14.464**	**-1.103**	**-1.737**	**-5.449**

Table 19: Allocation model for research (x €1,000)

Revenue

The revenue for the allocation model for research consists of the government grant for research received at the central level, 20% of the 15% of institutional tuition fees passed on by the faculties and the return on equity, less the portion of the heritage and preservation budget allocated to research.

The expected government grant for research for 2024 is higher than in the 2023 Budget, mainly due to the forecast wage compensation/cost-of-living adjustment. The return on equity is the same as in the 2023 Budget. Funding for heritage and preservation will be higher than in 2023 owing to the annual indexation, supplemented by the updating of ongoing agreements and an indexation for wage compensation/cost-of-living adjustment. A breakdown of the estimated government grant and tuition fees for 2024–2027 can be found in Section 4.1.

Allocation

A breakdown of the allocation to the UvA units can be found in Chapter 4, which has tables showing the figures for each unit. In the research component, it can be seen that the funds allocated to the faculties will increase at a faster rate than the increase in revenue (2024). The

shortfall in the allocation model for research will therefore grow larger. However, the scope for compensation in the allocation model for education is actually growing smaller. Based on the 2024 Budget, there will therefore be no scope in the years ahead for an increase in the prices in the allocation model for research, nor for new spending. Payments made under this component of the allocation model will increase only when the combined result of the allocation model for education and research provides sufficient scope for an increase. Accordingly, the results of the allocation model for research will improve in the years ahead.

3.2   Faculties

Faculty budgets

The faculties have prepared their budgets on the basis of the technical budget instructions and the 2024 Framework Letter. The result for all faculties combined is -€7.9 million, with a positive result of €0.7 million after drawing on the reserves.

The table below presents the budget for all of the faculties and institutes combined.

Faculties and institutes	2023	2024	2025	2026	2027
INCOME					
Variable allocation for education	257.710	284.428	286.685	286.091	288.778
Transferred government grant and tuition fees	26.577	31.424	30.679	30.655	30.655
Capacity budget education	8.950	9.576	9.576	9.576	9.576
Policy budget education	36.051	38.334	37.655	37.136	37.138
Institutional tuition fees ed.	31.805	36.928	36.806	37.478	37.949
Contract education	19.870	18.862	18.899	19.399	19.899
Total income education	**380.962**	**419.553**	**420.300**	**420.337**	**423.996**
Variable allocation for research	145.116	156.164	163.500	166.125	168.803
Transferred government grant and tuition fees	21.858	21.053	21.598	21.471	21.787
Capacity budget research	21.230	22.716	22.716	22.716	22.716
Policy budget research	107.301	115.095	108.358	105.581	105.542
Institutional tuition fees re.	7.922	9.138	9.126	9.294	9.411
Contract research	97.423	106.200	101.585	102.518	102.851
Total income research	**400.849**	**430.365**	**426.884**	**427.705**	**431.110**
Policy budget other	6.525	9.064	7.734	14.429	13.426
Excedent housing	4.621	4.621	4.705	4.791	4.879
Distribution Valorisation	100	-	-	-	-
Theme budget	1.178	680	-	-	-
Direct government contribution	15.527-	16.042-	2.383-	2.180	4.549
Other income from third-party work	4.341	4.652	4.669	4.685	4.723
Other income external	1.082-	1.464	2.226	1.899	1.604
Total other income	**646**	**4.707**	**16.951**	**27.985**	**29.182**
Internal income from variable settlements	11.078	13.736	12.897	12.852	12.520
Total income from internal settlement	**11.078**	**13.736**	**12.897**	**12.852**	**12.520**
TOTAL INCOME	**793.534**	**868.361**	**877.032**	**888.879**	**896.807**
EXPENSES					
Staff employed	507.542	548.366	552.693	556.641	559.576
Hired staff	18.434	19.853	19.124	18.824	18.824
Internal settlement of staff costs	5.850	6.351	6.120	6.330	6.235
Total staff costs	**531.825**	**574.570**	**577.938**	**581.794**	**584.635**
Other operating expenses	76.533	82.332	86.066	86.763	87.091
Accommodation expenses	12.841	14.589	15.122	15.126	15.326
Depreciation	5.010	5.527	4.013	4.137	4.223
Grants and transfers	8.001	7.876	7.874	7.844	7.770
Total other external expenses	**102.385**	**110.323**	**113.075**	**113.869**	**114.410**
Costs of real estate	37.994	38.669	39.644	40.338	42.513
Costs of Energy	7.415	8.583	8.585	8.522	8.762
Costs of Facility Services	34.959	41.469	42.415	41.506	41.291
Costs of ICT Services	20.146	26.585	26.701	26.714	26.844
Costs University Library	21.988	22.708	22.902	22.964	23.029
Costs Administrative Centre	14.612	15.489	15.619	15.687	15.755
Costs Communication	6.363	6.894	6.963	6.986	7.009
Costs Student Services	13.399	14.037	14.188	14.237	14.288
Costs ARBO	1.016	1.069	1.069	1.069	1.069
Variable service costs	14.703	15.837	15.367	18.176	20.026
Total internal service expenses	**172.595**	**191.339**	**193.454**	**196.200**	**200.587**
TOTAL EXPENSES	**806.805**	**876.232**	**884.467**	**891.863**	**899.632**
RESULT	**13.271-**	**7.871-**	**7.435-**	**2.984-**	**2.825-**
Mutation (earmarked) reserve	4.557	8.608	5.414	5.370	3.439
Result after mutation reserve	**8.714-**	**736**	**2.021-**	**2.385**	**614**

Table 20: Results for UvA faculties (x €1,000)

The faculties are budgeting for higher income in 2024 than in 2023, with an increase of over 10% in total; this increase is higher than the increase in external income for the UvA. This is mainly due to higher income through the UvA allocation model. The increase in contract revenue is lower than the increase in direct government funding, partly due to a fall in revenue from contract teaching. However, this picture is skewed by the funding for starting and incentive grants. Funds for starting and incentive grants and sector plans do not have to be spent in the year in which they are received. Within the Other income for the faculties, the 'Direct government grant' line shows an estimate for the portion of the sector plan funds and starting and incentive grants spent in the year in question and indicates whether this amount is more or less than the funds received for that year. The funds are available but do not directly lead to costs.

The budgeted expenses of the faculties are also set to increase. Personnel costs in particular are set to rise sharply, but the other expenses and expenses from internal services provided by the service units will also increase.

The results for each faculty are shown separately below. The budgets for each of the faculties are shown in the annex.

Result per faculty and institute	2023	2024	2025	2026	2027
Faculty of Humanities	1.102	1.761-	1.899-	700-	1.172-
Faculty of Law	1.000-	800-	200-	0	0
Faculty of Science	7.348-	5.712-	4.393-	1.461-	801-
Faculty of Economics and Business	3.608-	1.395-	2.239-	1.271-	0
Faculty of Social and Behavioural Sciences	543	2.800-	0	0	0
Faculty of Medicine	0	0	0	0	0
Faculty of Dentistry (55%)	734-	-	-	-	-
Amsterdam University College (50%)	503-	429-	229-	71-	147
Institute for Advanced Studies	2	0	151-	0	0
Other	1.725-	5.026	1.676	519	998-
Total	**-13.271**	**-7.871**	**-7.435**	**-2.983**	**-2.823**

Table 21: Budgeted results by faculty and institute (x €1,000)

The 'Other' result relates, among other things, to a long-term reserve of €2.5 million for offsetting joint degrees with VU Amsterdam, a technical correction of €960,000 to external income connected to ongoing reconciliation regarding third-party leases, and a correction to expenses, because certain reserved funds are not expected to be fully spent in the next 12 months.

The table below presents the movements in special-purpose reserves that the faculties have included in their budgets.

Mutation earmarked reserves	2023	2024	2025	2026	2027
Faculty of Humanities	850	2.495	2.991	2.633	2.633
Faculty of Law	1.000	800	200	-	-
Faculty of Science	1.463	1.618	1.399	1.465	806
Faculty of Economics and Business	-	895	672	1.272	-
Faculty of Social and Behavioural Sciences	1.244	2.800	-	-	-
Faculty of Medicine	-	-	-	-	-
Faculty of Dentistry (55%)	-	-	-	-	-
Amsterdam University College	-	-	-	-	-
Institute for Advanced Studies	-	-	151	-	-
Other	-	-	-	-	-
Total	**4.557**	**8.608**	**5.414**	**5.370**	**3.439**

Table 22: Movements in special-purpose faculty reserves (x €1,000)

Total allocation per faculty

The table below shows the expected changes in total allocated direct government funding by faculty, based on the funds and projected numbers included in this budget (see Chapter 5). Since the long-term budgets shown in this table are based on expected funded performance numbers, no rights can be derived from these figures. The amounts exclude surplus accommodation, theme-based funds and internal settlements between faculties.

Total regular allocation per faculty and institute	2023	2024	2025	2026	2027
Faculty of Humanities	94.600	104.971	101.620	101.597	101.400
Faculty of Law	55.390	61.732	58.944	57.657	57.434
Faculty of Science	150.776	166.463	164.371	164.311	165.999
Faculty of Economics and Business	56.669	63.927	62.595	62.383	61.772
Faculty of Social and Behavioural Sciences	126.320	139.800	136.449	134.021	134.050
Faculty of Medicine	89.276	95.958	102.047	104.023	107.041
Faculty of Dentistry (55%)	25.405	27.512	26.936	26.475	26.202
Amsterdam University College	12.456	13.060	13.542	13.731	13.929
Institute for Advanced Studies	1.260	1.537	1.203	1.192	1.192
Other	12.640	3.832	13.061	13.961	15.976
Total	**624.792**	**678.791**	**680.768**	**679.352**	**684.995**

Table 23: Total allocations by faculty (x €1,000)

It has already been stated and explained in preceding paragraphs that the allocation to faculties has increased. The increase in the total allocation in the 2024 Budget compared with the 2023 Budget is 9% on average. The increases for individual faculties partly depend on movements in the numbers and certain specific allocations of funds. The fund allocations are itemised in the tables in Chapter 4. Changes from the Framework Letter in addition to those explained in Chapter 2 include funds relating to Institute of Physics (IoP) doctorate conferral status for the Faculty of Science, funding for valorisation and updating of a number of funding items, such as Support for UniProfs AI and Development of financial and purchasing systems.

The fall in the 'Other' figure between 2023 and 2024 is mainly due to the fact that the figure in the 2023 Budget included an amount of €6.9 million for undistributed starting and incentive grants. After 2024, the 'Other' amount will rise again due to funds that have been budgeted but not yet distributed.

3.3   Service units

Service unit budgets

The service units have prepared their budgets on the basis of the technical budget instructions and the 2024 Framework Letter. The result for all service units combined is -€0.1 million.

The table below presents the budget for all service units combined.

Services	2023	2024	2025	2026	2027
INCOME					
Policy budget education	800	800	800	800	800
Total income education	**800**	**800**	**800**	**800**	**800**
Variable allocation for research	125	244	354	347	344
Transferred government grant and tuition fees	4	4	-	-	-
Total income research	**129**	**248**	**354**	**347**	**344**
Policy budget other	30.744	41.355	38.526	38.407	37.714
Additional budget	11.859	9.199	7.035	7.035	7.035
Excedent housing	3.300	-	-	-	-
Distribution Valorisation	750	750	750	750	750
Theme budget	822	300	-	-	-
Direct government contribution	-	-	-	-	-
Administrative income from tuition fees	986	350	350	350	350
Other income from third-party work	10.008	11.288	11.483	11.717	12.219
Other income external	16.155	16.421	17.027	15.737	15.853
Total other income	**74.624**	**79.663**	**75.172**	**73.996**	**73.921**
Internal income fixed packages	149.735	171.185	172.735	171.850	172.343
Internal income from variable settlements	24.977	26.361	25.575	28.551	30.430
Total income from internal settlement	**174.712**	**197.546**	**198.310**	**200.400**	**202.773**
TOTAL INCOME	**250.266**	**278.257**	**274.636**	**275.544**	**277.838**
EXPENSES	-	-	-	-	-
Staff employed	83.811	86.126	84.965	86.200	86.504
Hired staff	13.837	21.681	19.590	19.579	18.559
Internal settlement of staff costs	680	608	608	563	563
Total staff costs	**98.327**	**108.415**	**105.164**	**106.343**	**105.625**
Other operating expenses	38.112	47.006	46.576	45.478	45.366
Accommodation expenses	37.813	38.004	36.792	35.712	36.021
Depreciation	5.169	6.859	7.059	7.259	7.459
Grants and transfers	12.651	12.725	12.774	12.774	12.774
Total other external expenses	**93.745**	**104.594**	**103.202**	**101.224**	**101.621**
Costs of real estate	30.934	31.552	32.653	33.269	35.710
Costs of Energy	5.812	6.747	6.815	6.772	7.104
Costs of Facility Services	8.982	10.782	10.810	10.755	10.726
Costs of ICT Services	9.173	10.290	10.355	10.339	10.111
Costs University Library	-	1	-	-	-
Costs Administrative Centre	1.826	2.109	2.122	2.135	2.148
Costs Communication	66	71	71	71	71
Costs Student Services	-	-	-	-	-
Costs ARBO	161	175	175	175	175
Variable service costs	3.437	3.643	3.372	3.372	3.372
Total internal service expenses	**60.391**	**65.369**	**66.372**	**66.889**	**69.417**
TOTAL EXPENSES	**252.463**	**278.379**	**274.738**	**274.456**	**276.663**
RESULT	**2.197-**	**121-**	**102-**	**1.088**	**1.175**
Mutation (earmarked) reserve	706	-	-	-	-
Result after mutation reserve	**1.491-**	**121-**	**102-**	**1.088**	**1.175**

Table 24: Combined service unit budget (x €1,000)

The income of the service units will increase from €250 million in 2023 to €278 million in 2024. The majority of this increase will occur through internal charging-on to other UvA units, particularly in relation to standard services. The service units' prices for the settlement of standard services were updated in the 2024 Framework Letter, following consultation between the service units and faculties as part of the SLA cycle. The service units will also receive €9.6 million in compensation for wage and price increases in 2024 (see Section 2.3.3). This can be seen in the 'Other policy funding' line. This funding will stop in 2025, once the service units have incorporated these increases in the next round of SLA consultations.

In the longer term, price increases are an area of concern, and the service units will continue to work on the rationalisation drive described above and the ambitions in the Strategic Plan. For the shared services, this work will be performed jointly with AUAS.

The results for each service unit are shown separately below. The budget for each service unit is included in the annexes.

Result per service	2023	2024	2025	2026	2027
Bureau Knowledge Transfer	100-	0	0	0	0
Administrative Centre	17	1.000	1.036	1.144	1.193
ICT Services	1.222-	512-	-	-	-
Facility Services	620-	232-	0	0	0
University Library	700-	566-	454-	0	0
Studenten Services	10	591-	473-	435-	396-
Bureau Communication	0	0	0	0	0
Student Healthcare	22	257-	6-	0	0
Housing development	0	0	0	0	0
Energy company	396	658	584-	0	0
Other	-	378	378	378	378
Total	**-2.197**	**-121**	**-101**	**1.089**	**1.176**

Table 25: Budgeted results by service unit (x €1,000)

The table below presents the movements in special-purpose reserves that the service units have included in their budgets.

Mutation earmarked reserves	2023	2024	2025	2026	2027
Bureau Knowledge Transfer	-	-	-	-	-
Administrative Centre	-	-	-	-	-
ICT Services	331	-	-	-	-
Facility Services	-	-	-	-	-
University Library	375	-	-	-	-
Studenten Services	-	-	-	-	-
Bureau Communication	-	-	-	-	-
Student Healthcare	-	-	-	-	-
Housing development	-	-	-	-	-
Energy company	-	-	-	-	-
Other	-	-	-	-	-
Total	**706**	**0**	**0**	**0**	**0**

Table 26: Movements in special-purpose reserves by service unit (x €1,000)

Movements in service provision by service units

The table below shows the expected movements in internal income by service unit (excluding the IT portfolio). This is based on the services relating to fixed packages, variable services, policy and theme-based funds and additional funds included in this budget. This includes the allocation for Valorisation. The amounts exclude surplus accommodation.

Total internal income services	2023	2024	2025	2026	2027
Bureau Knowledge Transfer	2.525	4.141	4.141	4.141	4.141
Administrative Centre	17.782	19.705	19.872	19.961	20.051
ICT Services	32.914	40.563	40.296	40.288	40.195
Facility Services	60.183	71.923	72.576	74.683	76.346
University Library	46.917	51.050	51.321	51.136	51.273
Studenten Services	15.953	17.326	17.478	17.527	17.577
Bureau Communication	8.019	11.162	11.232	11.254	11.278
Student Healthcare	229	252	252	252	252
Housing development	3.534	3.838	3.592	3.492	3.492
Energy company	17.416	18.300	16.329	16.198	16.771
Other	2.435	114-	1.813-	113	869
Total	**210.068**	**238.146**	**235.275**	**239.044**	**242.245**

Table 27: Total internal income by service unit (x €1,000)

3.4   Central result

The UvA's central result can be broken down into the costs of administration and executive staff and policy expenses.

3.4.1   Policy and administration and executive staff

The total result for the Policy and Administration and Executive Staff budget is -€1.0 million. External developments required additional policies and spending from the UvA Executive Staff, including around information and privacy protection, recruitment, diversity and sustainability (Sustainability Office). Partly due to the wage and price increases, there will be less financial headroom in 2024 than in previous years. At the same time, spending on policy and other developments over the past few years is still putting pressure on the Executive Staff budget. Over the next few months, the Executive Staff will ascertain whether the impact of the negative result in 2024 can be limited with greater prioritisation, including in relation to timing. For the subsequent period, it will be important to once again allow room for innovation, for example by transferring responsibility for fully developed initiatives to staff departments and service units. The 2025 Framework Letter will therefore make it clear how a neutral result will be achieved over the long term.

The operating budget for Policy, Administration and Executive Staff is shown in Section 3.4.1. The planned use of the theme-based funds within this budget is shown in Section 3.4.2.

B&B	2023	2024	2025	2026	2027
INCOME					
Transferred government grant and tuition fees	4.994	6.302	6.252	5.845	5.500
Total income education	**4.994**	**6.302**	**6.252**	**5.845**	**5.500**
Policy budget other	44.362	48.003	47.268	47.543	47.541
Administrative income from tuition fees	150	150	150	150	150
Other income external	639	600	600	600	600
Total other income	**45.151**	**48.753**	**48.018**	**48.293**	**48.291**
Internal income fixed packages	1.215	1.285	1.285	1.285	1.285
Internal income from variable settlements	330	510	482	412	412
Total income from internal settlement	**1.545**	**1.795**	**1.767**	**1.697**	**1.697**
TOTAL INCOME	**51.690**	**56.850**	**56.037**	**55.835**	**55.489**
EXPENSES					
Staff employed	20.397	24.753	25.266	24.961	24.964
Hired staff	1.175	480	480	480	480
Internal settlement of staff costs	3.087	4.250	4.250	4.250	4.250
Total staff costs	**24.659**	**29.483**	**29.996**	**29.691**	**29.694**
Other operating expenses	16.852	19.917	17.880	17.405	16.889
Total other external expenses	**16.852**	**19.917**	**17.880**	**17.405**	**16.889**
Costs of real estate	2.272	2.346	2.372	2.365	2.493
Costs of Energy	443	521	514	500	514
Costs of Facility Services	776	959	954	936	951
Costs of ICT Services	574	758	755	750	755
Costs University Library	7	6	6	6	6
Costs Administrative Centre	354	400	403	406	410
Costs Communication	1.285	1.287	1.287	1.287	1.287
Costs Student Services	-	-	-	-	-
Costs ARBO	38	41	41	41	41
Variable service costs	2.308	2.449	2.448	2.448	2.448
Charged interest expenses	-	-	-	-	-
Allocation of thematic budgets internal	2.000	980	-	-	-
Total internal service expenses	**10.058**	**9.746**	**8.780**	**8.739**	**8.905**
TOTAL EXPENSES	**51.569**	**59.145**	**56.655**	**55.835**	**55.488**
RESULT	**121**	**2.295-**	**619-**	**-**	**0**
	-	-	-	-	-
Mutation (earmarked) reserve	-	1.295	-	-	-
Result after mutation reserve	**121**	**1.000-**	**619-**	**0**	**0**

Table 28: Budget for Policy, Administration and Executive Staff (x €1,000)

3.4.2 Policy

Theme budgets	2023	2024	2025	2026	2027
(Policy) budget	14.650	15.475	15.651	15.747	15.746
Transferred government funding	4.994	5.957	5.907	5.500	5.500
Available	**19.644**	**21.433**	**21.557**	**21.247**	**21.246**
Internationalization	948	1.049	1.049	1.049	1.049
Personnel & Participation	4.391	4.537	4.537	4.537	4.537
Information availability	300	365	365	365	365
Strategic communication	82	87	87	87	87
University facilities	550	550	550	550	550
Strategic investments	11.653	12.960	12.158	11.886	11.886
Other	1.450	1.650	1.650	1.650	1.650
TOTAL distributed budgets	**19.374**	**21.198**	**20.396**	**20.124**	**20.124**

Table 29: Allocation of funds for Policy (x €1,000)

3.4.3 ICT projects portfolio

The table below presents the budget for the ICT portfolio for the years 2024–2027. The table differentiates between the allocated funds and the long-term reserved amounts for theme-based funding. In addition, ICTS has been allocated an amount of €0.6 million in 2024 by way of wage compensation/cost-of-living adjustment. Together with the allocated funding, the budget for 2024 comes to €11.5 million.

The ICT portfolio continues the themes that have already been initiated, such as IT facilities for researchers, reliable and predictable ICT facilities for lecturers and a refresh of existing facilities (for example, for online exams and UvA Q), improved processes in the domain of teaching logistics and continuing development of the provision of information to students, modernisation of the work environment and digitalisation in operational management. The importance of information security is undiminished. Plans that have been initiated will continue. There are also a number of new thematic domains in which initiatives will be launched in the coming year (Data and AI for the UvA, Sustainability and Responsible IT). In this final budget, the amount allocated to 'Theme-based funding for ICT' has changed from the draft budget. The amount has been updated based on insights into the initiatives that are a mandatory part of the 2024 portfolio, plus the initiatives prioritised in October by the faculties and service units. The appended 'Long-term Implementation Plan (MJUP)/ICT Portfolio 2024' explains this matter in more detail.

ICT investments (ICT development)	2023	2024	2025	2026	2027
BUDGET ALLOCATIONS					
ICT projects: ICT & operations	400	400	400	400	400
ICT projects: ICTO programme council	600	600	600	600	600
ICT projects: SURF contribution	496	583	583	583	583
ICT projects: Hours ICTS	1.360	1.360	1.360	1.360	1.360
ICT projects: Compensation depreciation system	125	-	-	-	-
Subtotal ICT projects regular	2.981	2.943	2.943	2.943	2.943
ICT theme funding: Education	2.183	1.239	618	300	-
ICT theme funding: Lifelong learning	150	122	350	500	-
ICT theme funding: Research*	1.119	936	700	500	300
ICT theme funding: Education Logistics	2.590	2.185	2.045	1.345	1.345
ICT theme funding: Operations	1.630	1.034	350	500	250
ICT theme funding Business operations UvAweb	-	360	330	259	259
ICT Theme-based Funding for Business Operations ESM	-	1.200	1.000	-	-
ICT theme funding: Information security (3)	100	255	275	-	-
ICT theme funding: Data and AI for the UvA	150	330	165	175	-
ICT theme funding: Sustainability	100	-	-	-	-
ICT theme funding: Responsible IT	154	-	200	350	350
ICT theme funding: Collaboration	385	325	400	300	200
ICT theme funding: improvement plan IB	328	-	-	-	-
ICT theme funding: Use of IB improvement programme reserves	676	-	-	-	-
Subtotal thematic funding awarded	9.565	7.985	6.433	4.229	2.704
ICT theme funding: Reserved	-	-	670	2.874	3.624
ICT theme funding: additional reservation	-	-	-	-	-
ICT theme funding: additional reservation IB	500	-	-	-	-
TOTAL	13.046	10.928	10.046	10.046	9.271

*In 2023-2025 including 400k for Lisa GPU cluster (allocated to FNWI via the budget as research policy budget)

Table 30: ICT portfolio budget (x €1,000)

* The budget for E-science (data science centre) has been allocated to units outside of the IT portfolio, and therefore the allocated budget is not shown here.

3.4.4 Amsterdam Science Park

The budget is for the UvA on its own, i.e. without affiliated companies or organisations. However, one affiliated organisation must be mentioned in connection with the budget, to ensure authorisation of the expenditure. This is the partnership with the City of Amsterdam to develop the Amsterdam Science Park, which was confirmed with an agreement in 2006. The interests in the joint venture are as follows: 65% UvA, 35% City of Amsterdam. The project is aimed at developing the land owned by the university and the city in Watergraafsmeer for science-related activities and is divided into two phases.

The revised land development costs (including process management costs) as determined in 2019 amount to €1 million (net present value, price level as at 1 January 2020). For financial management purposes, it has been agreed that the net land development costs must be zero or lower and that the risks must be managed within these parameters. In 2022, the land development

costs were updated, and a number of decisions were made by the joint landowners for further optimisation to ensure that the balance remains positive. Based on the assessment this spring (a city council procedure performed in the context of the Spring Memorandum), it is apparent that the forecast for the financial balance of the land development costs is once again positive.

The development of Amsterdam Science Park is administered as a project in accordance with the city council's procedures. It is therefore desirable from an authorisation perspective that approval is obtained for expenditure to be incurred through inclusion in the university budget. After all, the Science Park is not part of the Accommodations Plan or any other approved plan.

Budget 2024 Amsterdam Science Park	expenditure in K €
1. process management area development	710
2. pre-investment ground exploitation	87
3. Science & Business	370

Table 32: 2024 budget, in which 1 and 2 are included on the basis of the 2024 Work Plan.

The three landowners of the entire Science Park area, being the Dutch Research Council (NWO) (Science Park West), the City of Amsterdam and the UvA, have formed the Science & Business Foundation of Amsterdam Science Park to make the Science Park a unique business location for companies and institutions compatible with the profile of the knowledge institutions and institutes already based there. The three landowners have agreed to make a financial contribution to this organisation during the start-up phase; the UvA's contribution is currently €370,000 per year.

3.5 Real Estate & Treasury Administration

Real estate administration

Real estate	2023	2024	2025	2026	2027
INCOME					
Other income external	15.268	15.796	5.796	5.796	5.796
Total other income	**15.268**	**15.796**	**5.796**	**5.796**	**5.796**
Internal transfer CvB budgets	-	-	-	-	-
Internal income fixed packages	83.977	83.649	84.810	85.049	86.931
Internal income from variable settlements	241	167	167	167	167
Total income from internal settlement	**84.218**	**83.816**	**84.977**	**85.216**	**87.098**
	-	-	-	-	-
TOTAL INCOME	**99.486**	**99.612**	**90.774**	**91.013**	**92.895**
EXPENSES					
Internal settlement of staff costs	4.000	4.046	3.900	3.900	3.900
PL correction due to activation	2.271-	2.421-	2.275-	2.275-	2.275-
Total staff costs	**1.729**	**1.625**	**1.625**	**1.625**	**1.625**
Other operating expenses	577	195	247	185	134
Accommodation expenses	18.284	18.368	17.868	17.243	16.618
Depreciation	40.110	35.060	33.670	38.103	39.463
Correction FL due to activation	6.668-	5.318-	5.921-	6.752-	5.044-
Total other external expenses	**52.303**	**48.306**	**45.864**	**48.779**	**51.171**
Costs of real estate	12.778	11.082	10.142	9.077	6.216
Costs of Energy	288	305	211	211	211
Costs of Facility Services	794	624	527	527	527
Costs of ICT Services	100	117	81	81	81
Costs Administrative Centre	373	446	451	456	461
Variable service costs	2.561	3.591	3.056	2.943	2.734
Charged interest costs	20.124	20.610	21.711	23.168	24.875
Total internal service expenses	**37.018**	**36.774**	**36.178**	**36.463**	**35.105**
TOTAL EXPENSES	**91.050**	**86.705**	**83.667**	**86.867**	**87.901**
RESULT	**8.437**	**12.907**	**7.107**	**4.146**	**4.993**

Table 31: Real estate administration budget (x €1,000)

The budgeted annual result for 2024 is a positive result of €12.9 million. This is €4.8 million more than anticipated in the Framework Letter. This is mainly due to a difference in the Income line item, which is €8.0 million higher in the 2024 Budget than in the Framework Letter. This difference relates to income from the disposal of activities being moved from 2023 to 2024. As a result of the reconciliation of the decrease in floor space, the internal income from fixed packages is now lower than was stated in the Framework Letter.

The expenses in the 2023 Budget are €3.2 million higher than in the Framework Letter. This is mainly caused by the fact that maintenance costs are now projected to be higher than at the time

the Framework Letter was written. For the next few years, the costs of day-to-day maintenance will remain at more or less the same level as in 2023, but this information was not known at the time the Framework Letter was written.

As a consequence of the longer timeframe for completing construction in the University Quarter, there will be a longer period in which buildings are vacant and unable to be let, and the amount of construction-related vacant space in this planning period will be higher than previously assumed. The delayed completion of buildings means that floor space and buildings will not become available until later in the planning period (resulting in a deferral of external revenue). The long-term budget does not pre-empt decisions about the future use of buildings. Buildings that become vacant and are no longer needed for the university's own use will be made available to third parties. The projected income from these leases is a conservative estimate.

The 2024 Framework Letter assumes an overall positive result of €14.5 million for the period 2024–2027. In the current budget, this is a positive result of €29.2 million. This is partly the result of non-recurring income in 2024, but it can also be attributed to project rescheduling and its impact on interest expenses, construction period interest that is able to be capitalised and depreciation. The Accommodations Plan model is based on 1% annual indexation of investments, which is the long-term average difference between construction inflation and ordinary inflation. An additional market risk estimate is no longer considered necessary; the expectation is that tendering procedures will result in lower bids.

Treasury administration

Treasury	2023	2024	2025	2026	2027
INCOME					
Policy budget other	10.400-	10.400-	10.400-	10.400-	10.400-
Distribution Valorisation	850-	750-	750-	750-	750-
Administrative income from tuition fees	900	1.800	1.900	2.000	2.000
Total other income	10.350-	9.350-	9.250-	9.150-	9.150-
Internal income from variable settlements	20.124	20.610	21.711	23.168	24.875
Total income from internal settlement	20.124	20.610	21.711	23.168	24.875
	-	-	-	-	-
TOTAL INCOME	9.774	11.260	12.461	14.018	15.725
EXPENSES					
Other operating expenses	60	55	56	57	58
Finance costs	6.883	640-	2.313	4.010	6.120
Total other external expenses	6.943	585-	2.369	4.067	6.178
TOTAL EXPENSES	6.943	585-	2.369	4.067	6.178
RESULT	2.831	11.845	10.092	9.951	9.547
Still to adjust in final budget	-	-	-	-	-
RESULT AFTER COORDINATION	2.831	11.845	10.092	9.951	9.547
Mutation (earmarked) reserve	-	-	-	-	-
Result after mutation reserve	2.831	11.845	10.092	9.951	9.547

Table 32: Treasury administration budget (x €1,000)

The Treasury administration result has been updated to take account of new expectations regarding the results of associates, the long-term interest settlement with the real estate administration, internal valorisation allocations and financial expenses. The Accommodation interest settlement is linked to the development of the asset volume in the real estate administration. This revenue will continue to increase in the years ahead, due to an increase in the level of investment in real estate. This will have a positive effect on the Treasury result. The results of associates are estimated to be higher in the years ahead than in 2023. The 2023 Budget was still predicting a negative impact from the USC result. Due to new agreements with the USC, this is no longer expected to occur in future years.

The expected financial expenses, the balance of interest expenses and income, are estimated to be significantly lower than a year ago, due to developments on the money market. This is because, last year, we had to pay interest on our liquidity positions with the banks (due to negative interest rates), whereas we are now earning significant interest income from these positions. The interest expenses on loans will largely be fixed costs for the next few years. At the moment, interest rates are fixed for 88% of our loan portfolio. On balance, the UvA has therefore made a short-term profit on the money market, since interest rates started rising in late 2022. Because the liquidity position will decrease over the next few years, it is expected that the amount of interest income will decline after 2024. In addition, based on the investment plans, new borrowing is expected to be required from 2026. This will lead to additional interest expenses. After the 2024 budget year, the financial expenses will therefore show an upward trend for a number of years.

4 Tables

4.1 Government grant and tuition fees

Income from government education funding	2023	2024	2025	2026	2027
Weighted education funding units UvA	44.478	44.224	-	-	-
Price per weighted education unit wo	4.285	4.549	-	-	-
Student-related funding UvA (x 1,000)	**190.590**	**201.188**	**-**	**-**	**-**
Market share UvA in student-related funding	10,80%	11,10%	11,10%	11,10%	11,10%
Total student-related funding wo (x 1,000)	1.765.489	1.813.199	1.809.557	1.855.048	1.852.505
Student-related funding UvA (x 1,000)	**190.590**	**201.188**	**200.784**	**205.831**	**205.549**
% education surcharge UvA	11,02%	11,02%	11,02%	11,02%	11,02%
Total education surcharge WO (x 1,000)	1.017.761	1.079.611	1.079.611	1.079.611	1.079.611
Education surcharge in % UvA (x 1,000)	**112.144**	**118.959**	**118.959**	**118.959**	**118.959**
Vulnerable programs (x1,000)	3.020	3.204	3.204	3.204	3.204
Special provisions (x1,000)	1.072	3.277	2.540	1.723	1.385
Education surcharge in amounts UvA (x1,000)	**4.092**	**6.481**	**5.744**	**4.927**	**4.588**
Market share UvA (student-related funding)	10,80%	11,10%	11,10%	11,10%	11,10%
Total quality funding (x1,000)	209.037	249.416	249.422	249.422	249.422
Quality funding UvA (x1,000)	**22.566**	**27.675**	**27.675**	**27.675**	**27.675**
Compensation for two-year educational master's degree	13.176	-	-	-	-
Change in market share of UvA	-	14.172	14.172	14.172	14.172
Impact Van Rijn	600	-	-	-	-
Expected changes in government contribution to education (x 1,000)	**13.776**	**14.172**	**14.172**	**14.172**	**14.172**
Sustainable Humanities from RB OW to RB OZ	1.208-	1.281-	1.281-	1.281-	1.281-
State contribution VU for AUC (from academic year 24/25 this amount will be included in RB UvA)	2.219	1.958	1.958	1.958	1.958
Technical corrections to education contribution (x 1,000)	**1.011**	**677**	**677**	**677**	**677**
Total national education contribution (x 1,000)	**344.178**	**369.151**	**368.011**	**372.241**	**371.620**

Income from state funding for research	2023	2024	2025	2026	2027
Weighted funding units research UvA	18.501	19.062	-	-	-
Price per weighted unit of research (wo)	1.993	2.089	-	-	-
UvA degrees (x 1.000)	**36.880**	**39.823**	**-**	**-**	**-**
Market share UvA in degrees	11,45%	11,41%	11,41%	11,41%	11,41%
Total university degrees (x 1,000)	322.056	348.881	350.158	350.159	350.162
UvA degrees (x 1,000)	**36.880**	**39.823**	**39.969**	**39.969**	**39.969**
UvA PhDs (3 yrs average)	542	556	-	-	-
Design certificates UvA (3 yrs average)	14	14	-	-	-
Price per PhD wo	83.892	91.335	-	-	-
Price per design certificate wo	69.910	76.113	-	-	-
PhDs and design cert. UvA (x 1,000)	**46.476**	**51.904**	**-**	**-**	**-**
UvA's market share in PhDs and design certificates	10,90%	11,24%	11,24%	11,24%	11,24%
Total PhDs and design certificates wo (x 1,000)	426.331	461.843	463.532	463.534	463.538
PhDs and ontw.cert. UvA (x 1,000)	**46.476**	**51.904**	**52.094**	**52.094**	**52.094**
% research storage UvA	9,49%	9,50%	9,50%	9,50%	9,50%
Total research storage capacity wo (x 1,000)	1.360.190	1.466.571	1.458.449	1.458.452	1.460.026
Research storage % UvA (x 1,000)	**129.141**	**139.313**	**138.541**	**138.542**	**138.691**
Gravity resources	6.373	4.583	5.123	4.996	5.312
STEM Sector Plan	3.815	4.063	4.063	4.063	4.063
Sector plan STEM - transfer 2nd HS	3.448	3.672	3.672	3.672	3.672
Sector Plan SSH	774	824	824	824	824
SEO resources	4.595	-	-	-	-
Rolling grants	14.609	15.557	15.557	15.557	15.557
Incentive grants ("rolling grants")	16.491	17.560	17.560	17.560	17.560
SSH Humanities	-	4.898	4.898	4.898	4.898
SSH Social and behavioural sciences	-	3.940	3.940	3.940	3.940
SSH Cross-thematic SSH	-	1.704	1.704	1.704	1.704
Beta Earth and Environmental Sciences	-	1.160	1.160	1.160	1.160
Beta Astronomy (UL)	-	618	618	618	618
Beta Biology	-	2.130	2.130	2.130	2.130
Beta Computer Science	-	1.044	1.044	1.044	1.044
Medical and health sciences	-	5.395	5.395	5.395	5.395
Research storage in amounts (x1,000)	**50.105**	**67.146**	**67.686**	**67.559**	**67.875**
Expected wage and price indexation 2023	10.504	-	-	-	-
Expected wage and price indexation 2024	-	11.927	11.927	11.927	11.927
Sector plan funds	20.100	-	-	-	-
Matching Horizon Europe	3.000	-	-	-	-
Expected changes in national research funding (x 1,000)	**33.604**	**11.927**	**11.927**	**11.927**	**11.927**
	-	-	-	-	-
Sustainable Humanities from RB OW to RB OZ	1.208	1.281	1.281	1.281	1.281
State contribution VU for AUC (from academic year 24/25 this amount will be included in RB UvA)	347	519	519	519	519
Technical corrections to the state research contribution (x 1,000)	**1.555**	**1.800**	**1.800**	**1.800**	**1.800**
	-	-	-	-	-
Total public research funding	**297.762**	**311.914**	**312.018**	**311.892**	**312.358**

Central revenue tuition fees	2023	2024	2025	2026	2027
College year	22/23	23/24	24/25	25/26	26/27
Regular first-year students with discount (as of October)	5.161	4.917	-	-	-
Tuition fees without reduction regular	1.105	1.157	1.265	1.265	1.265
Tuition fees first year students regular rate (x 1,000)	**5.700**	**5.688**	**-**	**-**	**-**
Regular students without discount (as of October)	28.923	30.083	35.378	35.500	35.500
Tuition fees without discount regular	2.209	2.314	2.530	2.530	2.530
Tuition fees old-year students regular rate (x 1,000)	**63.891**	**69.612**	**89.505**	**89.814**	**89.814**
Tuition fees small-scale intensive students (PPLE and AUC) (x 1,000)	3.740	5.285	5.285	5.285	5.285
Tuition fees part-time students (x 1,000)	1.734	1.688	1.688	1.688	1.688
Tuition fees transitional students (x 1,000)	1.159	1.131	1.131	1.131	1.131
Tuition fees flex students (x 1,000)	188	-	-	-	-
Tuition fees other (x 1,000)	2.069	209	209	209	209
Tuition fees students not on a regular basis (x 1,000)	**8.891**	**8.313**	**8.313**	**8.313**	**8.313**
Refund percentage	5,73%	6,27%	6,27%	6,27%	6,27%
Refunded tuition fees	**4.494-**	**5.243-**	**6.133-**	**6.153-**	**6.153-**
Percentage of students entering after October	1,84%	1,65%	1,65%	1,65%	1,65%
Tuition fees of students entering after October	**1.444**	**1.380**	**1.614**	**1.619**	**1.619**
Corrections due to AUC, PPLE, part-time, flex and switch	-	-	-	-	-
Tuition fees per academic year	**75.433**	**79.751**	**93.299**	**93.594**	**93.594**
Conversion of academic year to calendar year	**76.872**	**84.267**	**93.398**	**93.594**	**93.594**
VU contribution to AUC	499	569	618	643	668
15% remittance faculties ICG education	5.473	6.308	6.315	6.434	6.517
15% faculty contribution ICG research	1.368	1.577	1.579	1.608	1.629
Total central tuition fees	**84.212**	**92.721**	**101.910**	**102.279**	**102.408**
Total income from allocation model education	**82.844**	**91.144**	**100.331**	**100.671**	**100.779**
Total income from research allocation model	**1.368**	**1.577**	**1.579**	**1.608**	**1.629**

4.2   Education funding

Performance measures

Funded performance education	2023	2024	2025	2026	2027
FEB					
Credits low	218.117	224.745	225.000	222.500	220.000
Diplomas low	2.103	1.788	1.800	1.800	1.800
FdR					
Credits low	179.910	179.432	179.625	179.454	179.699
Diplomas low	1.522	1.629	1.512	1.510	1.513
FGW					
Credits low	268.809	283.405	285.819	286.227	286.354
Credits high	3.264	3.342	3.405	3.367	3.361
Diplomas low	1.747	1.750	1.763	1.772	1.771
Diplomas high	31	28	29	29	29
FNWI					
Credits high	252.946	269.509	263.710	268.158	272.750
Diplomas high	1.591	1.816	1.818	1.843	1.871
FMG					
Credits low	426.110	441.818	436.000	420.000	420.000
Credits high	9.373	12.101	14.000	15.000	15.000
Diplomas low	2.836	3.089	3.200	3.200	3.200
Diplomas high	74	81	80	120	140
FdG					
Credits high	8.001	9.075	9.000	9.000	9.000
Credits top	102.603	102.468	115.000	113.577	120.000
Diplomas high	48	51	45	55	55
Diplomas top	629	631	600	650	650
TOTAL					
Credits low	1.092.946	1.129.400	1.126.444	1.108.181	1.106.053
Credits high	273.584	294.027	290.115	295.525	300.111
Credits top	102.603	102.468	115.000	113.577	120.000
Diplomas low	8.208	8.256	8.275	8.282	8.284
Diplomas high	1.744	1.976	1.972	2.047	2.095
Diplomas top	629	631	600	650	650

Funded performance education	2023	2024	2025	2026	2027
AUC					
Enrolments high UvA	535	538	560	700	704
Bachelor degree high UvA	106	101	100	96	206
Enrolments high VU	148	106	110	-	-
Bachelor degree high VU	106	101	100	96	-
Number of non-EEA students	134	157	130	130	130
Number of first year EEA students	237	252	-	-	-
Number of senior year EER students	459	472	755	760	765
FdT					
Enrolments top	441	400	400	400	400
Bachelor degree top	82	120	64	64	64
Master's degree top	66	64	64	64	64
Dissertations	16	22	17	17	17
Number of non-EEA students	18	28	28	28	28
Number of first year EEA students	59	64	71	71	71
Number of senior year EER students	452	421	474	474	474

Funding factors and rates

Funding factor	2023	2024	2025	2026	2027
Low	1,00	1,00	1,00	1,00	1,00
High	1,31	1,31	1,31	1,31	1,31
Top	2,27	2,27	2,27	2,27	2,27

Fees education parameters	2023	2024	2025	2026	2027
Credits	112,30	120,20	120,20	120,20	120,20
Diplomas	3.960	4.240	4.240	4.240	4.240

Fees for educational parameters	2023	2024	2025	2026	2027
Enrollment top (FdT)	16.943	18.285	18.285	18.285	18.285
Bachelor top (FdT)	16.943	18.285	18.285	18.285	18.285
Master top (FdT)	16.943	18.285	18.285	18.285	18.285
Enrollment high (AUC)	8.238	8.896	8.896	8.896	8.896
Bachelor high (AUC)	8.238	8.896	8.896	8.896	8.896
Enrollment high VU (AUC)	8.238	8.896	8.896	8.896	8.896
Bachelor high VU (AUC)	8.238	8.896	8.896	8.896	8.896
Tuition fee FdT	2.209	2.314	2.530	2.530	2.530
Tuition fee AUC	4.610	4.700	4.940	4.940	4.940

Earmarked government grant/tuition fees for education

Passed on Government funding for education	For	2023	2024	2025	2026	2027
Prepaid wage/price compensation	AUC	-	-	-	-	-
Strengthening regional partnerships	Beleid	340	294	272	-	-
FGW Dutch Studies KNAW advice	FGW	316	335	-	-	-
Allocation Dutch Higher Education Premium 2022	FdR	125	133	133	-	-
Allocation pilot Smarter college year 2024-2026	Executive Staff	-	345	345	345	-
Knowledge security	Not distributed	-	88	88	88	88
Sector Plan for Physical Sciences and Chemistry	FNWI	304	325	325	325	325
Strengthening employee participation	Beleid	154	163	135	-	-
Expected government contribution yet to be passed on.	FdT	661	705	705	705	705
Expected government contribution yet to be passed on.	AUC	305	313	313	313	313
(Provisional) resources quality agreements	Beleid	4.500	5.500	5.500	5.500	5.500
(Provisional) resources quality agreements	FdG	2.491	2.961	2.961	3.283	3.397
(Provisional) resources quality agreements	FGW	2.855	3.560	3.560	3.569	3.578
(Provisional) resources quality agreements	FdR	1.881	2.220	2.220	2.209	2.210
(Provisional) resources quality agreements	FNWI	3.438	4.335	4.335	4.215	4.292
(Provisional) resources quality agreements	FEB	2.281	2.781	2.781	2.767	2.740
(Provisional) resources quality agreements	FMG	4.583	5.661	5.661	5.585	5.411
Housing Conservator Training	FGW	707	750	750	750	750
Health Sciences	FdG	1.613	1.726	1.726	1.726	1.726
Sustainable humanities	FGW	1.812	1.922	1.922	1.922	1.922
Archive school	FGW	250	267	267	267	267
Total		**28.616**	**34.384**	**33.998**	**33.568**	**33.223**

Tuition fees passed on in education	For	2023	2024	2025	2026	2027
Switching students	FGW	211	208	208	208	208
Switching students	FdR	108	146	146	146	146
Switching students	FNWI	99	98	98	98	98
Switching students	FEB	192	194	194	194	194
Switching students	FMG	762	829	829	829	829
Institutional Fees PPLE	FdR	1.321	1.576	1.458	1.458	1.458
Compensation halving of tuition fees	AUC	262	292	-	-	-
Total		**2.955**	**3.343**	**2.933**	**2.933**	**2.933**

Capacity funding for education

Education Capacity Budget	For	2023	2024	2025	2026	2027
Restorer training	FGW	2.238	2.395	2.395	2.395	2.395
Small teaching PPLE	FdR	337	361	361	361	361
Small arts	FGW	3.342	3.576	3.576	3.576	3.576
Infrastructure	FNWI	1.909	2.043	2.043	2.043	2.043
Beta/medical-profile gamma fac.	FMG	1.123	1.202	1.202	1.202	1.202
Total		**8.950**	**9.576**	**9.576**	**9.576**	**9.576**

Policy funding for education

Decentralised policy budget education	For	2023	2024	2025	2026	2027
Policy Area Education	FdG	3.635	3.889	3.889	3.889	3.889
Policy Area Education	FGW	3.497	3.742	3.742	3.742	3.742
Policy Area Education	FdR	1.950	2.086	2.086	2.086	2.086
Policy Area Education	FNWI	4.128	4.417	4.417	4.417	4.417
Policy Area Education	FEB	2.850	3.050	3.050	3.050	3.050
Policy Area Education	FMG	4.849	5.188	5.188	5.188	5.188
Total		**20.908**	**22.371**	**22.371**	**22.371**	**22.371**

Central government education budget	For	2023	2024	2025	2026	2027
Internal variable funding two-year educational masters	FGW	69	42	74	74	74
AUC tariff compensation	AUC	380	398	398	398	398
Reservation for transitional arrangement governance	FEB	150	150	-	-	-
PPLE growth decentralized policy budget	FdR	263	295	301	305	307
Interdisciplinary education - HST	FMG	500	500	-	-	-
Interdisciplinary education - Other	Not distributed	154	150	-	-	-
POLDER	IAS	340	344	11	-	-
Additional funds ICG Ukraine	FEB	525	411	262	-	-
Additional funds ICG Ukraine	FdR	77	105	39	-	-
Additional funds ICG Ukraine	FGW	106	69	53	-	-
Additional funds ICG Ukraine	FMG	224	197	112	-	-
Additional funds ICG Ukraine	FNWI	92	83	46	-	-
ILO	FMG	933	998	998	998	998
IIS	FNWI	1.132	1.211	1.211	1.211	1.211
Humanities in Context	FGw	250	250	-	-	-
Housing expenses REC A	FdR	450	450	450	450	450
Extra impulse two-year educational master's	FGW	15	13	33	33	33
Interfaculty teaching commitment	Not distributed	2.000	2.000	3.000	3.000	3.000
Policy Budget Education FdT	FdT	6.547	6.945	6.945	6.945	6.945
AMS scholarships	StS	800	800	800	800	800
Settlement of organizational changes FGw	FGw	100	100	100	100	100
Additional resources for switching programs	Not distributed	-	327	327	327	1.250
Additional resources for switching programs	FdG	1-	17	17	17	-
Additional resources for switching programs	FGw	149	214	214	214	-
Additional resources for switching programs	FdR	46	73	73	73	-
Additional resources for switching programs	FNWI	91	90	90	90	-
Additional resources for switching programs	FEB	183	199	199	199	-
Additional resources for switching programs	FMG	367	330	330	330	-
Total		**15.943**	**16.763**	**16.083**	**15.565**	**15.567**

Total education funding

2024	FEB	FdR	FGW	FNWI	FMG	FdG	FdT	AUC	UB	IAS	Beleid	StS	Not distributed	TOTAAL
Education														
Variable budget	34.595	28.475	42.167	52.523	68.559	35.744	11.727	10.637	-	-	-	-	-	284.428
- Credits	*27.014*	*21.568*	*34.592*	*42.437*	*55.012*	*29.388*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*210.011*
- Diplomas	*7.581*	*6.907*	*7.576*	*10.086*	*13.547*	*6.357*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*52.054*
State contribution/college fees passed on	2.975	4.075	7.042	4.758	6.490	4.687	705	604	-	-	5.957	-	-	37.294
Capacity budget	-	361	5.970	2.043	1.202	-	-	-	-	-	-	-	-	9.576
Policy budget	3.810	3.009	4.430	5.801	7.214	3.906	6.945	398	-	344	-	800	2.477	39.134
- Decentralised policy	*3.050*	*2.086*	*3.742*	*4.417*	*5.188*	*3.889*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*22.371*
- Central policy	*760*	*923*	*688*	*1.384*	*2.026*	*17*	*6.945*	*398*	*-*	*344*	*-*	*800*	*2.477*	*16.763*
Allocation Education	**41.380**	**35.920**	**59.610**	**65.126**	**83.465**	**44.337**	**19.376**	**11.640**	**-**	**344**	**5.957**	**800**	**2.477**	**370.433**

4.3 Research funding

Performance measures

Funded research performance	2023	2024	2025	2026	2027
FEB					
Promotions 3-year average (number)	16,3	14,0	17,3	20,7	20,7
Turnover 2nd GS HOT (€ 1.000)	-	-	-	-	-
Turnover 2nd GS NWO (€ 1.000)	1.676	1.676	795	1.335	1.335
Turnover 3rd GS EU (€1,000)	745	745	1.282	654	654
Turnover 3rd GS (€1,000)	413	413	798	1.273	1.273
FdR					
Promotions 3-year average (number)	12,3	11,0	12,6	14,8	17,7
Turnover 2nd GS HOT (€1,000)	-	-	-	-	-
Turnover 2nd GS NWO (€1,000)	1.028	1.243	2.150	2.450	2.450
Turnover 3rd GS EU (€1,000)	2.157	1.500	1.500	1.750	1.750
Turnover 3rd HR (€1,000)	1.814	1.850	1.850	1.850	1.850
FGW					
Promotions 3-year average (number)	67,7	67,0	66,0	66,0	66,3
Turnover 2nd GS HOT (€1,000)	-	-	-	-	-
Turnover 2nd GS NWO (€1.000)	5.078	5.081	5.101	5.101	5.101
Turnover 3rd GS EU (€1,000)	4.073	4.016	4.031	4.031	4.031
Turnover 3rd GS (€1,000)	657	865	868	868	868
FNWI					
Promotions 3-year average (number)	127,0	129,0	130,7	138,7	149,5
Turnover 2nd GS HOT (€1,000)	-	-	-	-	-
Turnover 2nd GS NWO (€1.000)	21.905	25.081	25.000	25.000	25.000
Turnover 3rd GS EU (€ 1,000)	12.870	12.258	16.000	16.500	17.000
Turnover 3rd GS (€ 1,000)	10.756	14.508	14.500	14.500	14.500
FMG					
Promotions 3-year average (number)	84,3	86,0	85,0	81,7	85,0
Turnover 2nd GS HOT (€1,000)	53	-	-	-	-
Turnover 2nd GS NWO (€1.000)	11.584	10.620	10.800	11.000	11.200
Turnover 3rd GS EU (€1,000)	8.209	9.193	9.300	9.500	9.700
Turnover 3rd GS (€1,000)	4.083	3.590	3.650	3.700	3.750
FdG					
Promotions 3-year average (number)	234,7	246,8	271,0	292,0	300,0
Turnover 2nd GS HOT (€1,000)	133	-	-	-	-
Turnover 2nd GS NWO (€1.000)	23.000	36.000	36.000	36.000	36.000
Turnover 3rd GS EU (€ 1,000)	7.000	9.000	9.000	9.000	9.000
Turnover 3rd GS (€1,000)	66.000	63.000	63.000	63.000	63.000
UB					
Promotions 3-year average (number)	-	-	-	-	-
Turnover 2nd GS HOT (€1,000)	-	-	-	-	-
Turnover 2nd GS NWO (€1.000)	5	32	200	200	200
Turnover 3rd GS EU (€1,000)	-	-	-	-	-
Turnover 3rd GS (€1,000)	909	1.646	1.900	1.900	1.900
TOTAL					
Promotions 3-year average (number)	542,3	553,8	582,6	613,8	639,2
Turnover 2nd GS HOT (€1,000)	186	-	-	-	-
Turnover 2nd GS NWO (€1,000)	64.275	79.732	80.046	81.086	81.286
Turnover 3rd GS EU (€1,000)	35.055	36.712	41.113	41.435	42.135
Turnover 3rd GS (€1,000)	84.631	85.871	86.566	87.091	87.141

Funded performance research	2023	2024	2025	2026	2027
AUC					
Bachelor's degree high 3-year average	240,0	222,7	204,7	197,7	199,0
FdT					
Bachelor's degree top 3 year average	55,7	69,0	88,7	82,7	64,0
Master's degree top 3 year average	61,3	64,7	64,7	64,0	64,0
Dissertations 3 year average	14,0	17,3	18,3	18,7	17,0

Rates, mark-ups and percentages

Funding factor	2023	2024	2025	2026	2027
Low	1,00	1,00	1,00	1,00	1,00
High	1,31	1,31	1,31	1,31	1,31
Top	2,27	2,27	2,27	2,27	2,27

Add on factor research	2023	2024	2025	2026	2027
Add on research (%)	25,00%	25,00%	25,00%	25,00%	25,00%

Matching rates	2023	2024	2025	2026	2027
Turnover 2nd GS HOT	15,00%	15,00%	15,00%	15,00%	15,00%
Turnover 2nd GS NWO	60,00%	60,00%	60,00%	60,00%	60,00%
Turnover 3rd GS EU	35,00%	35,00%	35,00%	35,00%	35,00%
Turnover 3rd GS	15,00%	15,00%	15,00%	15,00%	15,00%

Tariff research parameter	2023	2024	2025	2026	2027
PhDs	83.268	83.892	91.335	91.335	91.335

Research parameters fees	2023	2024	2025	2026	2027
Bachelor high (AUC)	2.780	3.239	3.239	3.239	3.239
Master high (AUC)	5.560	6.477	6.477	6.477	6.477
Bachelor top (FdT)	5.560	6.477	6.477	6.477	6.477
Master top (FdT)	11.121	12.954	12.954	12.954	12.954
Dissertations (FdT)	83.341	91.335	90.708	91.059	91.059

Passed-on government grant for research

Passed on government grant for research	For	2023	2024	2025	2026	2027
Gravity Second Genome of Plants	FNWI	1.707	2.134	3.005	2.947	3.417
Gravity Networks	FNWI	2.774	-	-	-	-
Gravity ALGOSOC	FdR	1.892	2.448	2.118	2.049	1.895
STEM Sector Plan	FNWI	3.815	4.063	-	-	-
Sector plan STEM - transfer 2nd HS	FNWI	3.448	3.672	-	-	-
STEM sector plan (total)	FNWI	-	-	7.735	7.735	7.735
Sector Plan for Physical Sciences and Chemistry	FNWI	1.327	1.420	1.420	1.420	1.420
Sector Plan SSH	Not distributed	-	-	824	824	824
Sector Plan SSH	FdR	774	824	-	-	-
SEO funds transferred to 1st GS	Not distributed	-	-	4.894	4.894	4.894
SEO funds transferred to 1st GS	FdG	1.171	1.247	-	-	-
SEO funds transferred to 1st GS	FGW	424	451	-	-	-
SEO funds transferred to 1st GS	FdR	184	196	-	-	-
SEO funds transferred to 1st GS	FNWI	1.605	1.709	-	-	-
SEO funds transferred to 1st GS	FEB	95	101	-	-	-
SEO funds transferred to 1st GS	FMG	1.113	1.185	-	-	-
SEO funds transferred to 1st GS	UB	4	4	-	-	-
Expected government contribution yet to be passed on.	FdT	275	292	292	292	292
Expected government contribution yet to be passed on.	AUC	46	29	29	29	29
Sustainable humanities	FGW	1.208	1.281	1.281	1.281	1.281
Total		21.862	21.058	21.598	21.471	21.787

Research capacity funding

Research Capacity Budget	For	2023	2024	2025	2026	2027
Research profile fac.	FEB	1.685	1.803	1.803	1.803	1.803
Infrastructure	FNWI	15.614	16.707	16.707	16.707	16.707
Broad Humanities	FGW	3.931	4.206	4.206	4.206	4.206
Total		21.230	22.716	22.716	22.716	22.716

Policy funding for research

Decentralized policy budget for research	For	2023	2024	2025	2026	2027
Compensation budget	FdG	6.384	6.831	6.831	6.831	6.831
Compensation budget	FGW	3.521	3.767	3.767	3.767	3.767
Compensation budget	FdR	1.598	1.710	1.710	1.710	1.710
Compensation budget	FNWI	7.335	7.849	7.849	7.849	7.849
Compensation budget	FEB	1.978	2.116	2.116	2.116	2.116
Compensation budget	FMG	5.555	5.944	5.944	5.944	5.944
Total		26.371	28.217	28.217	28.217	28.217

Research priority area funding and Research Priority Areas (RPAs)

Research Priority Areas	For	2023	2024	2025	2026	2027
RPA Urban Mental Health	FNWI	2.000	2.000	2.000	2.000	2.000
RPA Trust in the digital society	FdR	300	300	300	300	300
RPA Personal Microbiome Health	FdT	450	450	450	-	-
RPA Organizational Ethics	FdR	300	300	300	300	-
RPA ENLENS	FNWI	300	300	300	300	-
RPA Digital Cultures	FGW	300	300	-	-	-
RPA Decolonial Futures	FGW	-	350	350	350	350
RPA AI for Health Decision Making	FdG	450	450	450	-	-
Personalized Communication	FMG	301	-	-	-	-
Human(e) AI	FGw	300	-	-	-	-
Global Health	FdG	379	-	-	-	-
Brain & Cognition	FMG	772	-	-	-	-
Available RPA resources	Not distributed	400	1.050	1.350	2.250	2.850
Amsterdam Centre for European Studies	FMG	300	-	-	-	-
Total		6.552	5.500	5.500	5.500	5.500

Central policy funding for research

Central Research policy budget	For	2023	2024	2025	2026	2027
Robust	FNWI	-	120	120	120	120
PanAmsterdam AI collaboration	FNWI	-	75	75	75	75
Valorisation contribution LABQ	FNWI	100	100	100	100	100
UvA IAS	IAS	920	1.192	1.192	1.192	1.192
Support uniprofs AI	FdG	40	40	-	-	-
Support uniprofs AI	FGW	40	40	-	-	-
Support uniprofs AI	FdR	40	40	40	40	40
Support uniprofs AI	FNWI	40	40	40	40	40
Support uniprofs AI	FMG	40	40	40	40	40
Support uniprofs	Not distributed	-	-	80	80	40
30% research budget	FdR	1.250	-	-	-	-
Strengthening research intensity FdR	FdR	-	1.000	1.000	-	-
Strengthening research intensity FEB	FEB	-	1.000	500	500	500
Ellis contribution	FNWI	980	980	980	-	-
ELSA Lab	FdR	-	150	150	150	150
The International Rule of Law and Private and Public European Law	FdR	334	334	334	334	334
Systems Biology	FNWI	334	334	334	334	334
Sustainable Chemistry	FNWI	429	429	429	429	429
Contribution Sector Plan Law	FdR	400	400	400	-	-
Sector Plan Coalition Agreement STEM	FNWI	4.700	4.950	4.950	4.950	4.950
Sector plan coalition agreement Medical	FdG	5.100	5.395	5.395	5.395	5.395
Sector plan coalition agreement SSH	FMG	5.156	4.468	4.468	4.468	4.468
Sector Plan Coalition Agreement SSH	Not distributed	5.436	5.320	5.320	5.320	5.320
Sector Plan Coalition Agreement SSH including matching	FdR	337	359	359	359	359
Sector Plan Coalition Agreement SSH including matching	FEB	372	396	396	396	396
SARA	FNWI	1.220	1.305	1.305	1.305	1.305
Starter scholarships	FdR	1.745	2.749	2.065	2.065	2.065
Starting grants yet to be distributed	Not distributed	1.928	-	2.281	2.281	2.281
Starter scholarships	AUC	223	323	323	323	323
Starter scholarships	FMG	3.397	5.351	4.020	4.020	4.020
Starter scholarships	Not distributed	2.259	3.558	2.673	2.673	2.673
Starter scholarships	FNWI	2.508	3.950	2.967	2.967	2.967
Starter scholarships	FdG	902	1.421	1.068	1.068	1.068
Starter scholarships	FdT	231	256	256	256	256
Starter scholarships	Not distributed	1.415	-	-	-	-
UvA Starting Scholarships	Not distributed	1.928	-	-	-	-
UvA Starting Scholarships	FEB	-	2.577	2.281	2.281	2.281
Incentive scholarships	FdR	1.970	2.640	2.331	2.331	2.331
Incentive scholarships	FEB	2.176	2.916	2.574	2.574	2.574
Incentive scholarships	AUC	252	348	348	348	348
Incentive scholarships	FMG	3.835	5.139	4.538	4.538	4.538
Incentive scholarships	FGW	2.550	3.417	3.017	3.017	3.017
Incentive scholarships	FNWI	2.831	3.794	3.349	3.349	3.349
Incentive scholarships	FdG	1.018	1.365	1.205	1.205	1.205
Incentive scholarships	FdT	261	289	289	289	289
Incentive scholarships	Not distributed	1.598	-	-	-	-
FMG - Interest Spinoza	Not distributed	22	22	22	22	22
QuSoft	FNWI	297	297	297	297	297
PPLE growth decentralized policy budget	FdR	132	148	151	153	154
Oral Regenerative Medicine (Bioengineering)	FdT	329	329	329	329	329
Oral Infections and Inflammation	FdT	328	328	328	328	328
Medical Integromics	Not distributed	429	429	429	429	429
Sector plan coalition agreement SSH matching	FMG	-	560	560	560	560
Sector plan coalition agreement SSH matching	FGW	-	440	440	440	440
Lisa GPU cluster	FNWI	400	400	400	-	-
Beta/engineering	Not distributed	218	218	218	218	750
Beta/engineering	FNWI	532	532	532	532	-
GRAPPA	Not distributed	328	328	328	328	328
Operating contribution LAB42	Not distributed	100	100	100	100	100
CREATE	FGW	429	429	429	429	429
Complex human systems lab	FEB	297	297	297	297	297
Compensation m2 CEDLA	FGW	31	31	31	31	31
Subsequent matching	FdR	-	317	-	-	-
Communication-by-Action and Market Design	FEB	301	301	301	301	301
Proposed additional use of reserves	FdG	90	-	-	-	-
Promotion position IoP	FNWI	-	100	100	100	100
Matching Horizon Europe	Not distributed	3.000	-	-	-	-
Policy budget ASSER	FdR	2.277	2.437	2.437	2.437	2.437
Policy budget CEDLA	FGW	1.320	1.413	-	-	-
Research policy budget FdT	FdT	3.122	3.324	3.324	3.324	3.324
Total		74.278	81.378	74.642	71.864	71.825

Total research funding

2024	FEB	FdR	FGW	FNWI	FMG	FdG	FdT	AUC	UB	IAS	Not distributed	TOTAAL
											-	
Research												
Variable budget	11.039	9.459	20.358	43.649	33.626	34.443	2.868	721	244	-	-	156.407
- Research storage	*8.649*	*7.119*	*10.542*	*13.131*	*17.140*	*8.936*	*-*	*-*	*-*	*-*	*-*	*65.516*
- Promotions	*1.174*	*923*	*5.621*	*10.822*	*7.215*	*20.707*	*-*	*-*	*-*	*-*	*-*	*46.462*
- Matching 2nd and 3rd flow of funds	*1.216*	*1.417*	*4.196*	*19.696*	*9.272*	*4.800*	*-*	*-*	*244*	*-*	*-*	*40.840*
Central government contribution	101	3.468	1.733	12.998	1.185	1.247	292	29	4	-	-	21.058
Capacity budget	1.803	-	4.206	16.707	-	-	-	-	-	-		22.716
Policy budget	9.603	12.884	19.064	27.983	21.524	15.930	4.976	670	-	1.192	1.268	115.095
- Decentralised policy	*2.116*	*1.710*	*3.767*	*7.849*	*5.944*	*6.831*	*-*	*-*	*-*	*-*	*-*	*28.217*
- Research priority areas	*-*	*600*	*650*	*2.300*	*-*	*450*	*450*	*-*	*-*	*-*	*1.050*	*5.500*
- Central policy	*7.487*	*10.574*	*14.647*	*17.834*	*15.580*	*8.650*	*4.526*	*670*	*-*	*1.192*	*218*	*81.378*
- Compensation budget	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*	*-*		*-*
Allocation Research	**22.547**	**25.811**	**45.361**	**101.337**	**56.335**	**51.621**	**8.135**	**1.420**	**248**	**1.192**	**1.268**	**315.276**

4.4   Surplus accommodation

Housing excess	For	2023	2024	2025	2026	2027
High storage factor	FEB	144	144	149	154	160
High storage factor	FMG	902	902	919	937	955
Correction for bicycle parking	FS	3.300	-	-	-	-
FdR	FdR	178	178	181	184	187
FGW	FGW	3.015	3.015	3.074	3.135	3.196
FGW - BH / OIH	FGW	381	381	381	381	381
Total		**7.921**	**4.621**	**4.705**	**4.791**	**4.879**

4.5   Additional and policy funding for service units

Additional funding for service units

Additional budgets services education	For	2023	2024	2025	2026	2027
Bottleneck wage/price increases	FS	300	-	-	-	-
Bottleneck wage/price increases	UB	400	-	-	-	-
Bottleneck wage/price increases	ICTS	600	-	-	-	-
Energy price hike bottleneck	EB	3.510	1.916	-	-	-
Energy price hike bottleneck	FdG	490	268	-	-	-
Reservation for increase of standard amount for profiling fund	Not distributed	-	150	-	-	-
Finance and procurement systems development	Not distributed	200	-	-	-	-
Finance and procurement systems development	FS	300	201	-	-	-
Inprocess	Not distributed	-	-	-	-	-
Depreciation costs AP	UB	150	150	150	150	150
Initiatives, bottlenecks, plans - start-up costs REC location	SGZ	23	-	-	-	-
CREA (include in SLA cycle)	StS	1.463	1.463	1.463	1.463	1.463
Multimedia services (include in SLA cycle)	ICTS	-	-	-	-	-
Orientation year UvA HvA (include in SLA cycle)	StS	40	40	40	40	40
Regular budget BAU (include in SLA cycle)	BAU	2.106	-	-	-	-
Regular budget BAU (include in SLA cycle)	BC	-	2.161	2.161	2.161	2.161
Recovering investment from reserve - AC	AC	15-	15-	-	-	-
Recover investment from reserve - EB	EB	172-	172-	84-	84-	84-
Proposed additional use of reserves	AC	4	-	-	-	-
Total		**9.399**	**6.161**	**3.730**	**3.730**	**3.730**

Additional budgets for research services	For	2023	2024	2025	2026	2027
Regular budget BKT (include in SLA cycle)	BKT	1.700	2.250	2.250	2.250	2.250
Reservation for support for valorization and partnerships	Not distributed	1.250	55	55	55	55
Strengthening support for valorisation	BKT	-	1.000	1.000	1.000	1.000
Total		**2.950**	**3.305**	**3.305**	**3.305**	**3.305**

Valorisation allocations

Payments Valorisation	For	2023	2024	2025	2026	2027
Practice Web	FMG	100	-	-	-	-
UvA Valorization Fund	BKT	750	750	750	750	750
Total		**850**	**750**	**750**	**750**	**750**

Other policy funding

Other policy budgets	For	2023	2024	2025	2026	2027
Budget services GPL development	AC	400	898	898	898	898
Budget services GPL development	ICTS	644	1.417	1.417	1.417	1.417
Budget services GPL development	FS	346	2.708	2.708	2.708	2.708
Budget services GPL development	UB	497	2.907	2.907	2.907	2.907
Budget services GPL development	StS	237	681	681	681	681
Budget services GPL development	BC	148	517	517	517	517
Budget services GPL development	SGZ	64	107	107	107	107
Budget services GPL development	HO	34	191	191	191	191
Budget services GPL development	BAU	55	-	-	-	-
Budget services GPL development	BKT	75	138	138	138	138
Budget services GPL development	EB	-	30	30	30	30
Budget services GPL development	Not distributed	644	-	-	-	-
Strengthening TLCs	Executive Staff	1.500	1.500	1.500	1.500	1.500
IP - Financial instruments Strategic Plan	Not distributed	1.378	3.482	3.200	10.926	12.426
IP - Financial instruments - valorisation part UvA	Not distributed	-	1.000	1.000	1.000	1.000
IP - Financial Instruments - Continuous support	FdR	150	150	150	150	-
IP - Financial Instruments - Continuous support	FdG	150	150	150	150	-
IP - Financial Instruments - Continuous support	FGW	150	150	150	150	-
IP - Financial Instruments - Continuous support	FMG	150	150	150	150	-
IP - Financial Instruments - Continuous support	Not distributed	150	150	150	150	-
Financial instruments IP - Start-up IP	FdR	150	150	150	150	-
Financial instruments IP - Start-up IP	FdG	150	150	150	150	-
Financial instruments IP - Start-up IP	Not distributed	150	150	150	150	-
Financial instruments IP - Start-up IP	FMG	150	150	150	150	-
Financial instruments IP - Start-up IP	Not distributed	150	150	150	150	-
IP - Financial instruments - mid size	FdR	-	300	150	-	-
IP - Financial instruments - mid size	FdG	-	148	91	-	-
IP - Financial instruments - mid size	FGW	-	211	112	-	-
IP - Financial instruments - mid size	FMG	-	246	124	-	-
IP - Impulse	Not distributed	1.000	-	-	-	-
IP - sustainability study	Not distributed	-	1.000	1.000	1.000	1.000
ACMA start-up costs	Not distributed	-	250	-	-	-
Support policy implementation and policy space	Executive Staff	1.000	1.000	1.000	1.000	1.000
Regular budget Staff	Executive Staff	26.884	28.791	29.117	29.296	29.295
Temporary budget Staff	Executive Staff	-	1.236	-	-	-
ICT information security	ICTS	350	-	-	-	-
ICT projects: Compensation depreciation system	Not distributed	125	-	-	-	-
ICT projects: ICT & operations	Not distributed	400	400	400	400	400
ICT projects: ICTO program council	Not distributed	600	600	600	600	600
ICT projects: SURF contribution	ICTS	496	583	583	583	583
ICT projects: Hours ICTS	ICTS	1.360	1.360	1.360	1.360	1.360
ICT theme funding: Education	Not distributed	2.183	1.239	618	300	-
ICT Thematic funding: E-science*	ICTS	150	122	350	500	-
ICT theme funding: Research	ICTS	719	536	300	300	300
ICT Theme-based funding: Education Logistics	ICTS	2.590	2.185	2.045	1.345	1.345
ICT theme funding: Operations	ICTS	1.630	1.034	350	500	250
ICT theme funding Business operations UvAweb	Not distributed	-	360	330	259	259
ICT theme funding Business operations ESM	Not distributed	-	1.200	1.000	-	-
ICT theme funding: Information security	ICTS	100	255	275	-	-
ICT theme funding: Data and AI for the UvA	ICTS	150	330	165	175	-
ICT theme funding: Sustainability	ICTS	100	-	-	-	-
ICT theme funding: Responsible IT	ICTS	154	-	200	350	350
ICT theme funding: Collaboration	ICTS	385	325	400	300	200
ICT theme funding: improvement plan IB	Executive Staff	328	-	-	-	-
ICT theme funding: Use of IB Improvement Program reserves	ICTS	676	-	-	-	-
ICT theme funding: Reserved	Not distributed	-	-	670	2.874	3.624
ICT theme funding: additional reservation IB	Not distributed	500	-	-	-	-
Information security	Not distributed	-	1.517	-	-	-
Cybersecurity	Not distributed	-	929	676	399	405
Student welfare	Not distributed	-	757	757	757	757
Social security	Not distributed	-	136	136	136	136
Regular budget Heritage (until.)	UB	9.340	9.994	10.054	10.116	10.179
Data Science: Coordination	Not distributed	180	180	180	-	-
Data Science: Data engineers/scientist	Not distributed	189	117	40	-	-
Data Science: Data engineers/scientist	FMG	177	98	19	-	-
Data Science: Data engineers/scientist	FNWI	315	342	134	-	-
Data Science: Data engineers/scientist	FdR	50	-	-	-	-
Data Science: Data engineers/scientist	FEB	40	20	-	-	-
Data Science: Data engineers/scientist	FdT	40	20	-	-	-
Data Science: Data engineers/scientist	FdG	76	38	-	-	-
Data Science: Data engineers/scientist	UB	100	100	100	-	-
Data Science: Data engineers/scientist	Not distributed	363	345	166	-	-
Data Science: Data scientists 2nd call	Not distributed	616	616	616	616	-
Data Science: Innovation fund	UB	35	35	35	-	-
Data Science: Innovation fund	FMG	83	83	83	55	-
Data Science: Innovation fund	FdR	83	83	83	55	-
Data Science: Innovation fund	FNWI	249	249	249	166	-
Data Science: Innovation fund	FEB	83	83	83	55	-
Data Science: Innovation fund	FGW	83	83	83	55	-
Regular budget Storage	UB	5.921	6.336	6.348	6.360	6.373
Proposed additional use of reserves	Not distributed	200	-	-	-	-
Spending workload funds earmarked reserve	Policy	200	-	-	-	-
Regular policy budget	Policy	14.450	15.475	15.651	15.747	15.746
Total		**82.275**	**98.422**	**93.528**	**100.380**	**98.682**

4.6 Theme-based funding and policy expenditure

Theme budgets	2023	2024	2025	2026	2027
(Policy) budget	14.650	15.475	15.651	15.747	15.746
Transferred government funding	4.994	5.957	5.907	5.500	5.500
Available	**19.644**	**21.433**	**21.557**	**21.247**	**21.246**
Internationalisation					
Contribution other institutes abroad	135	135	135	135	135
Germany Institute	300	319	319	319	319
Athens Institute	313	401	401	401	401
St. Petersburg Institute	135	169	169	169	169
International summerschools	65	25	25	25	25
Total Internationalization	**948**	**1.049**	**1.049**	**1.049**	**1.049**
Staff & Employee Participation					
Employment conditions funds UvA	3.616	3.616	3.616	3.616	3.616
Contribution ProActive	300	300	300	300	300
Contribution Social Fund (Sofokles)	80	80	80	80	80
Facilities employee organizations	110	150	150	150	150
Participation COR	215	278	278	278	278
UCLO	70	113	113	113	113
Total Personnel & Employee Participation	**4.391**	**4.537**	**4.537**	**4.537**	**4.537**
Availability information					
Reprint Rights Foundation	300	365	365	365	365
Total availability of information	**300**	**365**	**365**	**365**	**365**
Strategic communication					
Int. Inf.cntr. & Archives Women's Movement	39	39	39	39	39
UAF Foundation	8	8	8	8	8
Sweelinck Orchestra	35	40	40	40	40
Total Strategic Communication	**82**	**87**	**87**	**87**	**87**
University facilities					
Folia Civitatis	550	550	550	550	550
Total university facilities	**550**	**550**	**550**	**550**	**550**
Strategic investments					
Diversity officer	600	600	600	600	600
Sustainability	200	200	200	200	200
KA - Funds for quality agreements	4.500	5.500	5.500	5.500	5.500
Unforeseen	1.000	1.000	1.000	1.000	1.000
Open Science - Coordinator	50	-	-	-	-
Open Science - Reserved	722	200	-	-	-
Open Science - Open Access: diamond and Taver	100	100	-	-	-
Open Science - pilot data management	75	-	-	-	-
Open Science - Research Data Exchange	150	-	-	-	-
Scaling up capacity of data stewards	288	192	-	-	-
Scaling up capacity of data stewards	252	168	-	-	-
Scaling up capacity of data stewards	92	56	-	-	-
Scaling up capacity of data stewards	36	24	-	-	-
Scaling up capacity of data stewards	36	24	-	-	-
Scaling up capacity of data stewards	24	16	-	-	-
Scaling up capacity of data stewards	300	200	-	-	-
Room for strategic investments	1.648	2.854	3.054	3.054	3.054
Uniprofs	1.240	1.532	1.532	1.532	1.532
Strengthening regional partnerships	340	294	272	-	-
Total strategic investments	**11.653**	**12.960**	**12.158**	**11.886**	**11.886**

Other					
UNL contribution	500	700	700	700	700
Campus development	600	600	600	600	600
Transportation services	100	100	100	100	100
Insurance (not property)	250	250	250	250	250
Total other	**1.450**	**1.650**	**1.650**	**1.650**	**1.650**
TOTAL distributed budgets	**19.374**	**21.198**	**20.396**	**20.124**	**20.124**
Themed budget not yet distributed	**270**	**234**	**1.162**	**1.123**	**1.122**

Distribution education / research / policy	2023	2024	2025	2026	2027
Education thematic budget	4.840	5.794	5.772	5.500	5.500
Research thematic budget	2.125	980	-	-	-
Policy-related theme budget	12.409	14.424	14.624	14.624	14.624
	19.374	**21.198**	**20.396**	**20.124**	**20.124**
	2023	2024	2025	2026	2027
Education thematic budget	25%	27%	28%	27%	27%
Research thematic budget	11%	5%	0%	0%	0%
Policy-related theme budget	64%	68%	72%	73%	73%
	100%	**100%**	**100%**	**100%**	**100%**
Difference education and research	**2.715**	**4.814**	**5.772**	**5.500**	**5.500**

4.7 Rates and prices

4.7.1 Institutional tuition fee rates

The institutional tuition fee rates can be found in the enrolment provisions on the UvA website:
https://www.uva.nl/en/about-the-uva/policy-and-regulations/education/enrolment-provisions.html.

4.7.2 Rates for Services

Services tariffs		2023	2024	2025	2026	2027
Basic service AC / k€ Benefits	AC	2,95	3,47	3,53	3,59	3,65
Company Health / IAR PID	Executive Staff	182,00	182,00	182,00	182,00	182,00
BOL pie slice halls	FS	12.827,70	14.187,00	14.403,00	14.187,00	13.939,00
BOL hours large halls	FS	29,06	27,12	27,70	27,12	26,46
Communication / student	BC	140,50	150,00	150,00	150,00	150,00
Connectivity / m2	ICTS	18,51	23,18	23,18	23,18	23,18
Corporate communications (total)	BC	1,00	1,00	1,00	1,00	1,00
CSA / student	AC	195,67	198,98	198,98	198,98	198,98
Digital testing / student	FS	11,89	-	-	-	-
Energy / m2	EB	53,33	60,65	60,65	60,65	60,65
Facilities / IAR GAST	FS	52,52	53,99	53,99	53,99	53,99
Facilities / IAR PID	FS	200,95	285,37	296,00	285,37	283,71
Facilities / IAR PNID	FS	118,47	121,52	121,52	121,52	121,52
Facilities / m2	FS	32,98	44,43	44,43	44,43	44,43
Facilities / student	FS	84,22	161,45	172,08	161,45	159,79
Financial administration / invoice	AC	27,09	27,09	27,09	27,09	27,09
IC concern information systems (CIS) (total)	ICTS	1,00	1,00	1,00	1,00	1,00
IC multimedia services (total)	ICTS	1,00	1,00	1,00	1,00	1,00
IC program management (total)	ICTS	1,00	1,00	1,00	1,00	1,00
ICT basic service / IAR	ICTS	542,36	768,08	768,08	768,08	768,08
Purchasing / k€ Other costs + hiring PNID	FS	10,54	11,59	11,59	11,59	11,59
Education and research services / student	ICTS	195,27	247,34	247,34	247,34	247,34
Opening hours security	FS	49,14	51,69	51,69	51,69	51,69
Pers. & sal. adm. / IAR GAST	AC	58,54	58,54	58,54	58,54	58,54
Pers. Press & sal. adm. / IAR PID	AC	365,09	365,09	365,09	365,09	365,09
Pers. & sal. adm. / IAR PNID	AC	175,68	175,68	175,68	175,68	175,68
Personnel advertisements / IAR PID	BC	74,50	74,50	74,50	74,50	74,50
Proj. Adm. / WBS rules	AC	61,07	61,07	61,07	61,07	61,07
Research IT Services (RIS)	ICTS	32,97	43,63	43,63	43,63	43,63
Cleaning / m2 weighted	FS	26,02	26,50	26,50	26,50	26,50
Study centers / student	UB	305,12	309,39	309,39	309,39	309,39
Studvoorz / student	StS	316,58	326,14	326,14	326,14	326,14
University library / faculty collections	UB	1,25	1,27	1,27	1,27	1,27
Library / fte WP PID	UB	355,43	360,41	360,41	360,41	360,41
University Library / Scientific Publications	UB	76,83	77,90	77,90	77,90	77,90
Library / WP fte PID + student	UB	105,11	106,58	106,58	106,58	106,58
UvA workplace (Special) desktop	ICTS	831,92	1.007,61	1.007,61	1.007,61	1.007,61
UvA workplace (Special) laptop	ICTS	958,73	1.161,20	1.161,20	1.161,20	1.161,20
UvA workplace (Standard) desktop	ICTS	1.141,56	1.382,65	1.382,65	1.382,65	1.382,65
UvA workplace (Standard) laptop	ICTS	1.268,37	1.536,24	1.536,24	1.536,24	1.536,24
UvA workplace (Self-service)	ICTS	96,33	126,67	126,67	126,67	126,67
Real estate / m2	VG	273,26	273,26	280,09	287,09	294,27

4.8   Numbers

4.8.1   Numbers of Fixed Packages for Faculties

Numbers of fixed packages of faculties		2023	2024	2025	2026	2027
Basic service AC / k€ Benefits	AC	594.284	629.842	629.842	629.842	629.842
Occupational health / IAR PID	Executive Staff	5.584	5.875	5.875	5.875	5.875
BOL pie slice halls	FS	927	943	943	943	943
BOL hours large halls	FS	283.633	288.471	288.471	288.471	288.471
Communication / student	BC	42.324	43.039	43.504	43.654	43.809
Connectivity / m2	ICTS	139.038	141.510	141.542	140.507	144.468
CSA / student	AC	42.324	43.039	43.504	43.654	43.809
Digital testing / student	FS	42.324	-	-	-	-
Energy / m2	EB	139.038	141.510	141.542	140.507	144.468
Facilities / IAR GAST	FS	2.601	2.626	2.626	2.626	2.626
Facilities / IAR PID	FS	5.584	5.875	5.875	5.875	5.875
Facilities / IAR PNID	FS	1.069	1.119	1.119	1.119	1.119
Facilities / m2	FS	139.038	141.510	141.542	140.507	144.468
Facilities / student	FS	39.405	40.100	40.565	40.715	40.870
Financial administration / invoice	AC	53.716	53.897	53.897	53.897	53.897
IC multimedia services (total)	ICTS	108.000	108.000	108.000	108.000	108.000
ICT basic service / IAR	ICTS	9.254	9.620	9.620	9.620	9.620
Purchasing / k€ Other costs + hiring PNID	FS	49.029	63.217	63.217	63.217	63.217
Education and research services / student	ICTS	42.324	43.039	43.504	43.654	43.809
Opening hours security	FS	27.160	29.177	29.177	29.177	29.177
Pers. & sal. adm. / IAR GAST	AC	2.601	2.626	2.626	2.626	2.626
Pers. Press & sal. adm. / IAR PID	AC	5.584	5.875	5.875	5.875	5.875
Pers. & sal. adm. / IAR PNID	AC	1.069	1.119	1.119	1.119	1.119
Personnel advertisements / IAR PID	BC	5.584	5.875	5.875	5.875	5.875
Proj. Adm. / WBS rules	AC	12.179	12.838	12.838	12.838	12.838
Cleaning / m2 weighted	FS	122.477	124.935	125.121	124.272	127.521
Studvoorz / student	StS	42.324	43.039	43.504	43.654	43.809
University library / faculty collections	UB	2.406.685	2.406.685	2.406.685	2.406.685	2.406.685
Library / fte WP PID	UB	3.772	3.974	3.975	3.975	3.975
University Library / Scientific Publications	UB	4.824	5.104	5.104	5.104	5.104
Library / WP fte PID + student	UB	44.901	45.800	46.266	46.416	46.571
UvA workplace (Special) desktop	ICTS	825	636	636	636	636
UvA workplace (Special) laptop	ICTS	2.653	2.825	2.825	2.825	2.825
UvA workplace (Standard) desktop	ICTS	79	67	67	67	67
UvA workplace (Standard) laptop	ICTS	245	254	254	254	254
UvA workplace (Self-service)	ICTS	4.418	4.621	4.621	4.621	4.621
Property / m2	VG	139.038	141.510	141.542	140.507	144.468

4.8.2 Numbers of Fixed Packages for Service Units

Number of fixed packages Services		2023	2024	2025	2026	2027
Basic service AC / k€ Benefits	AC	283.384	303.217	303.217	303.217	303.217
Company Health / IAR PID	Executive Staff	886	959	959	959	959
Connectivity / m2	ICTS	114.382	116.273	115.841	115.146	120.612
Energy / m2	EB	114.382	116.273	115.841	115.146	120.612
Facilities / IAR GAST	FS	166	172	172	172	172
Facilities / IAR PID	FS	886	959	959	959	959
Facilities / IAR PNID	FS	558	479	479	479	479
Facilities / m2	FS	114.382	116.273	115.841	115.146	120.612
Financial administration / invoice	AC	23.116	27.142	27.142	27.142	27.142
IC concern information systems (CIS) (total)	ICTS	4.532.671	4.482.864	4.482.864	4.482.864	4.482.864
ICT basic service / IAR	ICTS	1.610	1.610	1.610	1.610	1.610
Purchasing / k€ Other costs + hiring PNID	FS	55.890	58.942	59.957	59.957	73.350
Opening hours security	FS	37.231	34.331	33.220	33.220	22.697
Pers. & sal. adm. / IAR GAST	AC	166	172	172	172	172
Pers. Press & sal. adm. / IAR PID	AC	886	959	959	959	959
Pers. & sal. adm. / IAR PNID	AC	558	479	479	479	479
Personnel advertisements / IAR PID	BC	886	959	959	959	959
Proj. Adm. / WBS rules	AC	5.003	5.285	5.285	5.285	5.285
Cleaning / m2 weighted	FS	128.060	129.842	129.308	128.793	133.255
University Library / Scientific Publications	UB	-	8	-	-	-
UvA workplace (Special) desktop	ICTS	872	731	725	725	297
UvA workplace (Special) laptop	ICTS	813	798	839	839	859
UvA workplace (Standard) desktop	ICTS	22	37	34	34	33
UvA workplace (Standard) laptop	ICTS	145	157	153	153	173
UvA workplace (Self-service)	ICTS	373	287	353	353	540
Real estate / m2	VG	159.964	156.021	152.787	147.502	142.474

4.8.3   Numbers of Fixed Packages at the Central Level

Numbers of fixed packages for central		2023	2024	2025	2026	2027
Basic service AC / k€ Benefits	AC	54.028	56.935	56.935	56.935	56.935
Company Health / IAR PID	Executive Staff	208	226	226	226	226
Connectivity / m2	ICTS	8.315	8.584	8.468	8.237	8.471
Corporate communications (total)	BC	1.270.000	1.270.000	1.270.000	1.270.000	1.270.000
Energy / m2	EB	8.315	8.584	8.468	8.237	8.471
Facilities / IAR GAST	FS	46	45	45	45	45
Facilities / IAR PID	FS	208	226	226	226	226
Facilities / IAR PNID	FS	68	76	76	76	76
Facilities / m2	FS	8.315	8.584	8.468	8.237	8.471
Financial administration / invoice	AC	3.509	3.431	3.431	3.431	3.431
ICT basic service / IAR	ICTS	322	347	347	347	347
Purchasing / k€ Other costs + hiring PNID	FS	8.874	9.421	9.421	9.421	9.421
Opening hours security	FS	3.060	3.133	3.133	3.133	3.133
Pers. & sal. adm. / IAR GAST	AC	46	45	45	45	45
Pers. Press & sal. adm. / IAR PID	AC	208	226	226	226	226
Pers. & sal. adm. / IAR PNID	AC	68	76	76	76	76
Personnel advertisements / IAR PID	BC	208	226	226	226	226
Proj. Adm. / WBS rules	AC	150	174	174	174	174
Cleaning / m2 weighted	FS	7.910	8.690	8.595	8.406	8.598
Library / fte WP PID	UB	13	11	11	11	11
University Library / Scientific Publications	UB	8	16	16	16	16
Library / WP fte PID + student	UB	13	11	11	11	11
UvA workplace (Special) desktop	ICTS	21	11	11	11	11
UvA workplace (Special) laptop	ICTS	224	223	223	223	223
UvA workplace (Standard) laptop	ICTS	6	9	9	9	9
UvA workplace (Self-service)	ICTS	54	63	63	63	63
Real estate / m2	VG	8.315	8.584	8.468	8.237	8.471

Annexes

Annex 1 Glossary

AC	Administration Centre
ACE	Amsterdam Center for Entrepreneurship
ACTA	Academic Centre for Dentistry in Amsterdam
AES	Amsterdam Excellence Scholarship
AIHR	Amsterdam Institute for Humanities Research
AMC	Academic Medical Centre
AMD	Occupational Health, Safety and Environment Service
AUC	Amsterdam University College
AUF	Amsterdam University Fund
AUP	Amsterdam University Press
AUV	Amsterdam University Association
BAU	Development & Alumni Relations Office
BC	Communications Office
UTQ	University Teaching Qualification
TTO	Technology Transfer Office
BOL	Teaching Logistics Office
BYOD	Bring Your Own Device
COR	Central Works Council
CRIS	Current Research Information System
DSCR	Debt Service Coverage Ratio
EB	Energy Department
EI	First-year Bachelor's students
ESC	Education Service Center
FdG	Faculty of Medicine, also referred to as the AMC
FdR	Amsterdam Law School
FdT	Faculty of Dentistry, also referred to as ACTA
FEB	Faculty of Economics and Business
FGw	Faculty of Humanities
FMG	Faculty of Social and Behavioural Sciences
FNWI	Faculty of Science
FS	Facility Services
FSP	Faculty Strategic Plan
GDS	Shared Services
GV	Joint Meeting
HEFCE	Higher Education Funding Council for England
HO	Real Estate Development
HOT	'Oude Turfmarkt' GPs
HOT	Government Charges Manual
HRM	Human Resource Management
HvP	Accommodations Plan
IAS	Institute for Advanced Study
ICTS	ICT Services
IIS	Institute for Interdisciplinary Studies
ILO	Interfaculty Teacher Training Programmes
SP	Strategic Plan
IRS	ICTS Services Policy Office
IViR	Institute for Information Law
IWO	Location: IWO Building
IXA	Innovation Exchange Amsterdam
IXA-UvA	UvA Ventures Holding B.V. and Innovation Exchange Amsterdam

KNAW	Royal Netherlands Academy of Arts and Sciences
MJUP	Long-term Implementation Plan
NSE	National Student Survey
NVAO	Accreditation Organisation of the Netherlands and Flanders
NWO	Dutch Research Council
O&O	Education & Research
OCW	Ministry of Education, Culture and Science
OMHP	Oudemanhuispoort building
OW	Education
OZ	Research
PDC	Product Services Catalogue
PID	Personnel employed by the UvA
PNID	Personnel not employed by the UvA
PPLE	Politics, Psychology, Law and Economics
REC	Roeterseiland Campus
RPA	Research Priority Area
SARA	Re: SURFsara
SEP	Standard Evaluation Protocol
SGZ	Student Health Services Office
StS	Student Services
TBL	Team-Based Learning
TIN	Netherlands Theatre Institute
UB	University Library
UCLO	University Local Consultative Committee
UD	Assistant professor/university lecturer
VG	Real Estate
UNL	Universities of the Netherlands
VU	Vrije Universiteit Amsterdam (VU Amsterdam)
VUmc	VU University Medical Center
WP	Academic Staff
WSV	Student Loans (Higher Education) Act
ZWP	Priority Areas

Annex 2 Faculty and service unit budgets

The budgets included in this annex are the budgets submitted by the faculty or service unit, with small adjustments to the figures in certain cases.

The amounts in the tables are x €1,000.

Faculties

Faculty of Humanities

FGw	2023	2024	2025	2026	2027
INCOME					
Variable allocation for education	37.746	42.167	42.528	42.608	42.617
Transferred government grant and tuition fees	6.151	7.042	6.707	6.716	6.725
Capacity budget education	5.580	5.970	5.970	5.970	5.970
Policy budget education	4.186	4.430	4.216	4.163	3.949
Institutional tuition fees ed.	6.720	6.720	6.944	7.437	7.571
Contract education	842	1.082	1.082	1.082	1.082
Total income education	**61.226**	**67.412**	**67.448**	**67.976**	**67.914**
Variable allocation for research	19.189	20.358	20.685	20.627	20.625
Transferred government grant and tuition fees	1.632	1.733	1.281	1.281	1.281
Capacity budget research	3.931	4.206	4.206	4.206	4.206
Policy budget research	16.186	19.064	16.026	16.026	16.026
Institutional tuition fees re.	1.680	1.680	1.736	1.859	1.893
Contract research	9.500	9.750	9.750	9.750	9.750
Total income research	**52.117**	**56.791**	**53.685**	**53.750**	**53.781**
Policy budget other	572	711	535	355	-
Excedent housing	3.396	3.396	3.455	3.516	3.577
Theme budget	92	56	-	-	-
Direct government contribution	3.102-	4.542-	361	1.456	2.266
Other income from third-party work	400	475	475	475	475
Other income external	1.750	2.425	2.425	2.425	2.425
Total other income	**3.109**	**2.521**	**7.251**	**8.227**	**8.744**
Internal income from variable settlements	2.686	3.420	3.326	3.310	3.288
Total income from internal settlement	**2.686**	**3.420**	**3.326**	**3.310**	**3.288**
TOTAL INCOME	**119.137**	**130.144**	**131.709**	**133.262**	**133.727**
EXPENSES					
Staff employed	75.278	83.475	84.857	85.598	85.692
Hired staff	2.300	2.200	2.200	2.200	2.200
Internal settlement of staff costs	532	540	521	502	502
Total staff costs	**78.110**	**86.215**	**87.578**	**88.300**	**88.394**
Other operating expenses	3.834	5.443	5.468	5.493	5.518
Accommodation expenses	1.241	1.074	1.099	1.124	1.149
Depreciation	79	98	123	148	173
Grants and transfers	596	1.385	1.410	1.435	1.460
Total other external expenses	**5.750**	**8.000**	**8.100**	**8.200**	**8.300**
Costs of real estate	6.142	6.034	6.127	5.983	6.590
Costs of Energy	1.199	1.339	1.327	1.264	1.358
Costs of Facility Services	7.187	8.508	8.671	8.426	8.425
Costs of ICT Services	3.802	4.958	4.953	4.929	4.965
Costs University Library	5.393	5.597	5.597	5.597	5.597
Costs Administrative Centre	2.576	2.802	2.809	2.816	2.822
Costs Communication	1.202	1.314	1.314	1.314	1.314
Costs Student Services	2.542	2.689	2.689	2.689	2.689
Costs ARBO	181	188	188	188	188
Allocation of theme budgets internal	3.952	4.261	4.257	4.257	4.257
Total internal service expenses	**34.175**	**37.690**	**37.930**	**37.462**	**38.205**
TOTAL EXPENSES	**118.035**	**131.905**	**133.608**	**133.962**	**134.899**
	-	-	-	-	-
RESULT	**1.102**	**1.761-**	**1.899-**	**700-**	**1.172-**
Mutation (earmarked) reserve	850	2.495	2.991	2.633	2.633
Result after mutation reserve	**1.952**	**734**	**1.092**	**1.933**	**1.461**

Amsterdam Law School

FdR	2023	2024	2025	2026	2027
INCOME					
Variable allocation for education	26.231	28.475	28.002	27.973	28.015
Transferred government grant and tuition fees	3.435	4.075	3.956	3.812	3.813
Capacity budget education	337	361	361	361	361
Policy budget education	2.786	3.009	2.949	2.915	2.843
Institutional tuition fees ed.	1.778	1.749	1.888	1.919	1.919
Contract education	1.150	1.150	1.200	1.200	1.200
Total income education	**35.718**	**38.820**	**38.356**	**38.180**	**38.151**
	-	-	-	-	-
Variable allocation for research	9.066	9.459	9.982	10.369	10.627
Transferred government grant and tuition fees	2.850	3.468	2.118	2.049	1.895
Policy budget research	10.684	12.884	11.576	10.178	9.879
Institutional tuition fees re.	445	437	472	480	480
Contractresearch	4.999	5.000	5.500	6.050	6.050
Total income research	**28.043**	**31.249**	**29.648**	**29.126**	**28.931**
Policy budget other	433	683	533	355	-
Excedent housing	178	178	181	184	187
Theme budget	36	24	-	-	-
Direct government contribution	1.885-	2.552-	604-	225	683
Other income external	468	662	637	612	600
Total other income	**770-**	**1.005-**	**747**	**1.377**	**1.470**
Internal transfer CvB budgets	-	150-	150-	150-	-
Internal income from variable settlements	808	706	706	706	706
Total income from internal settlement	**808**	**556**	**556**	**556**	**706**
TOTAL INCOME	**63.800**	**69.620**	**69.307**	**69.238**	**69.258**
EXPENSES					
Staff employed	40.505	40.883	39.731	39.516	39.611
Hired staff	-	1.050	1.050	1.050	1.050
Internal settlement of staff costs	1.163	1.589	1.589	1.583	1.511
Total staff costs	**41.668**	**43.523**	**42.371**	**42.149**	**42.172**
Other operating expenses	3.785	4.327	4.193	4.193	4.233
Accommodation expenses	-	77	77	77	77
Depreciation	-	200	200	200	160
Grants and transfers	2.978	2.754	2.754	2.754	2.754
Total other external expenses	**6.763**	**7.358**	**7.224**	**7.224**	**7.224**
Costs of real estate	3.323	3.253	3.334	3.418	3.503
Costs of Energy	648	722	722	722	722
Costs of Facility Services	3.169	3.987	4.110	4.015	3.964
Costs of ICT Services	2.142	2.717	2.759	2.759	2.759
Costs University Library	2.173	2.156	2.227	2.227	2.227
Costs Administrative Centre	1.547	1.572	1.610	1.614	1.617
Costs Communication	733	766	791	791	791
Costs Student Services	1.565	1.573	1.628	1.628	1.628
Costs ARBO	95	103	103	103	103
Allocation of theme budgets internal	974	2.689	2.627	2.588	2.546
Total internal service expenses	**16.369**	**19.539**	**19.912**	**19.865**	**19.862**
TOTAL EXPENSES	**64.799**	**70.420**	**69.507**	**69.238**	**69.258**
RESULT	**1.000-**	**800-**	**200-**	**0**	**0**
Mutation (earmarked) reserve	1.000	800	200	-	-
Result after mutation reserve	**0**	**0**	**0**	**0**	**0**

Faculty of Science

FNWI	2023	2024	2025	2026	2027
INCOME					
Variable allocation for education	45.466	52.523	51.621	52.461	53.339
Transferred government grant and tuition fees	3.841	4.758	4.758	4.638	4.715
Capacity budget education	1.909	2.043	2.043	2.043	2.043
Policy budget education	5.443	5.801	5.764	5.718	5.628
Institutional tuition fees ed.	1.913	1.969	1.969	1.941	1.941
Contract education	250	250	260	260	260
Total income education	**58.822**	**67.345**	**66.416**	**67.061**	**67.927**
	-	-	-	-	-
Variable allocation for research	39.293	43.649	44.761	45.465	46.650
Transferred government grant and tuition fees	14.676	12.998	12.160	12.102	12.572
Capacity budget research	15.614	16.707	16.707	16.707	16.707
Policy budget research	24.434	27.983	26.556	25.176	24.344
Institutional tuition fees re.	478	492	492	485	485
Contractresearch	49.819	57.048	53.780	54.108	54.386
Total income research	**144.314**	**158.877**	**154.456**	**154.043**	**155.144**
Policy budget other	564	591	383	166	-
Theme budget	438	192	-	-	-
Direct government contribution	2.056-	5.209-	2.319-	-	-
Other income from third-party work	592	520	522	503	506
Other income external	3.665	4.535	4.335	4.128	3.944
Total other income	**3.203**	**629**	**2.921**	**4.797**	**4.450**
Internal transfer CvB budgets	1.186-	1.207-	1.325-	1.417-	1.516-
Internal income from variable settlements	1.985	2.535	2.171	2.121	2.049
Total income from internal settlement	**800**	**1.328**	**846**	**703**	**533**
TOTAL INCOME	**207.139**	**228.179**	**224.639**	**226.605**	**228.054**
EXPENSES					
Staff employed	133.807	147.621	144.253	144.067	143.681
Hired staff	3.991	4.313	3.834	3.834	3.834
Internal settlement of staff costs	1.987	2.082	2.008	1.993	1.965
Total staff costs	**139.784**	**154.016**	**150.095**	**149.894**	**149.480**
Other operating expenses	17.797	19.344	19.125	18.200	17.910
Accommodation expenses	1.453	899	1.016	859	840
Depreciation	3.703	4.062	2.468	2.370	2.350
Grants and transfers	2.030	1.384	1.306	1.251	1.152
Total other external expenses	**24.983**	**25.689**	**23.915**	**22.680**	**22.252**
Costs of real estate	16.408	16.399	16.809	17.229	18.368
Costs of Energy	3.202	3.640	3.640	3.640	3.786
Costs of Facility Services	9.327	11.045	11.256	11.094	11.163
Costs of ICT Services	5.084	6.756	6.794	6.831	6.925
Costs University Library	4.069	4.108	4.171	4.234	4.298
Costs Administrative Centre	3.625	3.842	3.885	3.927	3.969
Costs Communication	1.175	1.243	1.266	1.288	1.311
Costs Student Services	2.339	2.388	2.438	2.487	2.537
Costs ARBO	334	353	353	353	353
Allocation of theme budgets internal	4.258	4.410	4.411	4.411	4.411
Total internal service expenses	**49.820**	**54.185**	**55.021**	**55.492**	**57.122**
TOTAL EXPENSES	**214.587**	**233.891**	**229.032**	**228.066**	**228.854**
RESULT	**7.448-**	**5.712-**	**4.393-**	**1.461-**	**801-**
	-	-	-	-	-
Mutation (earmarked) reserve	1.463	1.618	1.399	1.465	806
Result after mutation reserve	**5.986-**	**4.094-**	**2.994-**	**4**	**5**

Faculty of Economics and Business

FEB	2023	2024	2025	2026	2027
INCOME					
Variable allocation for education	32.822	34.595	34.677	34.377	34.076
Transferred government grant and tuition fees	2.473	2.975	2.975	2.961	2.934
Policy budget education	3.708	3.810	3.511	3.249	3.050
Institutional tuition fees ed.	11.403	14.404	14.524	14.701	15.037
Contract education	13.838	12.500	12.500	13.000	13.500
Total income education	**64.244**	**68.284**	**68.187**	**68.287**	**68.596**
Variable allocation for research	10.762	11.039	11.164	11.529	11.445
Transferred government grant and tuition fees	95	101	-	-	-
Capacity budget research	1.685	1.803	1.803	1.803	1.803
Policy budget research	5.124	9.603	8.466	8.466	8.466
Institutional tuition fees re.	2.851	3.601	3.631	3.675	3.759
Contractresearch	2.995	3.262	3.262	3.262	3.262
Total income research	**23.512**	**29.410**	**28.325**	**28.734**	**28.734**
Policy budget other	123	103	83	55	-
Excedent housing	144	144	149	154	160
Theme budget	36	24	-	-	-
Direct government contribution	2.021-	155	342	500	1.000
Other income external	906	1.150	1.650	1.650	1.650
Total other income	**812-**	**1.576**	**2.224**	**2.359**	**2.810**
Internal income from variable settlements	1.048	1.380	1.332	1.313	1.292
Total income from internal settlement	**1.048**	**1.380**	**1.332**	**1.313**	**1.292**
TOTAL INCOME	**87.992**	**100.649**	**100.068**	**100.693**	**101.432**
EXPENSES					
Staff employed	51.813	56.994	56.994	57.494	57.494
Hired staff	8.104	8.250	8.050	7.750	7.750
Internal settlement of staff costs	170	270	215	145	145
Total staff costs	**60.087**	**65.514**	**65.259**	**65.389**	**65.389**
Other operating expenses	6.062	6.062	6.062	5.662	5.135
Accommodation expenses	379	379	379	379	379
Depreciation	53	53	48	38	28
Grants and transfers	1.185	1.185	1.185	1.185	1.185
Total other external expenses	**7.679**	**7.679**	**7.674**	**7.264**	**6.727**
Costs of real estate	3.117	3.500	3.654	3.745	3.839
Costs of Energy	608	777	791	791	791
Costs of Facility Services	6.260	6.757	6.968	6.810	6.714
Costs of ICT Services	2.856	3.921	3.975	3.975	3.975
Costs University Library	3.279	3.527	3.610	3.610	3.610
Costs Administrative Centre	2.252	2.431	2.476	2.482	2.487
Costs Communication	1.018	1.154	1.184	1.184	1.184
Costs Student Services	2.199	2.413	2.479	2.479	2.479
Costs ARBO	102	107	107	107	107
Allocation of theme budgets internal	2.143	4.264	4.129	4.129	4.129
Total internal service expenses	**23.834**	**28.851**	**29.373**	**29.312**	**29.315**
TOTAL EXPENSES	**91.600**	**102.044**	**102.307**	**101.965**	**101.431**
	-	-	-	-	-
RESULT	**3.608-**	**1.395-**	**2.239-**	**1.271-**	**0**
Mutation (earmarked) reserve	-	895	672	1.272	-
Result after mutation reserve	**3.608-**	**500-**	**1.566-**	**0**	**0**

Faculty of Social and Behavioural Sciences

FMG	2023	2024	2025	2026	2027
INCOME					
Variable allocation for education	60.845	68.559	68.624	67.080	67.191
Transferred government grant and tuition fees	5.345	6.490	6.490	6.414	6.240
Capacity budget education	1.123	1.202	1.202	1.202	1.202
Policy budget education	6.873	7.214	6.629	6.516	6.186
Institutional tuition fees ed.	9.096	10.800	10.360	10.360	10.360
Contract education	3.074	3.091	3.069	3.069	3.069
Total income education	**86.357**	**97.356**	**96.373**	**94.641**	**94.248**
Variable allocation for research	31.642	33.626	33.914	33.218	33.639
Transferred government grant and tuition fees	1.113	1.185	-	-	-
Policy budget research	19.378	21.524	19.591	19.591	19.591
Institutional tuition fees re.	2.274	2.700	2.590	2.590	2.590
Contract research	29.449	30.306	28.404	28.404	28.404
Total income research	**83.856**	**89.342**	**84.499**	**83.803**	**84.225**
Policy budget other	560	728	526	355	-
Excedent housing	902	902	919	937	955
Distribution Valorisation	100	-	-	-	-
Theme budget	252	168	-	-	-
Direct government contribution	5.073-	8.254-	462-	556-	2-
Other income from third-party work	809	755	735	735	735
Other income external	247	472	252	252	252
Total other income	**2.203-**	**5.229-**	**1.970**	**1.723**	**1.940**
	-	-	-	-	-
Internal transfer CvB budgets	559	657	711	752	646
Internal income from variable settlements	3.822	4.663	4.345	4.326	4.109
Total income from internal settlement	**4.381**	**5.321**	**5.057**	**5.078**	**4.755**
TOTAL INCOME	**172.392**	**186.789**	**187.899**	**185.246**	**185.167**
EXPENSES					
Staff employed	116.352	125.243	123.383	120.694	120.525
Hired staff	1.459	1.665	1.750	1.750	1.750
Internal settlement of staff costs	905	708	625	625	630
Total staff costs	**118.716**	**127.616**	**125.759**	**123.069**	**122.905**
Other operating expenses	10.619	12.364	12.280	12.280	12.280
Accommodation expenses	96	239	239	239	239
Depreciation	556	563	563	563	563
Grants and transfers	1.212	1.037	1.089	1.089	1.089
Total other external expenses	**12.483**	**14.203**	**14.170**	**14.170**	**14.170**
Costs of real estate	7.529	8.053	8.254	8.461	8.672
Costs of Energy	1.469	1.787	1.787	1.787	1.787
Costs of Facility Services	8.385	10.459	10.689	10.450	10.314
Costs of ICT Services	5.159	6.866	6.852	6.852	6.852
Costs University Library	5.739	5.950	5.927	5.927	5.927
Costs Administrative Centre	3.795	4.001	3.999	4.009	4.019
Costs Communication	1.717	1.856	1.847	1.847	1.847
Costs Student Services	3.605	3.769	3.751	3.751	3.751
Costs ARBO	285	299	299	299	299
Allocation of theme budgets internal	2.966	4.730	4.566	4.626	4.626
Total internal service expenses	**40.650**	**47.770**	**47.971**	**48.007**	**48.092**
	-	-	-	-	-
TOTAL EXPENSES	**171.849**	**189.589**	**187.899**	**185.246**	**185.167**
	-	-	-	-	-
RESULT	**543**	**2.800-**	**0**	**0**	**0**
Mutation (earmarked) reserve	1.244	2.800	-	-	-
Result after mutation reserve	**1.787**	**0**	**0**	**0**	**0**

Faculty of Medicine

FdG	2023	2024	2025	2026	2027
INCOME					
Variable allocation for education	33.236	35.744	38.820	38.969	40.721
Transferred government grant and tuition fees	4.104	4.687	4.687	5.009	5.123
Capacity budget education	-	-	-	-	-
Policy budget education	3.634	3.906	3.906	3.906	3.889
Institutional tuition fees ed.	102	102	102	102	102
Contract education	-	-	-	-	-
Total income education	**41.075**	**44.439**	**47.515**	**47.986**	**49.835**
Variable allocation for research	32.339	34.443	39.257	41.212	42.381
Transferred government grant and tuition fees	1.171	1.247	-	-	-
Capacity budget research	-	-	-	-	-
Policy budget research	14.793	15.930	15.377	14.927	14.927
Institutional tuition fees re.	26	26	26	26	26
Contractresearch	-	-	-	-	-
Total income research	**48.328**	**51.646**	**54.659**	**56.164**	**57.333**
Policy budget other	376	486	391	300	-
Additional budget	490	268	-	-	-
Theme budget	300	200	-	-	-
Total other income	**1.166**	**953**	**391**	**300**	**-**
Internal transfer CvB budgets	626	699	764	815	870
Internal income from variable settlements	579	820	820	820	820
Total income from internal settlement	**1.205**	**1.520**	**1.584**	**1.636**	**1.691**
TOTAL INCOME	**91.774**	**98.558**	**104.149**	**106.086**	**108.859**
EXPENSES					
Staff employed	59.063	63.290	67.010	68.298	70.142
Hired staff	-	-	-	-	-
Internal settlement of staff costs	-	-	-	-	-
Total staff costs	**59.063**	**63.290**	**67.010**	**68.298**	**70.142**
Other operating expenses	23.536	25.221	26.703	27.216	27.951
Accommodation expenses	6.217	6.662	7.054	7.189	7.383
Depreciation	-	-	-	-	-
Grants and transfers	-	-	-	-	-
Total other external expenses	**29.754**	**31.883**	**33.757**	**34.406**	**35.335**
Costs of real estate	-	-	-	-	-
Costs of Energy	-	-	-	-	-
Costs of Facility Services	28	-	-	-	-
Costs of ICT Services	593	732	732	732	732
Costs University Library	742	760	760	760	760
Costs Administrative Centre	468	483	483	483	483
Costs Communication	336	364	364	364	364
Costs Student Services	757	791	791	791	791
Costs ARBO	-	-	-	-	-
Allocation of theme budgets internal	34	255	253	253	253
Total internal service expenses	**2.957**	**3.385**	**3.383**	**3.383**	**3.383**
TOTAL EXPENSES	**91.774**	**98.558**	**104.149**	**106.086**	**108.859**
RESULT	**0**	**0**	**0**	**0**	**0**

Faculty of Dentistry (100%)

FdT	2023	2024	2025	2026	2027
INCOME					
Variable allocation for education	11.043	11.727	10.944	10.944	10.944
Transferred government grant and tuition fees	661	705	705	705	705
Policy budget education	6.547	6.945	6.945	6.945	6.945
Institutional tuition fees ed.	288	548	548	548	548
Contract education	1.300	1.434	1.434	1.434	1.434
Total income education	**19.839**	**21.359**	**20.575**	**20.575**	**20.575**
Variable allocation for research	2.158	2.868	3.075	3.064	2.792
Transferred government grant and tuition fees	275	292	292	292	292
Policy budget research	4.720	4.976	4.976	4.526	4.526
Institutional tuition fees re.	-	-	-	-	-
Contractresearch	1.200	1.516	1.616	1.716	1.816
Total income research	**8.354**	**9.651**	**9.958**	**9.598**	**9.425**
Policy budget other	40	20	-	-	-
Theme budget	24	16	-	-	-
Direct government contribution	21.188	22.888	22.527	22.615	22.477
Other income from third-party work	4.617	5.267	5.267	5.267	5.267
Other income external	1.149	1.389	1.389	1.389	1.389
Total other income	**27.018**	**29.580**	**29.183**	**29.271**	**29.133**
Internal transfer CvB budgets	-	-	-	-	-
Internal income from variable settlements	68	102	102	102	102
Total income from internal settlement	**68**	**102**	**102**	**102**	**102**
TOTAL INCOME	**55.279**	**60.692**	**59.819**	**59.546**	**59.235**
EXPENSES					
Staff employed	32.584	34.750	33.750	33.750	33.750
Hired staff	1.500	1.746	1.500	1.500	1.500
Internal settlement of staff costs	-	-	-	-	-
Total staff costs	**34.084**	**36.496**	**35.250**	**35.250**	**35.250**
Other operating expenses	14.377	13.136	13.400	12.752	12.203
Accommodation expenses	6.282	9.335	9.335	9.335	9.335
Depreciation	1.127	967	1.076	1.451	1.689
Grants and transfers	-	-	-	-	-
Total other external expenses	**21.786**	**23.438**	**23.811**	**23.538**	**23.227**
Costs of real estate	-	-	-	-	-
Costs of Energy	-	-	-	-	-
Costs of Facility Services	6	-	-	-	-
Costs of ICT Services	106	130	130	130	130
Costs University Library	277	274	274	274	274
Costs Administrative Centre	107	105	105	105	105
Costs Communication	74	77	77	77	77
Costs Student Services	167	167	167	167	167
Costs ARBO	-	-	-	-	-
Allocation of theme budgets internal	5	5	5	5	5
Total internal service expenses	**743**	**758**	**758**	**758**	**758**
	-	-	-	-	-
TOTAL EXPENSES	**56.613**	**60.692**	**59.819**	**59.546**	**59.235**
	-	-	-	-	-
RESULT	**1.334-**	**-**	**-**	**-**	**-**

Amsterdam University College (100%)

AUC	2023	2024	2025	2026	2027
INCOME					
Variable allocation for education	10.320	10.637	11.469	11.681	11.874
Transferred government grant and tuition fees	567	604	313	313	313
Policy budget education	380	398	398	398	398
Institutional tuition fees ed.	1.352	1.614	1.434	1.434	1.434
Total income education	**12.619**	**13.254**	**13.614**	**13.826**	**14.019**
Variable allocation for research	667	721	663	640	644
Transferred government grant and tuition fees	46	29	29	29	29
Policy budget research	476	670	670	670	670
Institutional tuition fees re.	338	403	359	359	359
Total income research	**1.527**	**1.824**	**1.721**	**1.698**	**1.702**
Other income from third-party work	-	11	81	151	221
Other income external	37	78	38	38	38
Total other income	**37**	**440-**	**410-**	**340-**	**270-**
Internal income from variable settlements	82	110	94	94	94
Total income from internal settlement	**82**	**110**	**94**	**94**	**94**
TOTAL INCOME	**14.265**	**14.747**	**15.019**	**15.277**	**15.545**
EXPENSES					
Staff employed	7.393	7.396	7.296	7.196	6.996
Hired staff	2.549	2.676	2.676	2.676	2.676
Internal settlement of staff costs	793	945	945	965	965
Total staff costs	**10.735**	**11.017**	**10.917**	**10.837**	**10.637**
Other operating expenses	1.074	275	207	207	207
Accommodation expenses	-	250	250	250	250
Depreciation	-	40	40	40	40
Grants and transfers	-	260	260	260	260
Total other external expenses	**1.074**	**825**	**757**	**757**	**757**
Costs of real estate	1.303	1.258	1.289	1.322	1.355
Costs of Energy	254	279	279	279	279
Costs of Facility Services	560	668	677	668	666
Costs of ICT Services	384	481	481	481	481
Costs University Library	317	337	337	337	337
Costs Administrative Centre	230	241	241	242	242
Costs Communication	107	120	120	120	120
Costs Student Services	225	245	245	245	245
Costs ARBO	18	19	19	19	19
Allocation of theme budgets internal	62	114	113	113	113
Total internal service expenses	**3.461**	**3.763**	**3.802**	**3.826**	**3.858**
TOTAL EXPENSES	**15.270**	**15.604**	**15.476**	**15.420**	**15.252**
RESULT	**1.006-**	**857-**	**457-**	**142-**	**294**

Institute for Advanced Study (IAS)

IAS	2023	2024	2025	2026	2027
INCOME					
Policy budget education	340	344	11	-	-
Total income education	**340**	**344**	**11**	**-**	**-**
Policy budget research	920	1.192	1.192	1.192	1.192
Total income research	**920**	**1.192**	**1.192**	**1.192**	**1.192**
Internal income from variable settlements	-	0	0	60	60
Total income from internal settlement	**-**	**0**	**0**	**60**	**60**
	-	-	-	-	-
TOTAL INCOME	**1.260**	**1.537**	**1.203**	**1.253**	**1.253**
EXPENSES					
Staff employed	274	328	328	328	328
Hired staff	480	77	77	77	77
Internal settlement of staff costs	-	156	156	156	156
Total staff costs	**754**	**561**	**561**	**561**	**561**
Other operating expenses	230	578	491	385	381
Accommodation expenses	-	-	-	-	-
Depreciation	-	-	-	-	-
Grants and transfers	-	-	-	-	-
Total other external expenses	**230**	**578**	**491**	**385**	**381**
Costs of real estate	172	172	176	180	185
Costs of Energy	33	38	38	38	38
Costs of Facility Services	36	45	45	45	45
Costs of ICT Services	20	26	26	26	26
Costs University Library	-	-	-	-	-
Costs Administrative Centre	12	10	10	10	10
Costs Communication	0	0	0	0	0
Costs Student Services	-	-	-	-	-
Costs ARBO	1	1	1	1	1
Allocation of theme budgets internal	0	107	7	7	7
Total internal service expenses	**275**	**398**	**303**	**307**	**312**
TOTAL EXPENSES	**1.259**	**1.537**	**1.355**	**1.253**	**1.254**
RESULT	**2**	**0**	**151-**	**0**	**0**
Mutation (earmarked) reserve	-	-	151	-	-
Result after mutation reserve	**2**	**0**	**0**	**0**	**0**

Service units

IXA-UvA

IXA-UvA	2023	2024	2025	2026	2027
INCOME					
Policy budget other	75	138	138	138	138
Additional budget	1.700	3.250	3.250	3.250	3.250
Distribution Valorisation	750	750	750	750	750
Other income from third-party work	425	-	-	-	-
Other income external	274	491	527	530	534
Total other income	**3.224**	**4.629**	**4.665**	**4.668**	**4.672**
	-	-	-	-	-
Internal income from variable settlements	-	3	3	3	3
Total income from internal settlement	-	**3**	**3**	**3**	**3**
	-	-	-	-	-
TOTAL INCOME	**3.224**	**4.632**	**4.668**	**4.671**	**4.675**
	-	-	-	-	-
EXPENSES	-	-	-	-	-
Staff employed	1.906	3.168	3.168	3.168	3.168
Hired staff	215	311	311	311	311
Internal settlement of staff costs	95	-	-	-	-
Total staff costs	**2.216**	**3.479**	**3.479**	**3.479**	**3.479**
	-	-	-	-	-
Other operating expenses	200	200	200	200	200
Accommodation expenses	24	24	24	24	24
Depreciation	-	-	-	-	-
Grants and transfers	600	600	600	600	600
Total other external expenses	**824**	**824**	**824**	**824**	**824**
	-	-	-	-	-
Costs of real estate	116	125	149	153	157
Costs of Energy	23	28	32	32	32
Costs of Facility Services	36	48	53	53	53
Costs of ICT Services	47	64	66	66	66
Costs University Library	-	-	-	-	-
Costs Administrative Centre	54	57	58	58	58
Costs Communication	2	2	2	2	2
Costs Student Services	-	-	-	-	-
Costs ARBO	4	5	5	5	5
Variable service costs	3	0	0	0	0
Total internal service expenses	**284**	**329**	**364**	**368**	**372**
	-	-	-	-	-
TOTAL EXPENSES	**3.324**	**4.632**	**4.668**	**4.671**	**4.675**
	-	-	-	-	-
RESULT	**100-**	**0**	**0**	**0**	**0**

Administration Centre

AC	2023	2024	2025	2026	2027
INCOME					
Policy budget other	400	898	898	898	898
Additional budget	11-	15-	-	-	-
Administrative income from tuition fees	350	350	350	350	350
Other income external	1.775	1.775	1.775	1.775	1.775
Total other income	**2.639**	**4.233**	**4.248**	**4.248**	**4.248**
Internal income fixed packages	17.165	18.443	18.595	18.684	18.774
Internal income from variable settlements	228	379	379	379	379
Total income from internal settlement	**17.393**	**18.822**	**18.974**	**19.063**	**19.153**
TOTAL INCOME	**20.032**	**23.055**	**23.222**	**23.311**	**23.401**
EXPENSES					
Staff employed	11.746	12.698	12.487	12.360	12.136
Hired staff	1.680	2.180	2.180	2.180	2.180
Internal settlement of staff costs	51	4	4	4	4
Total staff costs	**13.477**	**14.882**	**14.671**	**14.544**	**14.320**
Other operating expenses	2.015	2.096	2.428	2.527	2.781
Accommodation expenses	-	-	-	-	-
Depreciation	-	-	-	-	-
Grants and transfers	-	-	-	-	-
Total other external expenses	**2.015**	**2.096**	**2.428**	**2.527**	**2.781**
Costs of real estate	373	388	398	408	418
Costs of Energy	73	86	86	86	86
Costs of Facility Services	152	222	223	222	222
Costs of ICT Services	3.666	4.111	4.111	4.111	4.111
Costs University Library	-	-	-	-	-
Costs Administrative Centre	140	155	156	157	158
Costs Communication	10	10	10	10	10
Costs Student Services	-	-	-	-	-
Costs ARBO	24	25	25	25	25
Variable service costs	85	80	77	77	77
Total internal service expenses	**4.523**	**5.077**	**5.087**	**5.096**	**5.108**
TOTAL EXPENSES	**20.016**	**22.054**	**22.186**	**22.167**	**22.208**
RESULT	**17**	**1.000**	**1.036**	**1.144**	**1.193**
Mutation (earmarked) reserve	-	-	-	-	-
Result after mutation reserve	**17**	**1.000**	**1.036**	**1.144**	**1.193**

ICT Services

ICTS	2023	2024	2025	2026	2027
INCOME					
Policy budget other	12.812	11.945	10.393	8.589	7.064
Additional budget	600	-	-	-	-
Other income from third-party work	676	610	610	610	610
Other income external	2.881	3.079	3.079	3.079	3.079
Total other income	**16.970**	**15.634**	**14.082**	**12.278**	**10.753**
Internal income fixed packages	29.993	37.750	37.892	37.884	37.791
Internal income from variable settlements	2.321	2.813	2.404	2.404	2.404
Total income from internal settlement	**32.314**	**40.563**	**40.296**	**40.288**	**40.195**
TOTAL INCOME	**49.283**	**56.197**	**54.378**	**52.565**	**50.948**
EXPENSES					
Staff employed	24.822	22.200	22.200	22.200	22.200
Hired staff	5.882	11.677	9.571	9.546	8.509
Internal settlement of staff costs	20	4	4	4	4
Total staff costs	**30.724**	**33.881**	**31.776**	**31.750**	**30.714**
Other operating expenses	13.590	16.242	16.029	14.241	13.620
Accommodation expenses	-	-	-	-	-
Depreciation	2.380	2.881	2.881	2.881	2.881
Grants and transfers	910	534	583	583	583
Total other external expenses	**16.880**	**19.657**	**19.493**	**17.706**	**17.084**
Costs of real estate	1.142	1.138	1.109	1.117	1.152
Costs of Energy	223	252	240	236	238
Costs of Facility Services	544	682	624	619	620
Costs of ICT Services	535	621	656	654	655
Costs University Library	-	-	-	-	-
Costs Administrative Centre	348	377	379	382	385
Costs Communication	14	15	15	15	15
Costs Student Services	-	-	-	-	-
Costs ARBO	35	37	37	37	37
Variable service costs	60	49	49	49	49
Total internal service expenses	**2.902**	**3.170**	**3.109**	**3.109**	**3.150**
TOTAL EXPENSES	**50.505**	**56.709**	**54.378**	**52.565**	**50.948**
RESULT	**1.222-**	**512-**	**-**	**-**	**-**
	-	-	-	-	-
Mutation (earmarked) reserve	331	-	-	-	-
Result after mutation reserve	**891-**	**512-**	**-**	**-**	**-**

Facility Services

FS	2023	2024	2025	2026	2027
INCOME					
Policy budget other	346	2.708	2.708	2.708	2.708
Additional budget	600	201	-	-	-
Excedent housing	3.300	-	-	-	-
Other income from third-party work	2.122	2.127	2.072	2.072	2.072
Other income external	5.558	5.104	5.858	4.588	4.730
Total other income	**11.926**	**10.140**	**10.638**	**9.368**	**9.510**
Internal income fixed packages	45.511	53.834	54.706	53.724	53.496
Internal income from variable settlements	10.426	15.181	15.163	18.251	20.143
Total income from internal settlement	**55.937**	**69.014**	**69.868**	**71.975**	**73.638**
TOTAL INCOME	**67.863**	**79.154**	**80.506**	**81.343**	**83.148**
EXPENSES					
Staff employed	12.057	13.636	13.755	13.755	13.755
Hired staff	3.734	4.251	4.251	4.251	4.251
Internal settlement of staff costs	-	10	10	10	10
Total staff costs	**15.791**	**17.897**	**18.016**	**18.016**	**18.016**
Other operating expenses	5.109	11.321	11.321	11.321	11.321
Accommodation expenses	18.803	17.896	17.896	17.896	17.896
Depreciation	1.856	2.416	2.416	2.416	2.416
Grants and transfers	-	-	-	-	-
Total other external expenses	**25.767**	**31.632**	**31.632**	**31.632**	**31.632**
Costs of real estate	15.791	16.466	17.421	18.119	19.958
Costs of Energy	2.857	3.399	3.516	3.572	3.857
Costs of Facility Services	4.224	5.106	5.232	5.291	5.213
Costs of ICT Services	1.820	2.416	2.461	2.482	2.236
Costs University Library	-	-	-	-	-
Costs Administrative Centre	445	503	506	510	513
Costs Communication	10	10	10	10	10
Costs Student Services	-	-	-	-	-
Costs ARBO	23	25	25	25	25
Variable service costs	1.756	1.934	1.687	1.687	1.687
Total internal service expenses	**26.924**	**29.857**	**30.858**	**31.695**	**33.500**
TOTAL EXPENSES	**68.483**	**79.386**	**80.506**	**81.343**	**83.148**
RESULT	**620-**	**232-**	**0**	**0**	**0**

University Library

UB	2023	2024	2025	2026	2027
INCOME					
Variable allocation for research	125	244	354	347	344
Transferred government grant and tuition fees	4	4	-	-	-
Policy budget research	-	-	-	-	-
Total income research	**129**	**248**	**354**	**347**	**344**
Policy budget other	16.073	19.552	19.624	19.383	19.459
Additional budget	550	150	150	150	150
Theme budget	100	100	-	-	-
Other income from third-party work	2.000	2.300	2.300	2.534	3.035
Other income external	615	600	600	600	600
Total other income	**19.338**	**22.702**	**22.674**	**22.667**	**23.245**
Internal income fixed packages	21.995	22.715	22.908	22.971	23.035
Internal income from variable settlements	8.069	8.284	8.284	8.284	8.284
Total income from internal settlement	**30.064**	**31.000**	**31.193**	**31.255**	**31.320**
TOTAL INCOME	**49.532**	**53.950**	**54.221**	**54.270**	**54.909**
EXPENSES					
Staff employed	14.312	16.229	16.229	16.229	16.229
Hired staff	1.234	2.000	2.000	2.000	2.000
Internal settlement of staff costs	108	146	146	101	101
Total staff costs	**15.654**	**18.375**	**18.375**	**18.330**	**18.330**
Other operating expenses	12.836	12.381	12.381	12.381	12.381
Accommodation expenses	160	300	300	300	300
Depreciation	-	600	600	600	600
Grants and transfers	100	200	200	200	200
Total other external expenses	**13.096**	**13.481**	**13.481**	**13.481**	**13.481**
Costs of real estate	12.417	12.339	12.547	12.418	12.944
Costs of Energy	2.423	2.739	2.717	2.623	2.668
Costs of Facility Services	3.659	4.260	4.238	4.134	4.182
Costs of ICT Services	1.571	1.822	1.814	1.778	1.795
Costs University Library	-	-	-	-	-
Costs Administrative Centre	340	390	393	396	399
Costs Communication	15	16	16	16	16
Costs Student Services	-	-	-	-	-
Costs ARBO	37	39	39	39	39
Variable service costs	1.018	1.054	1.054	1.054	1.054
Total internal service expenses	**21.481**	**22.659**	**22.818**	**22.458**	**23.097**
TOTAL EXPENSES	**50.232**	**54.516**	**54.675**	**54.270**	**54.909**
RESULT	**700-**	**566-**	**454-**	**0**	**0**
Mutation (earmarked) reserve	375	-	-	-	-
Result after mutation reserve	**325-**	**566-**	**454-**	**0**	**0**

Student Services

StS	2023	2024	2025	2026	2027
INCOME					
Transferred government grant and tuition fees	-	-	-	-	-
Policy budget education	800	800	800	800	800
Total income education	**800**	**800**	**800**	**800**	**800**
Additional budget	1.503	1.503	1.503	1.503	1.503
Administrative income from tuition fees	636	-	-	-	-
Other income from third-party work	2.522	2.876	2.876	2.876	2.876
Other income external	3.858	4.144	4.144	4.144	4.144
Total other income	**8.755**	**9.204**	**9.204**	**9.204**	**9.204**
Internal income fixed packages	13.399	14.037	14.188	14.237	14.288
Internal income from variable settlements	14	305	305	305	305
Total income from internal settlement	**13.413**	**14.342**	**14.494**	**14.543**	**14.593**
	-	-	-	-	-
TOTAL INCOME	**22.968**	**24.346**	**24.498**	**24.547**	**24.597**
EXPENSES					
Staff employed	7.018	7.651	7.651	7.651	7.651
Hired staff	12	2	2	2	2
Internal settlement of staff costs	-	-	-	-	-
Total staff costs	**7.030**	**7.653**	**7.653**	**7.653**	**7.653**
Other operating expenses	1.557	2.131	2.131	2.131	2.131
Accommodation expenses	1.775	1.950	1.950	1.950	1.950
Depreciation	-	-	-	-	-
Grants and transfers	11.036	11.382	11.382	11.382	11.382
Total other external expenses	**14.367**	**15.464**	**15.464**	**15.464**	**15.464**
Costs of real estate	403	408	433	443	454
Costs of Energy	79	91	94	94	94
Costs of Facility Services	124	166	170	169	169
Costs of ICT Services	244	313	314	314	314
Costs University Library	-	-	-	-	-
Costs Administrative Centre	266	392	394	395	396
Costs Communication	8	10	10	10	10
Costs Student Services	-	-	-	-	-
Costs ARBO	19	23	23	23	23
Variable service costs	419	417	417	417	417
Total internal service expenses	**1.562**	**1.821**	**1.854**	**1.865**	**1.877**
TOTAL EXPENSES	**22.959**	**24.937**	**24.971**	**24.981**	**24.994**
RESULT	**10**	**591-**	**473-**	**435-**	**396-**

Communications Office

BC	2023	2024	2025	2026	2027
INCOME					
Policy budget other	203	517	517	517	517
Additional budget	2.106	2.161	2.161	2.161	2.161
Other income from third-party work	113	150	150	150	150
Other income external	218	190	190	190	190
Total other income	**2.640**	**3.018**	**3.018**	**3.018**	**3.018**
Internal income fixed packages	7.714	8.252	8.322	8.344	8.367
Internal income from variable settlements	157	232	232	232	232
Total income from internal settlement	**7.871**	**8.484**	**8.554**	**8.576**	**8.600**
TOTAL INCOME	**10.511**	**11.502**	**11.572**	**11.594**	**11.618**
EXPENSES					
Staff employed	6.385	6.789	6.910	6.923	6.921
Hired staff	280	760	760	760	760
Internal settlement of staff costs	76	76	76	76	76
Total staff costs	**6.741**	**7.625**	**7.746**	**7.759**	**7.757**
Other operating expenses	1.771	2.374	2.336	2.339	2.358
Accommodation expenses	4	4	4	4	4
Depreciation	2	2	2	2	2
Total other external expenses	**1.777**	**2.389**	**2.351**	**2.354**	**2.373**
Costs of real estate	360	241	247	253	260
Costs of Energy	70	53	53	53	53
Costs of Facility Services	155	156	157	156	156
Costs of ICT Services	1.205	817	817	817	817
Costs University Library	-	-	-	-	-
Costs Administrative Centre	115	111	112	112	113
Costs Communication	5	5	5	5	5
Costs Student Services	-	-	-	-	-
Costs ARBO	12	13	13	13	13
Variable service costs	70	91	70	70	70
Total internal service expenses	**1.992**	**1.488**	**1.475**	**1.481**	**1.488**
TOTAL EXPENSES	**10.511**	**11.502**	**11.572**	**11.594**	**11.618**
RESULT	**0**	**0**	**0**	**0**	**0**

Student Health Services Office

SGZ	2023	2024	2025	2026	2027
INCOME					
Policy budget other	64	107	107	107	107
Additional budget	23	-	-	-	-
Other income from third-party work	2.025	2.000	2.250	2.250	2.250
Other income external	85	80	88	101	109
Total other income	**2.197**	**2.187**	**2.445**	**2.458**	**2.466**
Internal income from variable settlements	142	145	145	145	145
Total income from internal settlement	**142**	**145**	**145**	**145**	**145**
TOTAL INCOME	**2.339**	**2.332**	**2.590**	**2.603**	**2.611**
EXPENSES					
Staff employed	1.829	2.046	2.046	2.046	2.046
Hired staff	-	-	-	-	-
Internal settlement of staff costs	-	-	-	-	-
Total staff costs	**1.829**	**2.046**	**2.046**	**2.046**	**2.046**
Other operating expenses	4	11	11	11	11
Accommodation expenses	-	-	-	-	-
Depreciation	-	-	-	-	-
Grants and transfers	-	-	-	-	-
Total other external expenses	**4**	**11**	**11**	**11**	**11**
Costs of real estate	279	289	296	303	311
Costs of Energy	55	64	64	64	64
Costs of Facility Services	61	79	79	78	78
Costs of ICT Services	42	57	57	57	57
Costs University Library	-	1	-	-	-
Costs Administrative Centre	19	21	21	21	21
Costs Communication	2	2	2	2	2
Costs Student Services	-	-	-	-	-
Costs ARBO	5	5	5	5	5
Variable service costs	22	15	15	15	15
Total internal service expenses	**485**	**532**	**539**	**546**	**554**
TOTAL EXPENSES	**2.317**	**2.589**	**2.596**	**2.603**	**2.611**
RESULT	**22**	**257-**	**6-**	**0**	**0**

Real Estate Development

HO	2023	2024	2025	2026	2027
INCOME					
Policy budget other	34	191	191	191	191
Total other income	**34**	**191**	**191**	**191**	**191**
Internal income fixed packages	-	-	-	-	-
Internal income from variable settlements	3.500	3.647	3.401	3.301	3.301
Total income from internal settlement	**3.500**	**3.647**	**3.401**	**3.301**	**3.301**
TOTAL INCOME	**3.534**	**3.838**	**3.592**	**3.492**	**3.492**
EXPENSES					
Staff employed	1.865	1.978	1.978	1.978	1.978
Hired staff	800	500	500	500	500
Internal settlement of staff costs	-	5	5	5	5
Total staff costs	**2.665**	**2.483**	**2.483**	**2.483**	**2.483**
Other operating expenses	49	173	169	169	169
Accommodation expenses	657	824	750	649	648
Depreciation	-	-	-	-	-
Grants and transfers	5	-	-	-	-
Total other external expenses	**711**	**996**	**919**	**818**	**817**
Costs of real estate	52	158	53	54	56
Costs of Energy	10	35	11	11	11
Costs of Facility Services	24	61	31	31	31
Costs of ICT Services	44	69	60	60	60
Costs University Library	-	-	-	-	-
Costs Administrative Centre	23	27	27	27	27
Costs Communication	1	1	1	1	1
Costs Student Services	-	-	-	-	-
Costs ARBO	2	3	3	3	3
Variable service costs	3	3	2	2	2
Total internal service expenses	**159**	**359**	**190**	**191**	**192**
TOTAL EXPENSES	**3.534**	**3.838**	**3.592**	**3.492**	**3.492**
RESULT	**0**	**0**	**0**	**0**	**0**

Energy Administration

EB	2023	2024	2025	2026	2027
INCOME					
Policy budget other	-	-	-	-	-
Additional budget	3.338	1.744	84-	84-	84-
Other income external	891	959	767	729	692
Total other income	**4.229**	**2.733**	**713**	**675**	**638**
Internal income fixed packages	13.958	16.155	16.124	16.005	16.591
Internal income from variable settlements	120	371	259	247	234
Total income from internal settlement	**14.078**	**16.526**	**16.383**	**16.252**	**16.825**
TOTAL INCOME	**18.307**	**19.259**	**17.096**	**16.926**	**17.463**
EXPENSES					
Staff employed	-	-	-	-	-
Hired staff	-	-	15	30	45
Internal settlement of staff costs	330	363	363	363	363
Total staff costs	**330**	**363**	**378**	**393**	**408**
Other operating expenses	180	194	196	206	216
Accommodation expenses	16.391	17.006	15.868	14.889	15.199
Depreciation	931	960	1.160	1.360	1.560
Grants and transfers	-	-	-	-	-
Total other external expenses	**17.502**	**18.160**	**17.224**	**16.455**	**16.975**
Costs of real estate	-	-	-	-	-
Costs of Energy	-	-	-	-	-
Costs of Facility Services	1	2	2	2	2
Costs of ICT Services	-	-	-	-	-
Costs University Library	-	-	-	-	-
Costs Administrative Centre	77	75	76	77	77
Costs Communication	-	-	-	-	-
Costs Student Services	-	-	-	-	-
Costs ARBO	-	-	-	-	-
Variable service costs	-	-	-	-	-
Total internal service expenses	**79**	**78**	**78**	**79**	**80**
TOTAL EXPENSES	**17.911**	**18.601**	**17.680**	**16.926**	**17.463**
RESULT	**396**	**658**	**584-**	**0**	**0**

Updated
2024 Accommodations Plan

University of Amsterdam

CONTENTS

1   Introduction and conclusion

1.1   Conclusion

Over the next few years, several new and renovated buildings (REC P, REC JK, University Library) will become available to meet the demand for floor space. Construction work will begin on projects focusing on medium-term demand (BG5, OMHP and LABQ). Combined with careful management, this will meet the UvA's total current demand. However, in 2023, there was increasing uncertainty about changes in the UvA's demand for floor space. This was caused by external political and other pressure on the international student intake and the further evolution of hybrid working. Greater certainty with regard to the changing demand is required in the short term in order to manage the risks in the medium term. With regard to the Accommodations Plan, the use and occupancy of office space and the overall demand for facilities for students is crucial.

A draft bill was announced before the summer holidays that should result in a more balanced international intake. The collapse of the Dutch cabinet has created uncertainty around whether and when the bill will progress through the House and give universities the tools to make the necessary adjustments. If the bill becomes law, the student intake for English-language Bachelor's programmes is expected to drop. This will also decrease demand for student-related facilities (such as lecture halls). This Accommodations Plan explores a number of scenarios to show the impact on space requirements.

The report from the hybrid working programme group revealed that, in positions where it is possible to work from home, staff work from home around 40–50% of the time. This means that many offices are unused for two or more days per week, a conclusion that has been confirmed by the faculties. For hybrid working to be sustainable and successful in the long term, it would be desirable to focus on more activity-related use of the office environment. Over time, this will lead to a decline in the demand for floor space.

At the same time, the Accommodations Plan still contains a substantial investment ambition. It is important to avoid investing in floor space that is only used half the time, or investing in buildings that are left empty. Based on the UvA's decisions around internationalisation, greater certainty must be obtained with regard to changes in the number of students, for example by using the tools in the new bill. Further policymaking around hybrid working is required, and the effect on the use of space must be included as a precondition. This will contribute to keeping the total efficiency and vacancy risks for the portfolio as low as possible and should also make it possible to reduce costs for purchasing parties and increase sustainability (with fewer materials and less energy being used).

It is highly likely that the nature and scale of the change in demand for floor space will have consequences for the UvA's construction projects. This Accommodations Plan is based on the assumption that behaviour will not change, and it does not pre-empt the developments described above. Within the next few months, we should have greater certainty about the effect of the Internationalisation Bill on the UvA and thus on the demand for floor space. Within the same timeframe and with regard to accommodation, there will be further discussions around developing the office workplace of the future.

In the meantime, the agreed construction projects are gradually being implemented on the UvA campuses. The complexity of the project design in the University Quarter means that completing the campus redevelopment will take longer. The project timeframes have been adjusted based on the latest insights. This means that a number of buildings will remain in use for longer than anticipated. Additional funds have been allocated to ensure these buildings remain usable.

The growth forecast for the Roeterseiland Campus faculties shows space requirements continuing to increase. In the short term, these requirements can be met through temporary measures such as

expanding the timetable and making agreements for the dual use of teaching rooms. In the medium term, opportunities may arise in the city centre portfolio that would enable additional demand for teaching space to be met. However, the general uncertainty around the extent to which this growth will actually materialise has significantly increased. There is a good chance that space requirements on the Roeterseiland Campus will decrease in the next few years, which will therefore make it easier to realise ambitions within existing floor space. This document does not pre-empt opportunities or options for valorisation; the included expansion in floor space has been aligned with the evolving space requirements. It is important to bear in mind that this expansion will only occur once there is certainty around long-term needs.

In the short term, the shortage of space on the Roeterseiland Campus remains an area of concern. The faculties, Facility Services (FS) and the University Library have created an updated plan identifying temporary measures that can be used to resolve the issues on campus wherever possible. In particular, there is significant pressure on teaching facilities. Faculties and service units are working together to ensure that the primary process can be carried out on campus as effectively as possible. The extent to which the demand for space is successfully met will be determined by the rate at which changes at the campus are successfully implemented.

At the Amsterdam Science Park (ASP), the LabQ expansion will help meet the total space requirements. In addition, quality improvements are being made to the office environment in ASP 904. There is an issue around the schedule of the projects in relation to the rate at which the Faculty of Science is growing. ASP 107 is available to temporarily absorb growth, or it could serve as a reserve location.

With regard to maintenance management, there are plans to implement quality improvements over the next few years: general management will be improved, catch-up efforts will be implemented and there will be a focus on sustainability assurance. In terms of the budget, this means there will be higher maintenance costs for several years, which will then return to a level that is more in line with the indicators. In the context of sustainability, a thematic approach will be developed so that the implementation of a number of sustainability improvements can be accelerated (such as the installation of LED lighting and hydronic balancing of building systems). Additional capacity will be added to achieve the overall ambitions.

In financial terms, the Accommodations Plan complies with the reference points. The prospects for the development of the University Quarter are starting to crystallise, with a phased approach for renovating the buildings over the next few years. The risks of this work are also becoming more manageable. The strong price increases of recent years are expected to return to normal. The gradual passing on of inflation will result in higher revenue for the Accommodations Plan. The uncertainties around the demand for floor space have increased, which has heightened the risk that floor space will not be used or occupied and that parts of buildings may be partially or entirely unused. In the next few months, this risk will be mitigated as described above.

The totality of the project plans once again demonstrates a substantial investment ambition for the years ahead, and additional financing will be needed to make it possible. Due to the increase in external interest rates, it is more important than ever to obtain greater certainty around actual cash requirements. The Treasury section of the budget contains more information on how the UvA will handle this issue.

The investment table contains a schedule for current projects that is as realistic as possible, based on available information. A 'planning optimism' line has been included for the renovations and replacement investments over the long term. These investments have not yet been defined in projects and are thus less concrete. The purpose of this correction line is to show long-term investment projections that are both realistic and feasible.

In 2024, the UvA expects to have greater certainty around changes to the size of the university. This will be the biggest determining factor for the decisions that need to be made with regard to the real estate portfolio. But growth is not the only reason to take a critical look at the way in which the university accommodates its staff and students. Ambitions for internal and external collaboration, the importance of interacting in person on a campus that is a pleasant place to spend time, hybrid working and high-quality teaching facilities are all ingredients for a future-proof real estate portfolio.

1.2   Purpose of the UvA Accommodations Plan

The Accommodations Plan is a strategic and financial plan that aims to create strategic frameworks within which the current and future space requirements of the UvA in relation to education, research and valorisation can be met, in quantitative as well as qualitative terms. The Accommodations Plan is part of the budget of the UvA; in adopting the budget, the Executive Board also lays down the targets and ambitions of the long-term accommodation policy for the UvA within a set of clear financial criteria. The plan is updated annually to take account of the effect of ongoing developments on accommodation requirements.

The Accommodations Plan establishes spatial and financial frameworks for an efficient, effective and inflation-proof real estate portfolio. All accommodation decisions involve a careful balancing of quality and cost. The concept of quality encompasses long-term building quality and quality of use.

Figure 1. Illustration of the strategic framework of the Accommodations Plan: 1) quantitatively means sufficient space for the right function at the right time; 2) qualitatively means the space is able to be used intensively and is future-proof, sustainable, etc.; and 3) 'affordable and feasible' means that the plans can be achieved for an acceptable cost.

The Accommodations Plan provides a reliable forecast for the investments to be undertaken in the period to 2035 and for sound long-term real estate operations. The basic principles and preconditions are as follows:
- the ability of the UvA to obtain financing: whether it has sufficient liquidity to implement its plans;
- the financial standards: changes in the solvency and debt service coverage (DSCR) ratios within the standards of the UvA, as set out in the budget;
- reasonable cost of accommodation (the share of 'owners' accommodation costs' for all units is within the range of 10–12% of the total turnover);

- accommodation and investment decisions are assessed against existing policies, such as the current space standard;
- the cost-covering rent of the investments is comparable to the rate in the Accommodations Plan. Investments with a cost-covering rent above the internal rental rate are loss-making in the Accommodations Plan.

1.3   Structure

The structure of the Accommodations Plan corresponds to the structure and classification of the budget. The Accommodations Plan begins by outlining the main features and current developments, in Section 2, followed by an analysis of the financial aspects of the Accommodations Plan in Section 3. Developments on the campuses are described in Annex 1. Annex 2 contains a description of the existing Accommodations Plan policy. The annexes also include up-to-date overviews of the Functional Modifications Plan and the Major Maintenance Plan.

2   Main features of the 2024 Accommodations Plan

The UvA has a notable portfolio of properties that provide a home for teaching, research and valorisation. The space requirements for these activities vary widely. This combination gives rise to varied and complex accommodation issues, which need to be placed within the financial frameworks at the time.

The UvA's buildings, both owned and rented, cover approximately 335,000 m² LFA in total,[1] spread across four campuses: the University Quarter, Roeterseiland Campus, Amsterdam Science Park and Amsterdam Medical Business Park. The UvA also uses space in the AUMC-UvA (Faculty of Medicine) and the VU Campus (Faculty of Dentistry in ACTA, the Academic Centre for Dentistry in Amsterdam). The agreements made between institutions with regard to this space are not part of the Accommodations Plan.

2.1   Accommodations Plan developments

This section outlines various internal and external developments that will influence space requirements in the short and long term and the financial result from real estate operations, such as general and policy developments.
Only current and new developments are included in this section. Annex 2 provides more detailed information on a number of themes and an overview of the UvA's current accommodation policy.

2.1.1   General developments

As was the case last year, growth, digitalisation and inflation have had an impact on accommodation, and this is reflected in the updated 2024 Accommodations Plan.

Changes in the student intake, particularly in relation to international students
The UvA student intake, and particularly the number of international students, has increased sharply over the past few years. Unless measures are taken, the number of international students will continue to grow and the Dutch student population will shrink (demographically speaking). The ability of universities to absorb student numbers is under pressure, and in large cities, student housing is also a growing problem.

In July 2023, the Ministry of Education, Culture and Science published the bill for the Act on Balanced Internationalisation (WIB). The bill contains measures relating to language, taking control and a focus on student admissions in order to more effectively manage the number of international students who come to the Netherlands. The aim is to achieve a better balance when it comes to internationalisation in higher education – both at research universities and at universities of applied sciences. The bill increases language requirements and gives the government a greater role in assessing effectiveness. Making the number of international students more manageable should make it easier for universities in general, and the UvA in particular, to regulate growth. The ultimate impact of the bill is not yet known, but it is in any event clear that the university will not grow any further in terms of student numbers. Based on discussions on this issue within the UvA, the impact on the demand for floor space will become clear in the next few months.

For the purpose of an initial assessment of the possible impact, a scenario analysis has been developed for the Accommodations Plan, with the number of international students as a variable. Alongside the forecast, which has a minimum and maximum range, two scenarios for the international intake have been calculated. The first scenario is based on international student numbers staying the same as they were in 2022–2023. In combination with a declining Dutch population, the number of students will gradually decrease in this scenario. The second scenario is based on the loss of the entire international intake for Bachelor's programmes.

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[1] Excluding ACTA and AMC-UvA, source: Planon, reference date 1 January 2024

The bars in the graph below show the expected numbers of students, by origin, based on the baseline estimate from the Ministry of Education, Culture and Science. The lines show forecasts by the faculties, along with the two scenarios.
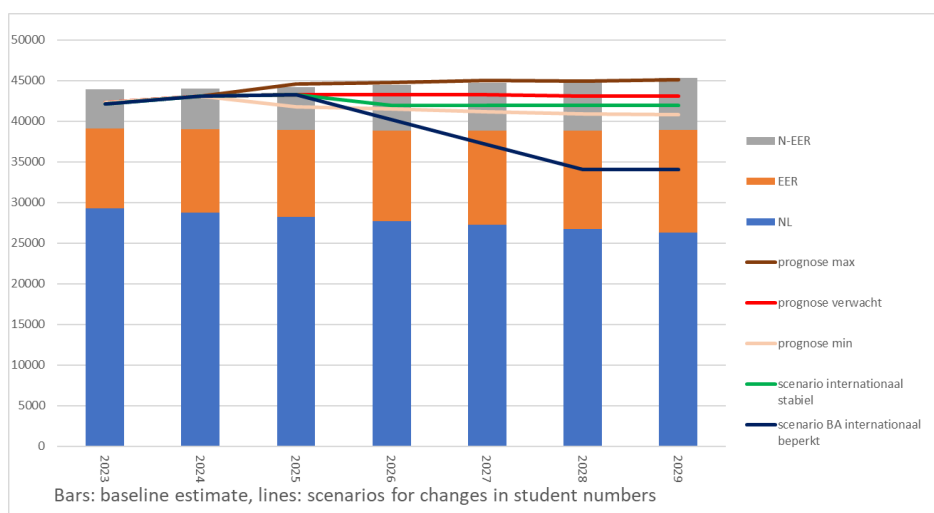
Graph: Forecast of the number of students based on the baseline estimate, faculty forecasts and two international intake scenarios.

The graph shows that the joint, basic expectation of UvA faculties will lead to slight additional growth in the total number of students in the years ahead. This growth is stronger in the maximum scenario, with a slight contraction in the minimum scenario. It is clear that potential restrictions on the international intake will lead to further reductions in student numbers.

Increasing costs and risks in projects
Due to rising energy prices and inflation, construction costs have increased sharply in recent years. This has had an impact on projects that are yet to be completed, as well as on maintenance and sustainability improvements. In this respect, it is clear that the high investment costs have not yet translated into higher market rents, which is increasing the pressure on the affordability of development projects. This is an issue for the UvA too.

The real estate development projects in the University Quarter are complex and challenging in terms of both planning and process management. Construction logistics, collaboration with the city council and heritage status create extra challenges, with existing building structures and conditions producing constraints for implementing building programmes and making sustainability improvements. Nearly all the renovations in the University Quarter include destructive testing in the project preparations, but surprises usually still crop up during construction. A different complexity is at play in new-build projects, namely the inclusion of energy neutrality, circularity, programme efficiency and high-end performance. For all projects, the pressure of the market plays a role: in recent times, shortages of equipment, materials and staff have resulted in high construction inflation. Recent forecasts show that construction cost increases are returning to normal, and the procurement index is expected to decline again. The manageability of projects, through in-depth professionalisation of the process, remains important.

Sustainability
Good progress has been made towards improving the sustainability of the real estate portfolio, but things are not moving as quickly as intended because work is running behind schedule and a great deal of capacity is still needed to catch up on overdue maintenance. Since last year, the Transition Council has been set up with an evaluative and advisory role on sustainability. Its work is a necessary part of ensuring decisions can be made on time and on the basis of correct information, and it will also lead discussions outside of the decision-making process. The aim is

to get the most out of sustainability projects, in line with the policy of making sustainability improvements at opportune moments, and to make smart, sustainable choices when opportunities arise.

The recently adopted *Climate-adaptive and Nature-inclusive Campuses* policy plan is part of the ongoing development of the sustainability policy around accommodation and has the following vision: an attractive campus is a growing, thriving campus. Urban natural spaces and water are not only beautiful and healthy, they are also necessary to cool cities, absorb water, purify air and restore nature.

The policy plan contains frameworks to shape this vision. These frameworks cover quality, quantity and resilience (in relation to management), allowing effective measures to be taken, depending on the urban planning context. For more information, refer to the Sustainability section in Annex B2.4.1 Sustainability. Climate adaptivity relates to flooding, drought and heat stress. Nature inclusiveness is about biodiversity, the impact of green spaces on our well-being and green spaces as part of the built environment. The UvA intends to take action on this issue; over the next few years, it will invest more than 10 million euros to make its campuses more nature inclusive and climate adaptive. Creating more green spaces and reducing paved areas will reduce heat stress and make the campuses better prepared for the consequences of climate change.

Amsterdam Strategy on Spatial Planning and the Environment: Vision for knowledge and innovation areas

Following on from the 'Amsterdam Strategy on Spatial Planning and the Environment 2050', the City of Amsterdam has drawn up a strategy for the innovation districts that will shortly be adopted. The knowledge institutions, including the UvA, were involved in the creation of this policy and drew attention to the further development of campuses, the importance of more affordable housing for students and staff (particularly young staff) and good transport connections between the campuses in the Amsterdam Metropolitan Area. Social themes are well suited to further collaboration, and physical campus development can contribute to a better connection with the immediate environment.

The city council has started work on a development strategy to tackle the urban planning challenge facing the city. The intention is to gain a greater understanding of construction developments after 2028. The key themes for the city council are housing and densification (more development within the city boundaries). With the prospect of developing the campuses in mind, the UvA provided input to the city council and at the same time asked the council to make a joint commitment to the densification ambition, which also applies to the campuses.

2.1.2 Policy developments

Improving the quality of the existing building stock

The aim of the accommodation projects in the Accommodations Plan is to bring the portfolio up to a good standard. Where this will take more time, such as in the University Quarter, it will be done in stages; in the meantime, quality will be assured for the length of time for which the building will be used. In the context of major maintenance and sustainability improvements, building quality will be raised without adjustments to programme or function. Reinvestments will focus on keeping the functionality future-proof and increasing sustainability. The reinvestments make it possible to align buildings with current needs, in both education (for blended learning, for example) and the office environment. Reinvestments constitute a large part of future investments in the real estate portfolio. They therefore require good preparation and coordination of scope and schedules.

It is necessary and desirable for floor space to be made suitable more quickly in response to immediate accommodation issues. Vacant rooms and buildings should be able to be occupied better and more easily. The spatial planning analyses show that optional extra supply could be organised, but time and money would be required to make the spaces usable. In conjunction with Facility Services, we will work out a proactive approach to using such spaces.

Improved forecasts
In the past year, work has been done on a generally applicable forecast model to better estimate student numbers, including in the longer term. The model is based on the baseline estimate from the Ministry of Education, Culture and Science, which is updated every year to take account of the latest developments.

The model includes the option of manually implementing effects, such as adjusting the market share or the total student population. The forecast model makes a distinction between the intake of students from the Netherlands, the EEA and outside the EEA. It therefore provides a solid foundation for creating international intake scenarios.

The faculties have also produced their own forecasts, some of which are based on the baseline estimate and the model. The forecasts will be tested against the model, and the differences will be discussed. This process will lead to better, well-substantiated forecasts, with a higher degree of reliability. In the meetings with the faculties, extensive time was spent discussing the uncertainty with regard to the international student intake. The faculties have not yet incorporated this risk into their forecasts, but they have signalled that the effect could be major.

Developing the office environment and how it is used
The government has released additional funds for the universities via the sector plans and the starting and incentive grants. This will translate into an increase in staff numbers right across the university. In the Accommodations Plan, this is reflected in increased space requirements. At the same time, employees are choosing to continue working from home part of the time. As a result, office space occupancy is lower than before COVID-19, while at the same time there is an impression that there is too little space for new staff. With the adoption of the new space standard last year, all units have been working on absorbing growth within the current office environment, while at the same time developing new workspace concepts. The aim is to gradually achieve an attractive mix of activity-related spaces (higher quality) that enable a better spread and intensification of use as well as workspace sharing (more efficient use).

In line with the Strategic Plan, there will be a greater focus on collaboration, both in teaching and in research and valorisation. This will include inter-faculty and thematic collaboration (Strategic Plan), as well as collaboration with third parties (other knowledge institutions, knowledge transfer offices, the business community and/or the government), giving rise to a specific need: a general (unit-independent) working environment focusing on collaboration and in-person interactions.

Hybrid working policy development
It is now clear that hybrid working has become a long-term factor in the use of the office environment. It emerged from the report on hybrid working by the Hybrid Working Programme Group that, in positions where this is possible, staff members are only using their fixed workspace – the office on campus – two or three days a week. On some days, the office environment is relatively busy, and staff sometimes have trouble finding a workspace, while on other days of the week, offices are almost empty. This is not sustainable in general, nor is it financially sustainable in the long term. It creates a risk that our investments are not being well used. At the same time, the report indicated that it will be some time before hybrid working has fully crystallised. In the Accommodations Plan meetings, all faculties, the large service units and the staff departments stated that they were working on developments in office use and that hybrid working was an important factor in that work. The organisational side in particular requires a great deal of attention, but hybrid working also has an impact on the physical office environment. The nature and extent of this impact strongly depends on decisions made by the units themselves.

The Accommodations Plan still contains a substantial investment ambition for the next few years, including for the office environment. It is important to avoid a situation where the facilities that are created are left empty most of the time. The impact of hybrid working on space requirements has not yet been incorporated into the analyses for the Accommodations Plan. However, based on the above, it is conceivable that further savings in floor space could be made, whether directly or

indirectly, for example by enabling alternative use (or dual use) through additional agreements. For the long-term outlook of the Accommodations Plan, it is important to have insight into both the amount of floor space and the expected timeframe for creation of new floor space. A proposal will be prepared for developing this issue with the faculties in more detail over the coming year.

Greater insight into actual use to better determine need

The Accommodations Plan contains an estimate of future space requirements in the short and long term based on forecasts and parameters, to ensure the UvA can respond in a timely manner by making changes to its real estate portfolio. This is a model-based approach to existing policies such as the space standard.

In practice, there is a different, rapidly changing dynamic at work. For instance, there are differences between units in terms of space requirements and actual use of space. In addition, the actual building situation is not always designed to ensure normative capacity. Buildings may have limitations in terms of safety and system capacity, or they may exceed requirements. These reasons may help explain why use of the buildings is sub-optimal.

Measuring building use provides a good picture of actual occupancy and thus current space requirements. Information about capacity and use can help the UvA make intelligent choices with regard to the deployment and use of the real estate portfolio. These choices may include adjusting opening hours to save energy in buildings that are not much used or intensifying the use of these buildings by adding another, compatible purpose.

To obtain a better understanding of the need for study places, the University Library installed over 3,000 sensors in study places in 2023. An analysis of the measurements will be used to make plans for qualitative improvements and assess the usefulness of and need for changes and expansions. In 2023–2024, based on the usage figures, we will look at whether the standards are still appropriate to the needs.

Suitable teaching facilities

The Vision for Blended Learning was adopted in January 2022. The vision includes a learning environment that supports student-activating teaching and small-scale education, using both digital and physical environments, whether alternating or used in combination. This will lead to more active and engaged students. The vision is in line with the objectives of the Strategic Plan. This does not mean that the standard tutorial and lecture rooms will disappear, but different levels of quality and greater flexibility of use will be called for, compared with the current supply.

The faculties are actively working to implement the vision in their teaching and are being supported in this through the quality agreement funds. The Institutional Quality Assurance Audit (ITK) project 'Educational innovation and the impact on the physical learning environment' will enable the demand for innovation to be made more concrete and translated into services. The initial results will be incorporated into the 2025 Framework Letter and the next Accommodations Plan. Further development will follow, and the end result will include a comprehensive set of requirements for teaching, study and meeting rooms and the associated rental rates. An additional goal is to add qualities to the quantitative processes and analyses to clarify demand for innovation or a different mix of lecture rooms.

Strategic Valorisation Framework

The ambitions for the substantive development of the campuses are big: in both education and research, collaboration and in-person interactions are encouraged. Collaboration and in-person interactions are also sought for the purposes of strengthening and growing partnerships, both social and economic. On campus, this is reflected in increasing demand, which can be met through intensification of the existing use of space.

The Strategic Plan Theme-based Groups have indicated that they require space for inter-faculty collaboration and collaboration with external partners. This space requirement is in addition to the space requirement for collaboration within individual faculties. In the short term, this space

will be sought in the vicinity of the Institute for Advanced Study (IAS). Based on this initial step, the programme-based demand will be developed further.

Further development of shared and visible research facilities, spaces for co-creation, co-working spaces and research labs is occurring on all campuses, such as LAB42 at the ASP, the Research building in the University Quarter and the REC impact space in REC JK. UvA Ventures Holding BV is playing a more prominent role in funding valorisation initiatives and activities.

Policymaking around selling and renting
In 2021, in the Didam ruling, the Supreme Court ruled on how a public body, such as the UvA, should act with regard to the sale of an immovable asset or the granting of rights of use (lease, ground lease or right of superficies). If conducting a tendering procedure is not mandatory, it is important to satisfy the principle of equality in the general principles of good governance, which means allowing room for competition among all potential interested parties. Instructions were given on how such a process should be handled. This decision will have an impact on the way the UvA enters into contracts. Because the impact of the Supreme Court's ruling has not yet fully crystallised, all open files must be explicitly checked by Legal Affairs, to make sure (as far as is possible) that the UvA is complying with the requirements of the Didam ruling. Terms and Conditions of Sale and Terms and Conditions of Lease will also be drafted, to ensure this process is followed in the long term.

Sustainability
Work is being done to refine the White Paper for the UvA as a whole. With regard to the real estate portfolio, there is an ambition to move more quickly in making concrete improvements to the sustainability of the buildings. The Energy Transition Roadmap, which was adopted in 2020, will be updated in the next few months in line with the white paper. The aim is to have the update completed in time for the 2025 Framework Letter, and also to obtain greater clarity around the preconditions for implementation. It is important to have a stronger link between maintenance and investment and to identify sustainability opportunities early in the planning phase of a project, so that the right frameworks can be incorporated into the project. It is not always possible to make sensible choices later in a project; sustainability improvements often involve more preparation time and sometimes require a permit application procedure.[2] More data are required to better identify the necessary construction strategy. How and by what process these data can be collected will be investigated.

Good progress has been made in the portfolio with regard to circularity. Circularity was incorporated in the design and execution of REC P and LAB42. Experiences with regard to sustainable choices in projects will be incorporated into the Facility Services Schedule of Requirements, among other documents.
The UvA is pursuing the following basic objectives:
1. protecting supplies of materials:
   ✓ requiring high-quality reuse of raw materials;
   ✓ designing components to be detachable and remountable;
2. protecting the environment:
   ✓ design using sustainable materials;
3. protecting existing value:
   ✓ designing for adaptability in function and layout.
Circularity is sometimes at odds with the energy transition. Some additions are good for energy objectives (solar panels, triple glazing) but currently still have a negative score in terms of their environmental impact. Accordingly, for the new LabQ building, we adopted the Whole Life

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[2] For more information about sustainability improvements, see:

https://www.uva.nl/en/about-the-uva/about-the-university/sustainability/sustainable-operations/sustainable-campus/sustainable-campus.html

Carbon approach. The impact of the emissions from materials and the impact of operational emissions (energy consumption) are both included in an assessment that covers the entire life cycle. As a result, both are also included in the final assessment. The next step is policymaking, which will draw on insights obtained from this project. In doing so, the UvA will apply frameworks and methods from the construction sector.

2.2 Portfolio analysis

The portfolio analysis focuses on the supply and demand of floor space, with the aim of identifying opportunities and managing risks over the medium to long term. The analysis contributes to the making of properly substantiated decisions with regard to investment in accommodation, in which long-term commitment to the use of space is an important criterion.

The Accommodations Plan incorporates developments in the portfolio and in the space requirements of users into a multi-year supply and demand analysis, with the aim of ensuring that the UvA has sufficient high-quality floor space available for its needs. Optional developments are also highlighted and quantified, wherever possible. In addition, for each campus, an optional margin of approximately 5% of the primary process space requirement is built in over the long term, rising by 1.25% per year for the first four years.

Alongside the long-term accommodation outlook, there is also an increasing number of accommodation and space issues requiring solutions in the short term, due to new needs and desires arising from growth or new ambitions. In addition, temporarily moving out of buildings while renovations are carried out creates new issues.

2.2.1 Space requirement analysis

The analysis of space requirements is based on the data for long-term trends in student numbers and staffing levels provided by units during the budget process. When analysing space requirements, a distinction is made between the basic demand, with respect to which there is a high degree of certainty and awareness, and the optional demand, which largely concerns accommodation issues that may need to be addressed in the coming years.

The demand for space is partially calculated by translating faculties' growth projections based on the parameters in the space standard. New developments within and outside of the UvA are also translated into the space requirements.

Total UvA demand	2023	2024	2025	2026	2027	2028	2029	2030
Primary	181.290	181.502	181.824	180.065	187.222	184.732	185.196	183.807
Partners	9.345	9.438	9.438	9.438	12.521	12.521	12.521	12.521
Students	11.317	11.291	11.991	11.991	11.991	11.991	11.991	11.991
Support	22.363	23.074	23.074	21.771	20.839	20.839	20.839	20.595
Commercial	1.648	3.812	1.648	1.648	1.948	1.293	1.293	1.293
Total basic demand	225.964	229.117	227.975	224.913	234.521	231.377	231.841	230.208
Primary	0	1.380	1.380	2.360	2.360	1.380	1.380	1.380
Partners	0	0	0	500	1.000	1.500	2.000	2.500
Students	0	0	0	0	0	0	0	0
Support	0	0	0	0	0	0	0	0
Commercial	0	0	0	0	0	0	0	0
Optional demand	0	1.380	1.380	2.860	3.360	2.880	3.380	3.880
Desired margin	1.979	1.981	3.971	5.890	8.211	8.087	8.110	8.040
Total demand	227.942	232.478	233.326	233.663	246.092	242.344	243.331	242.128

Table: Forecast space requirements in m² Usable Floor Area (UFA) in the short and long term, with a distinction made in terms of purpose of use (primary, partners, etc.) A margin has been added to cope with new and temporary accommodation requirements.

Based on the forecasts, demand for space will increase in the next few years due to the expected growth of the faculties and the ambitions in the Strategic Plan. At the same time, legislation has been proposed (the WIB) that could have profound consequences for international student numbers. These changes could start to be seen as early as 2026. In addition, the new space standard for offices was adopted in 2022, which will produce significant savings in office floor space by 2030–2035. Further opportunities for an extensive reduction in office space will arise if hybrid working becomes a permanent phenomenon. The pace and extent to which these trends manifest in the years ahead will be significant factors in determining space requirements. However, there is a high chance that demand for space will decrease as a result of these developments.

2.2.2 Available space analysis

The table below presents an analysis of the total amount of available space (supply) in the real estate portfolio, based on current project planning. A distinction is made between the basic available supply and the optional supply. The optional supply results from extending leases, continuing to use buildings that would otherwise no longer be used due to relocations or taking advantage of opportunities to increase the size or efficiency of buildings.

Within the basic and optional supply, for the properties owned by the UvA, a distinction is made in terms of structural quality, and the leased floor space is identified separately. The available supply is adjusted for the floor space in vacant buildings, which is included in the optional supply. This floor space can only be rendered usable with additional investment, for which no funds have yet been allocated. The space is thus not automatically and immediately available. The analysis shows that the basic supply will fluctuate over the next few years due to renovations and new construction.

Total UvA supply	2023	2024	2025	2026	2027	2028	2029	2030
Good	138.997	141.863	142.463	150.456	162.699	174.052	175.488	181.030
Adequate	41.296	43.134	48.747	43.126	47.669	28.204	28.204	28.204
Poor	15.764	14.248	6.617	6.617	2.442	1.546	1.546	1.546
Leased	31.892	31.897	31.567	30.838	30.438	30.438	30.438	30.438
Basic supply	**227.949**	**231.143**	**229.394**	**231.037**	**243.248**	**234.240**	**235.676**	**241.218**
Good	410	410	410	410	672	672	672	410
Adequate	0	0	0	980	980	0	0	0
Poor	11.960	12.323	13.595	19.217	11.821	13.603	13.603	1.799
Leased	400	640	970	1.699	1.699	1.699	1.699	1.699
Optional supply	**12.770**	**13.373**	**14.975**	**22.306**	**15.172**	**15.974**	**15.974**	**3.908**
Total supply	**240.718**	**244.516**	**244.370**	**253.344**	**258.420**	**250.214**	**251.650**	**245.127**
Renovation	11.284	11.372	12.750	15.224	12.881	7.414	5.977	0
To be determined	0	0	0	0	0	11.706	11.706	23.510
Total m² UFA	**252.003**	**255.888**	**257.119**	**268.568**	**271.301**	**269.334**	**269.334**	**268.636**

Table: Total supply in UvA portfolio in m² UFA

Implementation of the projects in the Accommodations Plan will be accompanied by a significant increase in the quality of the available supply of floor space in the coming years. Once the development of the University Quarter has been largely completed, which is expected to be in 2030–2035, virtually all the basic and optional supply will be of good quality (including leased floor space). Once the poor-quality properties in the optional supply stop being used, they will be assessed for future usability. The Accommodations Plan does not prejudge any repurposing of these buildings.

2.2.3 Match between space requirements and supply

Initially, the overall match between supply and space requirements (demand) is made between the basic space requirement and the basic available supply of floor space. The optional supply indicates the extent to which the optional demand and margin can be met.

Portfolio analysis – Total	2023	2024	2025	2026	2027	2028	2029	2.030
Match between basic supply and demand	1.985	2.026	1.419	6.125	8.727	2.863	3.836	11.011
Optional demand	0	-1.380	-1.380	-2.860	-3.360	-2.880	-3.380	-3.880
Desired margin	-1.979	-1.981	-3.971	-5.890	-8.211	-8.087	-8.110	-8.040
Match between space requirements and basic supply	6	-1.335	-3.931	-2.625	-2.844	-8.104	-7.654	-910
Optional supply	12.770	13.373	14.975	22.306	15.172	15.974	15.974	3.908
Match between space requirements and basic supply	12.776	12.038	11.044	19.681	12.328	7.870	8.320	2.999
Renovation	11.284	11.372	12.750	15.224	12.881	7.414	5.977	0
To be determined						11.706	11.706	23.510

Table: Portfolio analysis of total supply and space requirements in m² UFA

Graph: Total basic and optional supply, showing future trends in demand (in m² UFA)

Overall, the UvA's basic space requirements can be fully met by the available basic supply. In 2024, there will be more space in the portfolio, due to the completion of the REC P and REC JK renovations. The next fluctuations will be caused by developments in the University Quarter, the expansion of floor space at the ASP with LabQ and the renovation of ASP 107.

A number of issues are going to arise on the campuses in the near future. At the REC, there will continue to be a shortage of space for the next few years. Agreements have been made with the faculties and service units for temporary measures to reduce the shortage. In the medium term, there will be more opportunities in the portfolio in the city centre, with the new University Library expected to be ready for occupation in 2025; we also have a clearer picture now of the work required on BG5 and the phased approach for the Oudemanhuispoort building (OMHP). At the ASP, there will be adjustments in the next few months to the office environment in the main building, which means relocations will be necessary.

Developments in space requirements depend on a number of hard-to-predict factors, such as the effect of caps on growth resulting from the WIB, the effect and extent of hybrid working and teaching, the adaptability of the organisation in terms of applying the new standard for the use of office space and, last but not least, the UvA's ambitions in the areas of lifelong learning, research and valorisation.

There are also qualitative risks in the real estate portfolio: will the available types of floor space meet the functional demand? As well as matching supply and demand in terms of the overall amount of floor space, it is also important to match supply and demand in terms of the type of space (lecture rooms, offices, labs). These developments are also monitored in the portfolio

analyses, When making concrete accommodation decisions, it is important in each instance to look at how these qualitative risks have developed.

2.2.4   International student intake scenario analysis

The portfolio analysis in the Accommodations Plan is based on the expected numbers of students and staff, but it does not take account of the internationalisation bill.
Because the effects of the bill could be significant, a scenario analysis was performed on this development and its impact on space requirements. Alongside the minimum and maximum numbers in the forecast, two scenarios for international student intake were calculated.

These scenarios have a major impact on the overall space requirement. The table below shows the floor space demand calculations for the various growth scenarios for the UvA as a whole.

UvA total	2024	2025	2026	2027	2028	2029	2030	2030
total supply	231.143	229.394	231.037	243.248	234.240	235.676	241.218	difference
total expected	230.185	228.275	225.213	234.637	231.341	231.496	230.247	10.971
total max	230.356	231.300	230.973	238.184	235.509	236.514	235.289	5.930
total min	229.013	222.850	219.989	226.192	222.177	222.387	221.157	20.061
total with stable intake	229.427	227.325	223.930	230.575	227.630	228.252	222.946	18.272
total with limited intake	229.427	227.093	221.398	223.986	216.213	216.931	214.206	27.012

Table: Changing space requirements at the UvA in various growth scenarios and difference compared with supply in 2030

Zooming in on the top of the supply, the scenarios look like this:
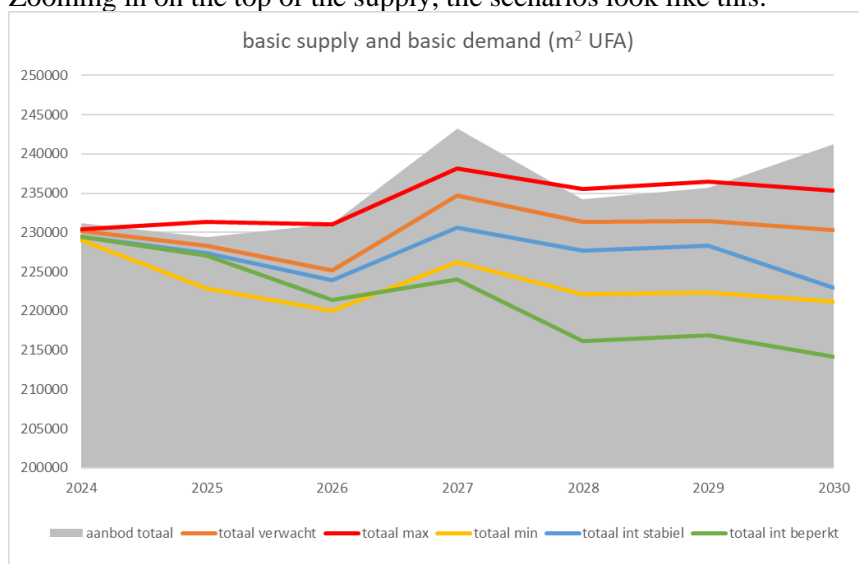
Graph: Changing space requirements at the UvA in various growth scenarios compared with supply in 2030

These scenarios have also been calculated by campus and will be explained later in the Accommodations Plan.
Because of the considerable uncertainties, it is particularly important to be flexible in terms of both demand and supply and to resolve issues within the constraints of the portfolio. It would not be logical to expand the portfolio at this time, in view of the uncertainties surrounding the changing space requirements.

It is crucial for the faculties to be able to properly manage the amount of space they use and align the cost of that space with their financial capacity. The university will work with the faculties to look at which ambitions are sufficiently far advanced and concrete to develop into accommodation requests.

A brief explanation of the portfolio analysis for each campus is given below. More detailed information on the portfolio analysis for each campus can be found in <u>Annex 1: Space requirement analysis for 2024</u>.

2.2.5   <u>Amsterdam Science Park (ASP)</u>

With the occupation of LAB42 in 2022, there is once again sufficient space available at the ASP for the Faculty of Science. It was desperately needed, due to the growth of the faculty in recent years. The faculty expects that it will continue to grow, in terms of both staff and student numbers. The proportion of international students is low, particularly in the Bachelor's programmes, which means that measures to restrict the international intake will probably have little effect on the size of the faculty. The envisaged growth is therefore considered realistic.

In 2022, it was decided to further develop a new building, LabQ, where the growth of the Faculty of Science can be absorbed, in combination with research and teaching facilities focusing on quantum technology. The schedule is targeting mid-2027 for the new building to be ready for occupation. Around the time the building is completed, there is expected to be additional demand for lab space for quantum sciences and space to accommodate quantum-related partners.

Supply and demand for space at the ASP are in balance, but planning in this area requires continued monitoring. The various projects need to be better coordinated to ensure that the primary process can be properly accommodated. At present, the interdependence of the projects indicates a planning risk. As the projects are developed further, this risk will have to be managed.

The graph below shows that demand and supply are in step with each other and are just about appropriate. There is no margin in the portfolio. With an efficient office concept, there could be a margin/reserve space in ASP 107. If it is absolutely necessary, there is a possibility of leasing extra space in the park. There is still sufficient space at the ASP to construct new buildings, should that be necessary in the future.
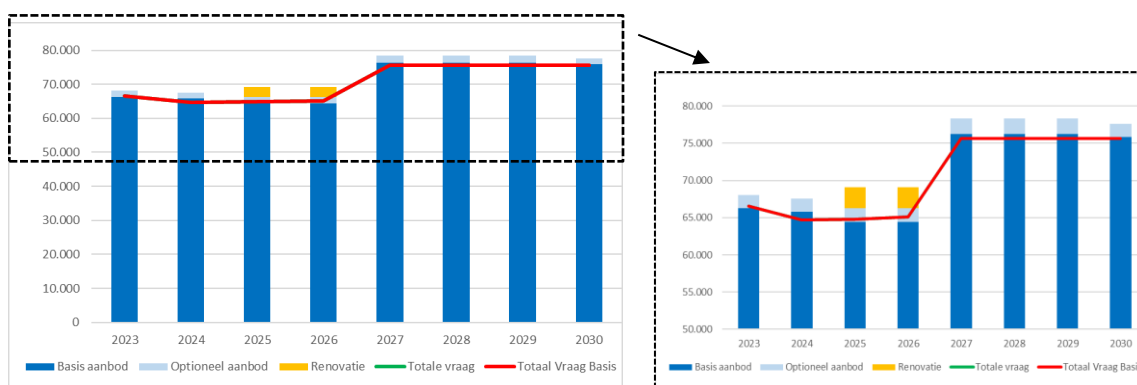
Graph: Basic and optional supply, including changing demand at the ASP (shown in detail in the right-hand graph)

The Faculty of Science continues to have an ambition to make efficient use of its office space and wishes to accommodate staff in ASP 904, LAB42 and, in the future, LabQ. The faculty is working on a new office concept, which will serve as input for the planned reinvestment in ASP 904. ASP 904 will get a functional and qualitative upgrade, along with sustainability improvements.

ASP 107 will be used as a reserve building for the next few years and will be fully vacated after the reinvestments and occupation of LabQ. Its future use is yet to be determined, but the decision will take into account new developments at the ASP. ASP 107 is of poor quality, and investment was required to enable it to continue to be used. After around 18 months of renovations, ASP 107 is once again ready for use.

For the ongoing development of the campus, it is important to constantly allow new initiatives to emerge and to connect relevant partners to the ASP. The UvA is working to further develop the area, in partnership with the City of Amsterdam and the Dutch Research Council. New initiatives are being facilitated via land allocation and have no impact on the Accommodations Plan.

2.2.6   Roeterseiland Campus (REC)

The numbers of students and staff on the Roeterseiland Campus have risen rapidly in recent years. Without restrictive measures, the faculties expect this growth in both staff and student numbers to continue and to translate into increasing space requirements.

Developments in supply show that the amount of usable floor space at the REC is also increasing, with the completion in 2022 of the new REC V building and the completion in 2024 of the REC P renovations and the first phase of REC JK. REC V is intended to operate for 15 years. The Accommodations Plan provides for an expansion of around 3,000 m^2 by 2035 as a permanent replacement for this floor space.
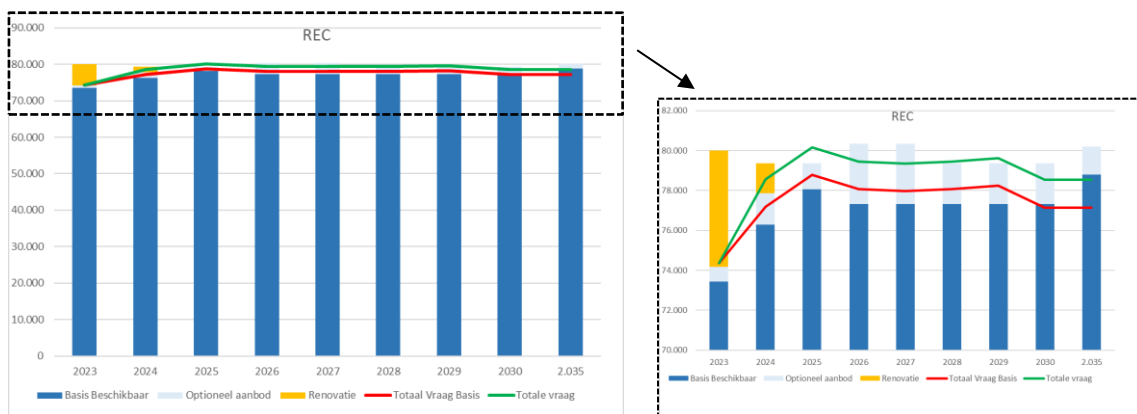
Graph: Basic and optional supply, including changing demand at the REC (shown in detail in the right-hand graph)

In the short term, strong growth combined with changes in the real estate portfolio is creating a shortage of space on this campus, particularly for study places and lecture rooms. This translates into outstanding demand, which, at the moment, can be partially managed through temporary measures on the use side. These temporary measures have been drawn up in conjunction with the faculties, with the aim of creating space for the primary process on the campus in the short term. The measures that have been identified include measuring actual use to obtain a better understanding of the actual demand for study places, making agreements for dual use and temporarily or permanently reducing or relocating space use that is not directly related to the primary process.

Because of the phased approach, renovation of the teaching rooms in the OMHP will take longer, to minimise the amount of time for which the rooms are out of use. The problem of the availability of lecture rooms at the REC has been temporarily solved, with the current shortage down to a single large room. This issue is currently being dealt with through leasing. Whether the demand for lecture rooms remains high in the future will depend on changes in the number of students.

The new space standard for offices will create space on paper in the short term, but the faculties have indicated that implementation will require time and space. Improving the office environment is a gradual process, in combination with growth in staff numbers. The REC faculties are expected to occupy a floor area that complies with the space standard by 2027.

The optional supply for the REC comprises the option of creating more lettable floor area in REC JK, leasing office space in the Gijsbert van Tienhoven building (UvA Holding), leasing lecture rooms, and construction-related vacant space, which consists of small amounts of floor space that

could be made suitable for use only with a relatively significant investment (such as the basement of REC H). In the years ahead, alternative options for educational purposes will mainly be in and around the University Quarter.

In the longer term, it is envisaged that the temporary accommodation in REC V will be replaced by a permanent facility (3,000 m^2 UFA). The need for this expansion will become clear within the next few years, if the WIB comes into effect. The question is whether it will be possible to efficiently create this amount of floor space, which seems little for a whole new building, at the REC.

In addition to this expansion, further densification of the campus is an option, which could also make it possible to add other functions to the campus. This will be investigated as part of the 'further development of the REC' track, in combination with defining the profile of the campus and the campus organisation. These possibilities do not yet form part of the Accommodations Plan.

2.2.7   University Quarter (UQ)

The University Quarter is still developing rapidly. Renovating and making sustainability improvements to listed buildings in the Amsterdam city centre is a complex task requiring considerable coordination, both internally and externally. In this Accommodations Plan, the schedule has been amended in light of the latest developments. The construction schedule for the University Quarter is a significant factor in determining the amount of floor space that the UvA has in its portfolio on this campus.

The graph below provides insight into the current state of the University Quarter portfolio analysis.
The renovations will enable the units concerned to achieve a more efficient use of space, which means that, in time, less floor space will be needed to meet the accommodation demand.
Once the University Quarter development is complete, there will be buildings that the UvA no longer intends to use. The future use of these buildings will be determined in due course and will not involve any investment under the Accommodations Plan.
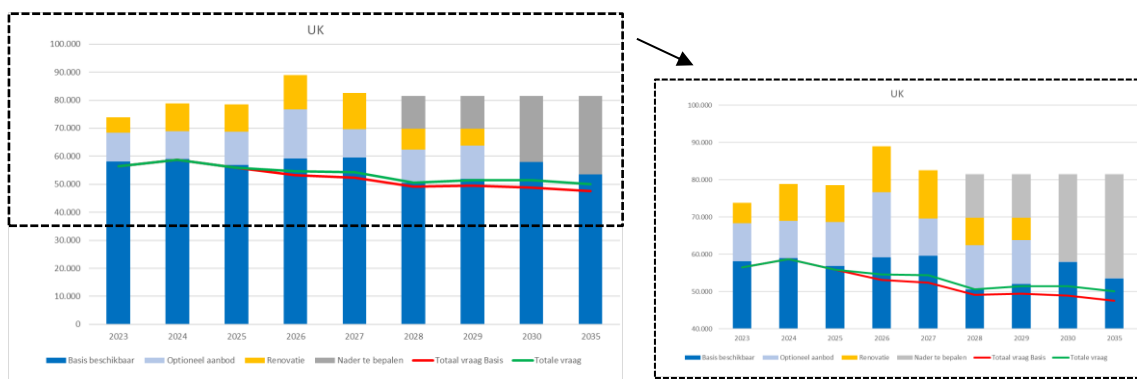
Graph: Basic and optional supply, including changing demand in the University Quarter (shown in detail in the right-hand graph)

Staff and student numbers in the Faculty of Humanities have increased in recent years. The baseline forecast is that this trend will continue in the years ahead, but if measures are taken to curb international student intake, this picture could change considerably. This would have a major impact on space requirements and is therefore of great importance to future campus development.

The demand for floor space in the University Quarter will decrease in the next few years, due to the steps the faculty is making with its relocations to meet the new space standard for offices. At present, the accommodation of the Faculty of Humanities is still well above the space standard.

The pace of work on the ongoing projects in the OMHP and BG 5 is the determining factor for the extent to which the Faculty of Humanities can reduce its use of space in the years ahead. These ongoing projects are based on the space requirements in the 2007 office space standard. However, the office concept for these buildings will anticipate the possibility of more intensive use.

For the portfolio, it is important that space for growth or contraction is centred on easily accessible building sections that can be used independently, so that, if the Faculty of Humanities grows less rapidly, they can be occupied by other users.

All recent developments, including the consequences of the proposed legislation, will be included in an update of the 2019 University Quarter Programme, so that a clear picture can be obtained of the current demand and necessary investments in the University Quarter.

2.2.8   Other locations

Other locations include the IWO near the AMC-UvA, Hogehilweg in Amsterdam Zuidoost and ACTA in the VU Amsterdam Knowledge Quarter (Kenniskwartier).

There is generally a good match between supply and demand at these other locations because, in many cases, the leases relate to the specific space requirement, making the differences relatively easy to manage. For that reason, no additional margin is included. Due to the University Library's success in downsizing the storage of collections, vacant space was freed up in the IWO in 2023. The next use of this floor space will be investigated.
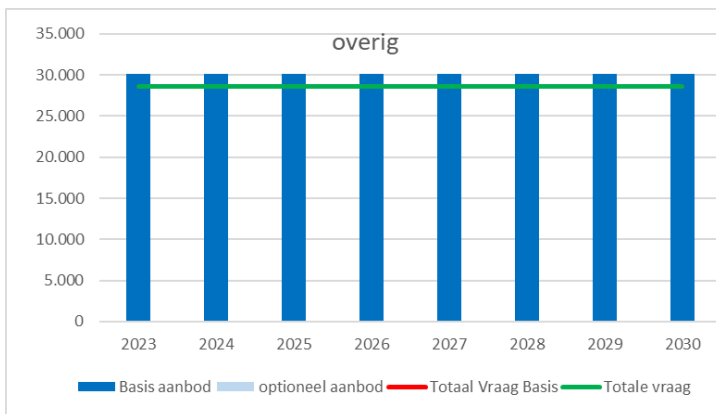
Graph: Basic and optional supply, including changing demand in the other locations, in m² UFA

The shared service units (shared between the UvA and AUAS) are accommodated on Hogehilweg. In terms of layout, a flexible workplace concept was selected, which means that the service units' accommodation already meets the new space standard. Over the next few years, the impact of hybrid working will become apparent. Combined with good working arrangements, the workplace concept provides possible space for accommodating more staff.

2.3   Affordability of the Accommodations Plan

A number of reference points are important in ensuring the affordability of the Accommodations Plan and the ability of the university to obtaining financing for projects under the plan. The first reference point is that the Accommodations Plan reserve may not be negative in 2035. There will be monitoring throughout the period to ensure shortfalls and surpluses are balanced. In this Accommodations Plan, the reserve is €12.6 million positive.

The most recent financial project insights for the University Quarter have been taken into account, and we have gained a better understanding to inform the strategic decisions ahead. For BG5, for

example, approximate project spending has been determined, while for the OMHP, a strategy is taking shape that involves fewer risks and will enable better project management for the complex as a whole. For a number of projects, such as the University Library, OMHP and BG5, estimates have been revised upwards based on project information or recent decisions. Additional investment has been included for the Oude Turfmarkt building (OTM) to improve the accommodation of the Student Health Services Office. In total, there are fewer investments in this Accommodations Plan than in the 2024 Framework Letter, mainly due to the removal of an additional price risk estimate for tendering procedures.

The drop in the projected intake means that no more money will be spent on expanding the REC. The 2023 Accommodations Plan included an expansion of 9,000 m^2 UFA. This Accommodations Plan includes an investment for 3,000 m^2 UFA to replace the temporary accommodation in REC V. In terms of both floor space and investment, this is lower than in the 2023 Accommodations Plan, and in terms of timing, it will not be implemented until around 2035.

More funds have been allocated for maintenance, creating scope for more intensive maintenance in the near future. Due to the poor quality of the buildings in the University Quarter, more funds will be needed in the short term to enable effective use of these buildings. Once this 'effective use' standard is reached, ongoing maintenance costs are expected to be lower and more in line with the market. These costs will be gradually incorporated into the Accommodations Plan. Given the structural scope of the work, Facility Services will commit more of its own staff, which will also enable better knowledge retention in the organisation.

Generally speaking, the calculation model used for the Accommodations Plan does not take inflation into account. This is based on the general assumption that cost increases due to inflation will be covered by the government on the income side. Only in relation to investments is consideration given to the fact that the rise in construction costs is 1% higher than inflation on average (long-term average, over a 20-year period). In addition, this year, we again looked at whether it would be sensible to take account of additional price developments due to market risks. The general expectation is that there will be more leeway in the market and potentially lower prices when tendering procedures are held. The additional market estimate that was included in the 2024 Framework Letter is therefore not considered necessary at present. The price risk factored in is thus lower than in the 2023 Accommodations Plan, leading to an overall decrease in investments.

The 10–12% income-to-rent ratio reference point is also met (2023: 9.7%). This reference point states that the overall costs of the use of space by units may not exceed 10–12% of the UvA's turnover.

A fixed rate of rent that is the same for each unit applies across the entire UvA. This rent covers the costs of long-term development and maintenance of the entire property. As a matter of policy, the rent is subject to an annual adjustment for inflation (CPI). In this Accommodations Plan, in line with the framework letter, indexation is incorporated gradually. Instead of starting immediately in 2024, it was decided to start in 2025 and continue for a period of 4 years, at 2.5% per year.

The Accommodations Plan includes investments and reinvestments to keep accommodation future-proof. In line with the commercial depreciation period, the plan's models are based on an initial reinvestment point after 15 years. Technically, experience shows that it is usually later. The funds are not released until concrete plans are in place or are being drafted. Among other things, this means that these funds may also be used by faculties that are developing a concrete plan to optimise their use of office space and, to that end, require an investment in construction in the office environment.

For the next five years, the investment plans provide for cash requirements of €358 million. This estimate is based on the latest information on the Accommodations Plan projects and on the context in which the projects are to be implemented (city council, environment, risk overview of the complexity of the task as a whole, etc.). For the portfolio-wide investment rules, such as renovations in the longer term or replacement investments, a 'planning optimism' line has been included. These investment rules have not yet been translated into concrete projects and/or are characterised by longer preparation and development time. It is therefore expected that part of the investment cashflow will be pushed back. The purpose of this correction line is to show long-term investment projections that are both realistic and feasible.

It is important that we actively share information about developments at the university and their impact on the quality of the accommodation and the space requirements of the campuses. As our understanding of the effects of hybrid working and the digitalisation of education evolves, this can be taken into account in the preparation of projects. This will help ensure that accommodation is aligned with the needs of students and staff. Given the high degree of uncertainty regarding longer-term developments, it is important to invest no more than is actually necessary.

2.3.1   Changes from the 2024 Framework Letter

Since the 2024 Framework Letter, a number of changes have been made that have had a combined positive effect on the real estate accounting operating result presented in the Framework Letter. The changes are as follows:

- The 2023 forecast has been adjusted and the investment plans updated to include the most recent information from the Real Estate Development Unit (HO) and Facility Services.
- The most recent estimates for BG5, OMHP, AP Museum Café and the sports programme in REC JK have been included.
- Additional funds have been included for investing in the quality of the Student Health Services Office accommodation.
- The schedule for the asbestos programme has been updated.
- The risk policy for the projects in the city centre has been updated on the basis of the latest insights.
- The additional price risk for market developments, on top of the 1% increase assumed in the Accommodations Plan model, has been removed.
- Intensification of maintenance for the planning period with a gradual reduction to a more normal level.
- The proceeds from the sale of the activities of Le Coin operating company (a limited partnership (CV) of UvA and UvA Ventures Holding (UVH)). This was included in the 2023 budget, but the forecast now is that these proceeds will be realised in 2024.

3 Finances

3.1 Accommodations Plan long-term financial forecast

The calculation model in the Accommodations Plan is an investment and operating calculation from 2005 over a period of 30 years. The Accommodations Plan reference points apply to this calculation. The calculation model has now been extended to cover the period up to 2045, to show the long-term impact of decisions made today.

Revenue from internal and external letting constitutes the *income*, which is occasionally increased by the revenue from property disposals. Properties that become vacant and are no longer needed for the university's own use are available for use by collaboration partners or other third parties. The university prefers to collaborate at locations close to its campuses. Locations situated further away are candidates for disposal to third parties. The Accommodations Plan includes a conservative estimate of rent revenue, based on the current condition and designated use of the buildings.

Expenditure consists of depreciation and interest expenses for investments in land and buildings, as well as property charges, maintenance costs, insurance and rental expenses relating to various properties that the UvA leases from third parties, including the buildings housing the service units.

Result of real estate operations

Property expenses can fluctuate from one year to the next due to a variety of causes, such as asbestos removal or the write-off of residual book values. While rental income is predictable, total income may fluctuate significantly as a result of non-recurring items, such as revenue from sales. Furthermore, the Accommodations Plan does not constitute a zero net investment, in the sense that annual investments are roughly equal to annual depreciation. On the contrary, as the Accommodations Plan shows, the majority of the UvA's buildings are gradually going to be renovated, refurbished or rebuilt within a period of 20 to 25 years. There will therefore be a major investment requirement during this period, followed by a long period that will mainly be characterised by maintaining buildings and keeping the functionality future-proof. Due to the straight-line system of depreciation, this will result in a period in which expenditure exceeds income, which will later be followed by a period with relatively little investment in which these losses have to be recovered. The graph below shows the developments in income and expenditure from real estate operations during the years to 2035, according to the calculation model underlying the Accommodations Plan.
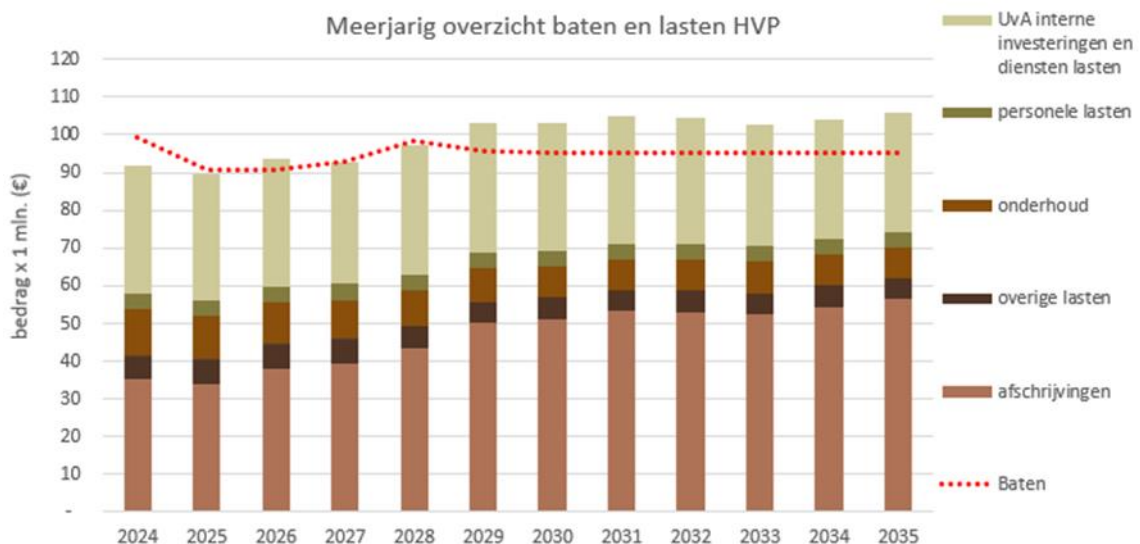
Graph: Developments in income and expenditure from real estate administration to 2035

In accordance with the 2024 Framework Letter, the internal rent rate for 2024 has been set at €273.26 per m^2 LFA and is thus the same as the 2023 rate.

In 2022, inflation was more than 10% on average. This was immediately noticeable in the Accommodations Plan, due to higher expenditure in areas such as maintenance. However, for investments, the impact will not be felt until later, via higher depreciation. This provides an opportunity to spread out the cost of inflation in 2022 through incremental charging-on. In line with the Framework Letter, the Accommodations Plan applies the principle of incorporating inflation into the Accommodations Plan price over four years from 2025, at a rate of 2.5% per year. Postponing this process and doing it incrementally creates room for units to achieve their ambitions for a more efficient use of space and reductions in accommodation costs.

Real estate rate	2023	2024	2025	2026	2027
Real estate/m^2	273.26	273.26	280.09	287.09	294.27

Table: Changes in internal rent rate (Source: 2024 Framework Letter)

External tenants with close ties to the UvA are charged the cost-covering rent at a minimum, and, where possible, the internal rent rate (which is higher). Other external tenants are charged rent at a rate that is in keeping with the actual quality, market value, lease term and policy in relation to the space leased.

On the cost side, an adjustment to investments has led to a change in depreciation and interest expenses and an adjustment of the capitalised construction interest attributable to projects. In addition, increased maintenance expenditure (comprising both investments and costs) is included for a longer period than in the 2023 Accommodations Plan. The extended use of buildings in the city centre will require additional maintenance to be carried out, particularly on the building envelope, and in some cases systems will also need to be replaced. Decisions will be made in line with the schedule for proposed renovations.

Long-term operations are more positive than was presented in the 2023 Accommodations Plan. This is mainly due to the higher Accommodations Plan price from 2025, further adjustments to the investment plans and the shifting of sale proceeds from the 2023 budget to the 2024 budget.

Based on existing models, the growth seen in recent years is driving increasing demand for floor space for education and staff. The new office space standard focuses on optimising the use of office space so that more growth can be accommodated using existing floor space. This can also be seen in the spatial planning analyses, which show that changes in the demand for additional office space will be limited and will only occur over the long term. The new space standard will be used in accommodation and investment decisions. The initiative of this change process lies with the units, therefore the Accommodations Plan does not pre-empt long-term financial savings such as preventing or reducing the leasing of space or reducing investment needs. The growth in staff numbers combined with the hybrid working issue means that nearly all units have started working on using the office environment more efficiently.

With regard to specific adjustments in the office environment, the existing processes remain in effect. For more limited refurbishment requests, the functional modifications process applies. For an integrated approach (including a change process) in which a vision will be developed for an office environment that meets the needs of staff, takes hybrid working into account, is capable of handling growth and contraction and complies with the standard for the use of office space, an Accommodations Plan project will likely be required (more complex and involving a higher level of investment). From the perspective of the portfolio, it is therefore desirable to include aspects such as sustainability and replacement maintenance in the assessment. Funds have been set aside in the Accommodations Plan for future-proofing buildings and their use. The basic principle is that these projects will be covered by this financial leeway, although some rescheduling may be required.

Given the rise in uncertainty with regard to developments in the size of the university and the associated space requirements, it is more critical than ever to not invest more than necessary, and it is important for investment decisions to be made within the frameworks in the Accommodations Plan.

Generally, the effects in terms of changes in costs are managed by investment planning considerations and quality differentiation in accordance with the policies outlined in the Accommodations Plan. Rescheduling investments will spread out liquidity needs and improve both real estate operations and the balance of the Accommodations Plan reserve in 2035, as it will enable depreciation and interest expenses to be deferred. A building-oriented approach, active risk management and involving cost experts at the initial design phase will lead to a better understanding of projects. This will enable plans to be implemented in an affordable way.

The quality of forecasts has improved even further this year. The potential impact from the measures to restrict the international intake has been added to these forecasts. However, not all faculty developments are concrete enough to be able to be incorporated in the Accommodations Plan. Faculties are often slow to initiate the process leading to a new space requirement, with decisions yet to be made; meanwhile, it is in the interests of the Accommodations Plan for these types of development to be forecast in a timely manner, in spatial as well as financial terms. The shortage then remains in the Accommodations Plan until the user has that certainty.

The annual results, with the exception of those charged to the asbestos special-purpose reserve or the Amsterdam Science Park Area Development, are charged or taken to the Accommodations Plan special-purpose reserve, which can be considered to be an equalisation reserve. At the end of 2022, this reserve stood at €27 million, and it is effectively a 'reserve' for the Accommodations Plan, created in the years before the costs of the entire construction of Amsterdam Science Park began to impact on operational results. The forecast annual result for 2023 is a negative result of €2.6 million. The Accommodations Plan reserve is currently forecast to be positive €12.6 million in 2035.

The impact of inflation is not taken into account in the financial analysis of the Accommodations Plan. The movement in the Accommodations Plan reserve at 1% inflation works out at €50.9 million.

Adjustments to the investment estimate since the 2023 Accommodations Plan
The 2024 update of the Accommodations Plan includes an adjustment for cash flow and investment planning in connection with the schedule for renovations and the latest project estimates, based on the established phase documents. A 'planning optimism correction' line has also been added to the investment table. This line primarily provides for a correction to longer-term plans for renovations and replacement investments that are less certain than the project estimates. The purpose of this correction line is to show long-term investment projections that are both realistic and feasible. Due to an absence of agreement with the city council regarding the redevelopment of the OMHP, a phased approach will now be applied. Solely performing work that does not require a permit or for which there is agreement with the council will simplify the approach to the OMHP. The investment estimate has been increased by €25 million as a result of the higher costs due to price rises, the implementation complexity of the overall project and the phased approach. Based on the project forecasts for the University Library, the investment estimate has been increased by €7 million. The estimate for BG5 has been adjusted by €7.6 million, of which €5.1 million is due to price movements, and an additional investment of €3 million has been included for OTM 149–151, where the Student Health Services Office is located.

The 2023 Accommodations Plan stated that, in practical terms, the financial limit for the University Quarter had been reached. The phased approach for the OMHP enables the final phase to be deferred to a date outside of the planning period for the Accommodations Plan. This will also be beneficial for the affordability of the University Quarter. Moreover, account has been taken of additional investments in the horizon of the long-term budget to ensure the usability of

building sections that will be renovated at a later date, as well as to ensure longer use of the University Theatre.

The completion of the University Library, which will quickly be followed by BG5 and the OMHP, with its project-based, phased approach, will create a solid and sizeable cluster of high-quality floor space. Subsequent projects such as OTM and the BOS cluster will have to be completed within their financial frameworks. Exceeding these frameworks is possible only if space can be found in another project in the University Quarter. With all the knowledge that has been acquired, it should be possible to draw up better contracts, with an ambition matched by the budget, based on a building-oriented approach and, if necessary, with the involvement of a listed buildings specialist.

The renovation of REC P is taking longer to complete; it is now projected that the building will be ready for occupation in the first quarter of 2024. The investment plans have been adjusted accordingly.

In their forecasts, the faculties have indicated that they expect to experience mild growth in the next few years. However, this growth forecast is subject to a high degree of uncertainty. In addition, with regard to changes in the use of office space, given the continuation of hybrid working, it is unclear whether growth will translate into an expansion of floor space. For the REC, this means that the expansion of 9,000 m^2 (equivalent to an entirely new building) mentioned in previous accommodations plans is deemed unnecessary. However, by 2035, an investment will be made to create 3,000 m^2 (an extension to an existing building, or a new small building) to replace the temporary building REC V. This is consistent with the projected trend of internal demand for space and does not pre-empt new demand or new valorisation ambitions that are yet to be developed.

The estimate for LabQ has been incorporated, in accordance with the most recent Board decision, requiring an adjustment to the schedule and an adjustment of the estimate by €5.5 million due to price movements and an expansion of the programme. This means the investment has been capped at a market rate. In the next few months, it will be investigated whether it is indeed possible to complete the building within this framework.

The schedule for the sustainability investment programme has also been adjusted. The programme included a TES (thermal energy storage) system at the building level. A project has now been started to create an area-specific TES system for the University Quarter, and preparations will be made in the third quarter to start working on a design. Based on the latest phase document, the investment estimate has been adjusted by €1.5 million.

In accordance with the framework letter, the financial project estimates are based on the price level as at 1 January 2023, with a model projection for the price level upon work completion (1% per year, being the long-term average difference between increased construction costs and inflation). Unlike in previous years, no additional price increase for market risks has been included this year. The procurement index forecast shows a downward trend, which suggests lower pricing. The model projection is therefore considered adequate. The 2022 forecast column has been updated since the framework letter, based on information from Real Estate Development and Facility Services on the progress of projects.

Additional funding was included in the budget for the first few years to bring the buildings up to the desired level of quality and maintain them at that level. This included additional funds for painting and necessary replacements. In addition, based on modelling, additional maintenance costs were taken into account due to the expansion of the portfolio. Facility Services is working on professionalising maintenance management, which includes developing a vision for maintenance quality over the long term. This will contribute to more focused decisions and increase the predictability of the programme.

The investment programme in the long-term budget amounts to €290 million in total, and to €430 million for the period up to 2035. Accordingly, the investment estimate for the Accommodations Plan in the 2024 budget is as follows:

Table: 2024 Accommodations Plan investment table

HvP investeringsraming, bedragen in €1000	Begroting 2023					Begroting 2024									Wijzigingen ten opzichte van HvP 2023							Toelichting
	2023	totaal 2024-2027	totaal 2028-2035	Aannames 2036-2040	totaal	Prognose 2023	2024	2025	2026	2027	totaal 2024-2027	totaal 2028-2035	Aannames 2036-2040	totaal	programma-uitbreiding	duurzaamheid in K€	prijsont-wikkeling	risico's	programma-kwaliteit	plannings-wijziging	Totaal wijzigingen	Toelichting
Universiteitskwartier	**45.218**	**143.559**	**57.225**	**9.680**	**210.464**	**19.741**	**36.991**	**32.252**	**44.535**	**41.833**	**155.611**	**57.492**	**41.058**	**254.162**	**2.000**	**-**	**6.380**	**11.658**	**2.510**	**21.149**	**43.698**	
Renovaties Universiteitskwartier	11.484	130.460	57.225	9.680	197.365	4.136	9.444	17.751	44.535	41.833	113.563	57.492	41.058	212.114	2.000		6.380	3.858	2.510		14.748	Dit betreft met name prijs ontwikkeling, risico opslag en programma ontwikkeling in de grotere projecten zoals BG 5 en OMHP. Fase 3 van de OMHP is nu opgenomen in de horizon na 2035.
Renovatie UB in uitvoering	33.734	13.099	-	-	13.099	15.605	27.547	14.501			42.048			42.048				7.800		21.149	28.949	De verhoging wordt voornamelijk verklaard door de planningsverschuiving, waarbij de UB naar verwachting in Q3 2025 in gebruik wordt genomen. Daarnaast is het budget met 7 mln. verhoogd.
Roeterseilandcampus	**22.201**	**17.354**	**32.096**	**49.481**	**98.931**	**23.146**	**8.818**	**428**	**422**	**22**	**9.690**	**11.691**	**47.622**	**69.004**	**-25.953**	**-**	**-3.974**	**-**	**-**	**-**	**-29.928**	
Onderwijsruimten	10.688	11.967	32.096		44.063	22.441	6.418	-	-	-	6.418	11.691	0	18.110	-25.953						-25.953	Er is in de begroting 2024 een aanzienlijk lager bedrag opgenomen voor de uitbreiding van REC. Uitbreiding van vierkante meters loopt niet vooruit op ambities valorisatie en is nu meer in lijn gebracht met ontwikkeling ruimtebehoefte onderwijs (in totaal minder meters).
Programmauitbreiding REC	11.513	5.387		49.481	54.868	705	2.399	428	422	22	3.272		47.622	50.894			-3.974				-3.974	
Amsterdam Science Park	**6.127**	**61.788**	**-**	**-**	**61.788**	**3.689**	**3.506**	**-7**	**34.160**	**41.866**	**79.524**	**6.121**	**-**	**85.645**	**12.746**	**8.100**	**1.600**	**-**	**-**	**1.411**	**23.857**	
LAB 42	3.500	-	-	-	-	576																
Programmauitbreiding ASP	2.627	61.788			61.788	3.113	3.506	-7	34.160	41.866	79.524	6.121		85.645	12.746	8.100	1.600			1.411	23.857	Investering in Quantum, rekening gehouden met de subsidie van het Nationaal Groeifonds. Daarnaast is de herinvestering in ASP 904 nu opgenomen in de campusramingen
Extra investeringsruimte	**1.841**	**4.273**	**-**	**-**	**4.273**	**-**	**1.303**	**2.123**	**1.030**	**1.041**	**5.497**	**558**	**-**	**6.055**	**-**	**-**	**386**	**-**	**-**	**1.396**	**1.782**	
Museumcafe APM	783	-	-	-	-	-	293	1.103			1.396			1.396						1.396	1.396	Bijstelling op grond van projectinformatie
Flankerende maatregelen w.o. UB Singel	1.058	4.273			4.273	-	1.010	1.020	1.030	1.041	4.101	558		4.659			386				386	
Portefeuillebreed	**6.177**	**42.223**	**49.138**	**60.791**	**152.152**	**1.358**	**2.335**	**7.252**	**7.178**	**6.743**	**23.509**	**34.203**	**24.639**	**82.351**	**-1.739**	**13.825**	**-75.687**	**-**	**-**	**-**	**-69.801**	
Extra risicoraming prijsstijgingen (naar einde werk)	1.303	20.815	20.801	34.070	75.687	-	-	-	-	-	-						-75.687				-75.687	in begroting 2023 was rekening gehouden met een extra marktrisico voor de eerste jaren. In de huidige begroting wordt dit niet nodig geacht, de verwachting is dat de aanbestedingen leiden tot lagere inschrijvingen.
Vervangings investeringen beveiliging	1.712	1.739	-	-	1.739	-	-	-	-	-	-				-1.739						-1.739	Deze vervangingsinvesteringen zijn met ingang van plan 2024 onderdeel van het DMJOP
Duurzaamheid	3.162	19.669	28.336	26.721	74.726	1.358	2.335	7.252	7.178	6.743	23.509	34.203	24.639	82.351		13.825					7.625	Een gedeelte van de duurzaamheidsinvestering wordt gedekt middels de herinvesteringen en het DMJOP die als aparte categorie zijn opgenomen in het begrotingsmodel. Deze regel geeft weer wat daarboven de extra benodigde investeringen zijn. Er heeft een verschuiving in de duurzaamheidsinvesteringen plaatsgevonden vanwege de thema gewijze aanpak. Voor die onderwerpen wordt niet persé gewacht op het herinvesteringsmoment.
Instandhouding en FA	**15.831**	**74.661**	**-**	**-**	**74.661**	**10.500**	**12.120**	**12.241**	**11.977**	**16.574**	**52.912**	**-**	**-**	**52.912**	**-1.921**	**-**	**-**	**-**	**2.971**	**-23.998**	**-22.947**	
Meerjaren Onderhoudsplan (structureel)	12.363	30.812	etc	n.t.b.	30.812	7.500	9.090	9.181	8.886	8.585	35.742	etc	n.t.b.	35.742					4.930		4.930	Deze regel betreft de onderhoudsinvesteringen (groot onderhoud). In begroting 2023 werd het groot onderhoud stapsgewijs afgebouwd. In de huidige begroting blijft het onderhoudsniveau de eerste jaren op ongeveer € 12mln. waarvan ongeveer een kwart niet wordt geactiveerd en dus niet als investering wordt meegenomen.
Functionele Aanpassingen (structureel) plus wet- en regelgeving/toegankelijkheid	3.468	14.224	etc	n.t.b.	14.224	3.000	3.030	3.060	3.091	3.122	12.303	etc	n.t.b.	12.303	-1.921						-1.921	Extra ramingen voor wet- en regelgeving en toegankelijkheid zijn vervallen met de procesafspraak dat deze onderwerpen in de reguliere aanpak (onderhoud en FA en projecten) worden opgenomen.
Herinvesteringen (modelraming, na afloop van afschrijftermijn 30% initiële inv)	-	27.666	etc	n.t.b.	27.666	-	-	-	-	4.867	4.867	etc	n.t.b.	4.867						-22.799	-22.799	Verschuiving herinvesteringen als gevolg van uitstel van renovatieprojecten. Voornamelijk in de periode na 2027 opgenomen.
Kwaliteit kades	-	1.959			1.959	-	-	-	-	-	-									-1.959	-1.959	Dit is in de huidige begroting onderdeel van Renovaties Universiteitskwartier
Effect pre- pro rata BTW regeling	**-1.668**	**-5.607**	**etc**	**n.t.b.**	**-5.607**	**-1.668**	**-1.355**	**-1.131**	**-2.068**	**-2.251**	**-6.805**	**etc**	**n.t.b.**	**-6.805**	**-**	**-**	**-**	**-**	**-**	**-1.198**	**-1.198**	Schatting van het effect van de pre- pro rata btw regeling voor de begrotingsperiode (uitgangspunt is 12% teruggave van de BTW). Dit was ten tijde van het opstellen van de begroting 2023 nog 10%.
Correctie plan optimisme						-	-4.000	-15.000	-10.000	-29.000	29.000			-						-	-	Bereft correctie plan optimisme voor de kasstroom van de investeringen zoals opgenomen voor duurzaamheid, onderhoud ,verbouwingen en herinvesteringen.
Totaal in plannen opgenomen	**95.728**	**338.251**	**138.459**	**119.953**	**596.662**	**56.766**	**63.717**	**49.158**	**82.235**	**95.828**	**290.938**	**139.065**	**113.320**	**543.323**	**-14.867**	**21.925**	**-71.295**	**11.658**	**5.481**	**-41**	**-53.339**	Door met name het wegvallen van de extra marktrisicoraming de eerste jaren is het investeringsbedrag tussen 2024 t/m 2040 lager dan in begroting 2023. Wel is er sprake van verschillende verhogingen vanwege risico's, inflatie en planningswijzigingen, dat laatste voornamelijk in het universiteitskwartier.

Table: 2024 Accommodations Plan investment table

In recent years, many investment plans have been pushed back, sometimes repeatedly. This has resulted in a substantial amount of cash being available, which should now be earmarked for expenditure. The investment plans included in this Accommodations Plan reflect an ambition to do so in the coming years. More capital expenditure is planned in total than is covered by available funding within current financing agreements. In addition to preparing for a concrete approach to additional financing, making sure the plans are easy to control remains a key focus. To avoid borrowing money too early or borrowing too much, certainty around the planning progress of projects must be increased. We will work with the units concerned to look at how this can be done over the next few months. The following graph shows the extent to which the Accommodations Plan has been implemented for each campus. The figures include the additional investment for the campuses, including sustainability.
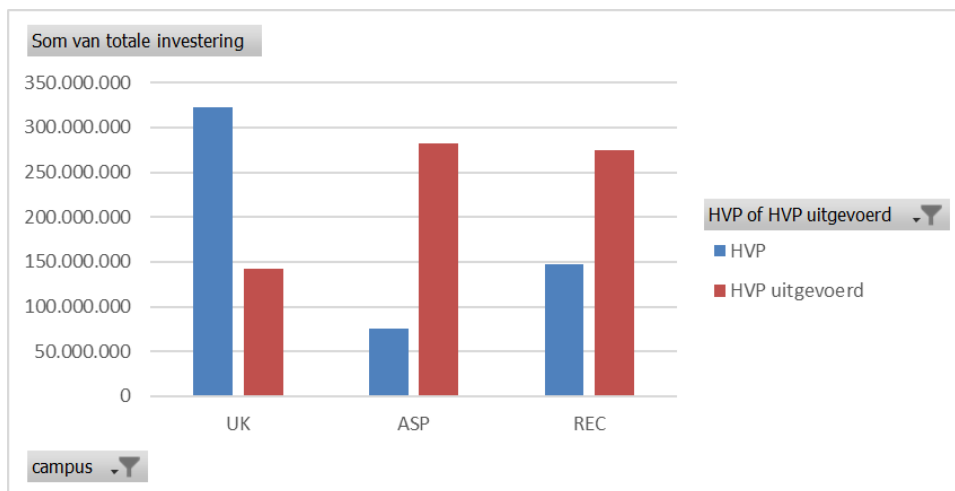
Graph: Planned and realised investments in the Accommodations Plan up to 2035 x €1,000, including the sustainability programme.

3.1.1   Functional Modifications (FM)

The Functional Modifications plan is the investment programme to facilitate changes in the use of space. The framework included in the Accommodations Plan is formed by an annual investment budget of around €3 million, based on an average depreciation period of 10 years. The 2023 FM Plan included a higher investment estimate, with an agreement that the additional investment of €300,000 would be deducted from the 2024 investment budget. Accordingly, only around €2.7 million is available for 2024.

The call for units to submit requests for the 2024 plan was issued after the summer holidays. The overall 2024 project list was discussed in the November operational management consultation and is included as an annex to this Accommodations Plan.

Starting with the 2025 Accommodations Plan, the aim is to have the 2025 FM Plan available by the time the draft budget is being prepared.

3.1.2   Sustainable Long-Term Maintenance Plan (DMJOP)

Investing in the existing building stock is an important part of the accommodations plan. Major maintenance improves the quality and sustainability of the buildings. The annual major maintenance plan is drafted based on the Sustainable Long-Term Maintenance Plan (DMJOP) and on the annual maintenance survey carried out by contractors and cluster managers. The plan is prepared by Facility Services and aligned with the Accommodations Plan project schedule. The catch-up work begun in 2022 will continue for a number of years. The current plan includes all the work that is deemed necessary in 2024 to prevent maintenance on other buildings from falling

too far behind. In doing this work, we will be pushing the limits in terms of feasible capacity. The 2024 plan includes investments worth €8.8 million.

Maintenance on buildings earmarked for renovation is scaled back to a basic level of safety, wind resistance and watertightness. Day-to-day management includes acting on fault reports (relating to building systems), since the necessary replacement investments will be included in the upcoming renovations. Because preparations for the University Quarter projects are taking more time, serious quality issues have emerged in the buildings that are remaining in use for longer. Additional maintenance is required, and these buildings are also being actively monitored.

There is also an ambition to make a number of technical replacements in all buildings, following a thematic approach. These are replacements/improvements that will contribute to improving the sustainability of the portfolio. They include replacing fluorescent tubes with LED lighting, hydronic balancing of building systems and a further rollout of meters. A project-based approach will be developed in 2024, and the investments will be made in subsequent years.

The size of the real estate portfolio, the diversity of management and maintenance issues, coordination with other project programmes and the need for process design focused on a longer maintenance horizon have prompted Facility Services to work on further professionalisation of maintenance management. The goal is to create a more programme-based approach for the construction strategy and to develop long-term plans, thus achieving greater predictability of maintenance and replacement expenses. For a long time, the scope of this task has exceeded the available internal capacity, meaning that considerable external project spending has been necessary in recent years. Partly with a view to building up and maintaining technical knowledge of the portfolio, there will be a focus on expanding capacity by hiring in-house staff.

The annual plan for major maintenance in 2024 is attached as an annex to this Accommodations Plan.

3.2   Criteria

The overall affordability of the Accommodations Plan is assessed on the basis of the following three criteria:

- The Accommodations Plan special-purpose reserve must not be negative in 2035. In other words, any interim negative balance must be made up by then, as a new round of renovations will need to be financed from that date. Without taking inflation into account, the Accommodations Plan reserve in 2035 will be positive €12.6 million.
- Solvency must be above 30% on a long-term basis (Education Inspectorate Standard). When the Accommodations Plan began in 2005, the solvency requirement was 20%, which was 5% higher than the solvency demanded by the banks. The debt service coverage ratio (DSCR) must be above 1.2. These levels also apply to the planning period of the long-term budget and are calculated for the very long term in the Accommodations Plan. In its long-term forecast, the UvA is well above the standard.
- The percentage of turnover that the UvA has to allocate to internal rent (the income-to-rent ratio) must remain stable at 10–12% in the long term.
  In 2024 (9.2%), the income-to-rent ratio was slightly below the 10–12% range determined by policy. In recent years, the turnover has risen more quickly than the costs of accommodation use, which means the income-to-rent ratio is now lower than 10%. As a consequence of the completion of a number of projects in the next few years, the amount of usable floor space will gradually increase; accordingly, so will the costs of accommodation use.

Huurquote (kale interne huur als % van omzet)
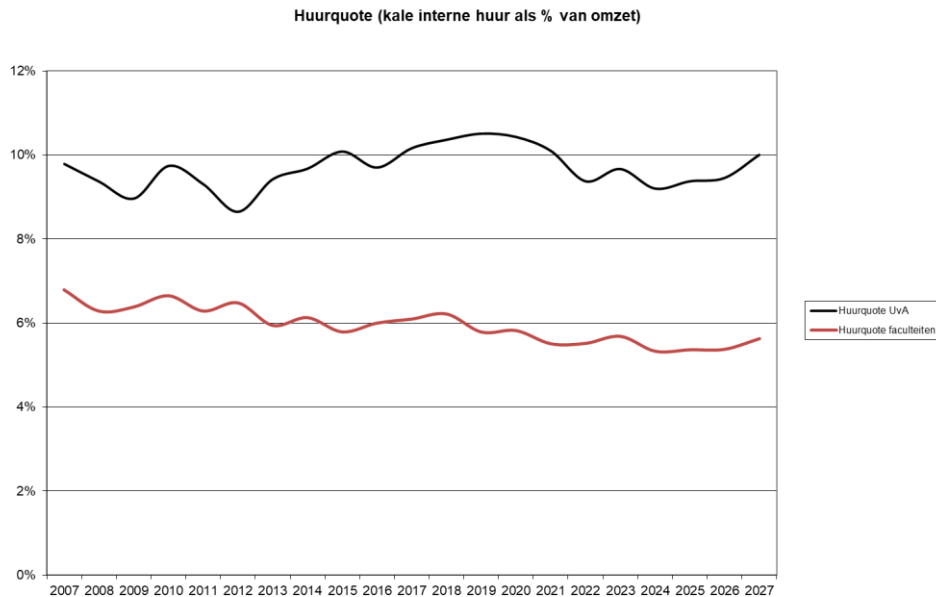
Graph: Percentage cost of accommodation (rent, excluding service charges) of the units compared to the total turnover of the UvA, adjusted for ACTA and AMC.

3.3   **Finances conclusion**

In this Accommodations Plan, the focus for the next few years is on implementing major projects in the University Quarter (University Library, BG5 and the phased approach to the OMHP), finishing the REC projects (P and JK) and completing construction of the new LabQ building. Particular attention will also be given to ensuring quality through intensification of maintenance, investing in future-proofing (Faculty of Science office environment) and taking a proactive approach to sustainability improvements (such as the TES in the University Quarter and the thematic approach). The Accommodations Plan complies with the financial reference points relating to affordability and ability to obtain financing.

The long-term forecast is for space requirements to increase over the next few years. At the same time, the uncertainty regarding changes in the university's space requirements has increased this year. The measures announced in the draft legislation that aims to better balance the international student intake are expected to lead to a drop in the intake and thus a decline in demand for lecture rooms and study places. The rate and extent of this drop are still unclear. In addition, it appears that developments concerning hybrid working will crystallise with relative stability around reduced use of the office environment, with uneven distribution through the week. Overall, there is a real chance that space requirements will be lower in the years ahead.

This Accommodations Plan contains a substantial investment ambition for the next few years. It is important to avoid investing in floor space that is poorly used or in buildings that are no longer required. Greater certainty with regard to the changing demand is required in the short term in order to manage the risks in the medium term. The decisions that the UvA makes within the parameters set by the legislation will provide greater certainty with regard to the changes in student numbers. With respect to hybrid working, further policymaking is required, and the effect on the use of space must be included as a precondition. This will help to minimise the efficiency and vacancy risks for the portfolio as a whole. This means that it will continue to be important in the years ahead to make the best possible estimates of the use of space, in dialogue with the units, and to make balanced decisions about the portfolio in a timely manner.

The faculties are forecasting mild growth. Although the faculties' forecasts have improved, all faculties have indicated that the impact of the proposed legislation on the international intake is hard to predict. The Accommodations Plan contains a scenario analysis that shows that the impact

on space requirements could be fairly major. This means it is no longer logical to focus on expanding floor space, and it would instead be preferable to resolve problems within the existing portfolio, which would involve looking carefully at the potential for eliminating issues in the short term. Agreements have been made with the faculties and service units in this regard. For the medium term, there are options for building use in the city centre portfolio, and for the long term, if the space requirements prove to be lasting, there is a possibility of expansion at the REC.

Investment ambitions are weighed in accordance with the policies outlined in the Accommodations Plan. In this Accommodations Plan, we have been able to better estimate the funding needed to meet the accommodation requirements, but new plans are also beginning to arise. This underscores the importance of making well-considered decisions. Any further increase in risks must be compensated by adjusting ambitions.

The balance of the Accommodations Plan reserve is trending upwards. This Accommodations Plan shows that there will be pressure on liquid assets from 2026. Additional financing is expected to be needed in the period between 2026 and 2028. The exact amount and the timing may change, due to a range of factors. A concrete strategy to obtain additional financing is currently being developed.

Furthermore, it remains important to adhere to the policies outlined in the Accommodations Plan and to take them as the basis for determining the level of investment so as to ensure the continued affordability of accommodation for the UvA into the future. This means that it is necessary, as plans are developed further, to establish whether each plan that is proposed is in keeping with what units need and to consider new developments, such as the revised office space standard or the effects of hybrid working, when undertaking assessments. At the same time, it is important to increase the capacity of the organisation to take on projects and see them through to completion.

While additional investments for new requirements on the campuses are theoretically possible (that is, financing can be obtained), it is desirable from the point of view of affordability that the additional costs be charged directly to the party requesting and benefiting from those investments.

B1.1   Amsterdam Science Park (ASP)

Amsterdam Science Park is situated in the eastern part of the city (Amsterdam Oost), between the A10 motorway, the Ringdijk and the Science Park train station. Since its founding 20 years ago, Amsterdam Science Park has developed into one of the largest concentrations of scientific institutes in Europe. Amsterdam Science Park houses the Faculty of Science, as well as Amsterdam University College (AUC), Innovation Exchange Amsterdam (IXA) and the University Sports Centre (USC). In combination with SARA, Dutch Research Council institutes Amolf, NIKHEF and CWI, as well as a large number of companies occupying their own buildings and sharing space in the buildings of Matrix IC, the ASP is a unique hub of research, education and knowledge-intensive companies. Following the creation of the Startup Village, Ace Venture Lab has joined many other start-ups in setting up a base at the ASP. In partnership with the Dutch Research Council and the City of Amsterdam, the UvA is working to further develop the area. To that end, it is developing land in the eastern section, where the Faculty of Science is located, in collaboration with the city council. The spatial development vision has four ambitions for the further development of Amsterdam Science Park: Colouring, Compacting, Connecting and Campus Sustainability.

Current use of ASP

The UvA occupies roughly 67,000 m^2 of usable floor area in Amsterdam Science Park. The ASP 107 building is vacant and will be used as a reserve building for the next few years.

ASP		onderwijs	onderzoek	kantoren	ondersteune	overige	totaal
	totaal	14.156	16.980	27.233	3.238	5.901	67.508
	gebruik	13.838	16.980	24.680	3.224	5.901	64.624
	leegstand	318	0	2.553	13	0	2.885
primair		13.812	16.909	21.399	405	575	53.100
	FNWI	4.707	16.879	20.121	9	51	41.768
	AUC	1.848	30	1.113	396		3.387
	UB	2.286		165		524	2.975
	BOL	4.971					4.971
intern overig		0	26	574	1.756	164	2.520
	FS			191	1.688	164	2.043
	ICTS			99	68		166
	IXA		26	285			311
derden		26	44	2.707	1.064	5.162	9.003
	NWO/ Nikhef			0			0
	USC sport	26	44	371	1.064	5.162	6.667
	SustainaLab			287			287
	Co-creatie Lab42			1.933			1.933
	contractpartijen			116			116
leegstand		318	0	2.553	13	0	2.885
	bouwkundig			2553			2.553
	economisch	318		0	13		332

Table: Use of space at ASP in 2024

Developments at Amsterdam Science Park

In view of the ambitions of the faculty and taking into account the new space standard, the Faculty of Science has reassessed its future space requirements. This reassessment has clarified the decisions that need to be made with regard to the portfolio and has led to funds being made available to meet the increasing demand for space. The ambitions for quantum technology will be achieved with LabQ. In addition, with the reinvestments in ASP 904, the desire for an improvement of the overall office environment in combination with optimisation of the use of space will be achieved. Given the envisaged accommodation concept, ASP 107 will probably not be needed to house staff from the Faculty of Science, while the institutes can be fit into ASP 904, LAB42 and LabQ.

Campus development

The completion of LAB42 has resolved the acute lack of space experienced by the Faculty of Science, taking into account the new space standard. In addition, there is reserve space in ASP 107 and in the Startup Village pavilion that can be used while a new layout is being implemented in ASP 904. This will enable the faculty to consider a new, more logical office layout for Building 904, which will better facilitate collaboration within and between the institutes. The investments are included as a separate line in the Accommodations Plan, under reduction of the financial scope for reinvestments.

LabQ

Another building is in development, which will focus on quantum technology. Quantum.Amsterdam is part of a wider network, Quantum Delta NL. The building will have facilities for the quantum scientists of QuSoft (the Faculty of Science in collaboration with the National Research Institute for Mathematics and Computer Science (CWI)), Quantum.Amsterdam and quantum education and will also offer space to the wider quantum community. The allocation of money from the Growth Fund has enabled additional space to be created, which will contribute to the development of new research pathways within Quantum and the development of the Quantum community in general. The building will mainly contain offices (including meeting rooms and collaboration spaces), supplemented by teaching, lab and public spaces as well as hospitality, bicycle parking and services facilities. In 2022, the Executive Board made a decision on the project and the funds were included in the Accommodations Plan. In 2023, a schedule of requirements was established and a design team was contracted. The aim is for this building to be ready for occupation by 2027.

LAB42

In 2022, a rental concept was established for operating the space available to third parties in LAB42. The rental concept includes a selection procedure for admitting tenants, the layout and facilities, the rates that will be charged, agreements regarding the use of the municipal subsidy, and internal agreements and procedures that must be completed to make this possible. Around 40% of the available office space has now been let, which is less than anticipated. The UvA is having difficulty arranging the delivery of services to third parties, particularly in the area of ICT. Over the next few months, the letting procedure will be evaluated and adjusted where necessary.

SustainaLab/Matrix One

In early 2023, a person was appointed to lay the groundwork for the launch of the SustainaLab, beginning with refining the SustainaLab ambitions and working out the details of the use of space in Matrix One, with the goal of bolstering the UvA's sustainability ambitions and boosting the profile of the ASP. Participants and staff from the UvA Sustainability Platform (USP), Amsterdam Green Campus (AGC), the network organisation Science & Business (S&B) and Amsterdam Chemistry Network (ACN) are better able to connect with each other due to the shared use of space. Project space has also been created, which can be used for sustainability initiatives. In 2023, a plan was made to expand the SustainaLab initiative and bring more parties on board.

Future use of ASP 107

The Science Park 107 building, also known as the former Astronomy building, is attached to the FOM/Nikhef (Dutch Research Council) building. The UvA has a right of use in respect of the building, linked to the duration of FOM/Nikhef's ground lease rights. In view of the UvA's desire to retain the building in the long term, new agreements concerning its use will be made with FOM/Nikhef.

Nikhef (the National Institute for Subatomic Physics) plans to renovate its section of the building. The UvA's section is also technically outdated, and modifications are required to future-proof the building. The UvA agrees with Nikhef's view that similar renovation work should be undertaken on the façade if the building is to remain occupied.

The portfolio analysis shows that the building will be required to meet the space requirements at the ASP. The Faculty of Science has indicated that it wishes to cluster all staff in ASP 904, LAB42 and LabQ. Based on this intention, the work to be done on ASP 107 will be fleshed out in greater detail.

Space for collaboration
Part of the strength of the Faculty of Science lies in the fact that education and research are housed side by side at the ASP. The neighbouring Dutch Research Council institutes (Nikhef, AMOLF, CWI, ARCNL and the eScience Research Centre) also contribute to the success of the Faculty of Science. In addition, collaboration with businesses and civil society organisations is becoming increasingly important, as is the connection with the Amsterdam start-up scene (including through the Startup Village). In the future, the Faculty of Science sees itself playing a bigger role in linking scientific knowledge to value creation. This will require it to raise its profile in world-leading, internationally recognised research themes. The shift in sources of funding, with less direct research funding from the government and more money coming from grants and partnerships, is also a driving force.

One of the special features of the ASP is that it is a place where accommodation can contribute through stimulation, in the form of places that invite co-creation and knowledge sharing. The natural sciences have strong valorisation potential. More and more frequently, initiatives focusing on co-creation emerge at the ASP. It is expected that this will only increase, since co-creation is an excellent way to solve complex issues.

Developments in the Faculty of Science
For the 2023–2024 academic year, the Faculty of Science has 7,504 enrolled students and has budgeted for around 1,828 FTE staff members. The faculty is continuing to grow.
Most Bachelor's programmes are taught in Dutch, which means the international intake for Bachelor's degrees in the Faculty of Science is extremely small. Any measures to restrict the international student intake will therefore have only a limited effect on student numbers.

year		2021–2022	2022–2023	2023–2024	2024–2025	2025–2026	2026–2027	2027–2028	2028–2029
students	min	7.200	7.364	7.270	7.305	7.340	7.340	7.340	7.340
	expected	7.200	7.364	7.313	7.475	7.625	7.780	7.780	7.780
	max	7.200	7.364	7.562	7.750	7.943	7.943	7.943	7.943

year		2022	2023	2024	2025	2026	2027	2028	2029
FTEs	min	1.702	1.758	1.811	1.862	1.915	1.915	1.915	1.915
UvA-employed personnel+personnel not employed by the UvA	expected	1.707	1.768	1.828	1.885	1.945	1.945	1.945	1.945
excl. guests	max	1.711	1.779	1.845	1.908	1.975	1.975	1.975	1.975

Table: Forecast of the numbers of enrolled students and FTE staff in the Faculty of Science (NB: the Faculty of Science has not provided forecasts for 2027 onwards; for the purposes of the Accommodations Plan, it is assumed that numbers will remain constant)

For the first time in a long while, student numbers in the Faculty of Science decreased this year. The natural sciences have seen significant growth in student numbers in recent years. According to the baseline estimate by the Ministry of Education, Culture and Science, this growth will stagnate over the next few years. The forecast of the Faculty of Science is in line with this estimate.
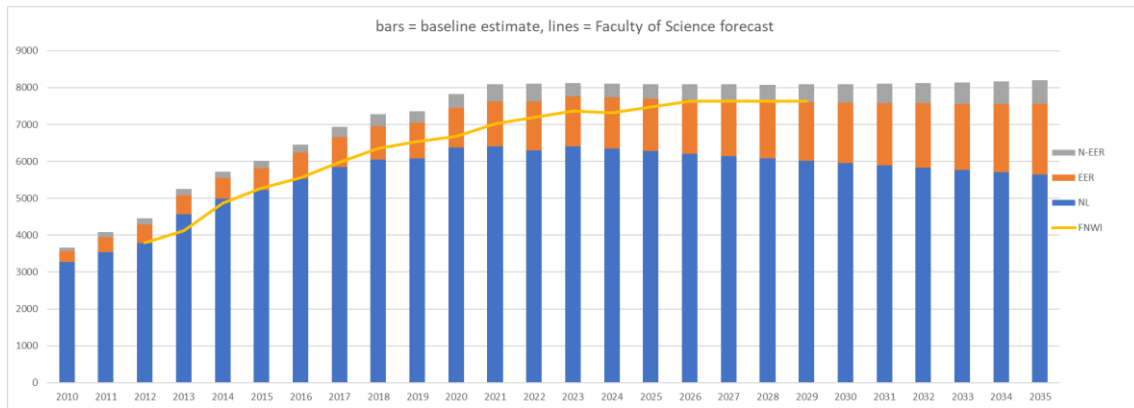
Graph: Ministry baseline estimate for the 'Natural and green sciences' area in the Central Register of Higher Education Programmes (CROHO Register) and projected and actual student numbers in the Faculty of Science.

Space requirements for teaching

For now, the Faculty of Science believes it can absorb growth within its available teaching space. Nevertheless, growth combined with educational innovation will require regular monitoring of the suitability and availability of sufficient supply.

In combination with the study places offered by the Faculty of Science, the target of one study place for every seven students will be met for the next few years. With the construction of LabQ, it is envisaged that the number of study places and the amount of teaching space will be expanded, so that future growth can be accommodated too.

Space requirements for offices

Staff numbers in the Faculty of Science are also continuing to grow. LabQ will provide more office space, allowing new staff to be accommodated. Based on projected staff numbers and the new space standard for offices, the amount of office space will eventually be sufficient. There will be a shortage in the short term, which the faculty expects to be able to resolve through a combination of accommodation that is more efficient than required under the standard and the temporary use of ASP 107.

The graph below shows the supply of office space compared with the space requirements under the new space standard (green). This graph does not take into account the temporary supply in ASP 107.
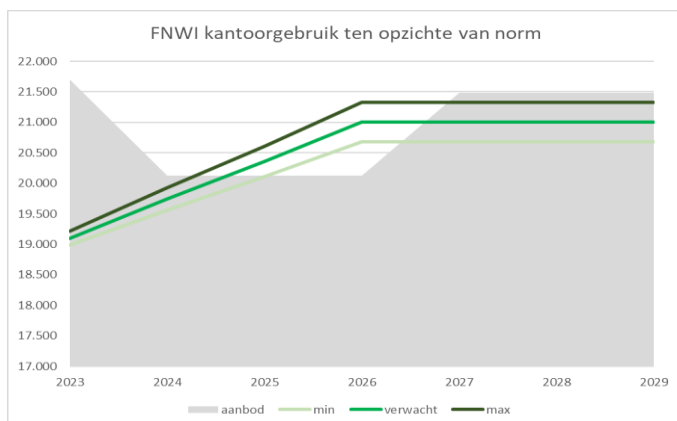
Graph: Supply of office space for the Faculty of Science and demand for office space under the new space standard

AUC

The AUC (Amsterdam University College) is a partnership between the UvA and Vrije Universiteit Amsterdam (VU Amsterdam). The annual intake of students to the AUC is capped. The AUC occupies a building that was purpose-built for teaching. Accordingly, the supply and demand of space are considered to be in balance.

ASP portfolio analysis

The table below compares the basic and optional supply and demand. This is followed by a variance analysis including the desired margin.

ASP categorised SUPPLY	2023	2024	2025	2026	2027	2028	2029	2030	2035
Good	64.227	63.922	63.922	63.922	76.165	76.165	76.165	75.729	75.729
Adequate	0	0	0	0	0	0	0	0	0
Poor	1.620	1.456	96	96	96	96	96	96	96
Leased	400	400	400	400	0	0	0	0	0
Basic supply	**66.247**	**65.778**	**64.418**	**64.418**	**76.261**	**76.261**	**76.261**	**75.825**	**75.825**
Good	410	410	410	410	672	672	672	410	410
Adequate	0	0	0	0	0	0	0	0	0
Poor	1.409	1.409	1.409	1.409	1.409	1.409	1.409	1.409	1.409
Leased	0	0	0	0	0	0	0	0	0
Optional supply	**1.819**	**1.819**	**1.819**	**1.819**	**2.081**	**2.081**	**2.081**	**1.819**	**1.819**
TOTAL supply	**68.066**	**67.597**	**66.237**	**66.237**	**78.342**	**78.342**	**78.342**	**77.645**	**77.645**
Renovation	0	0	2.884	2.884	0	0	0	0	0
TOTAL floor space (m^2)	**68.066**	**67.597**	**69.121**	**69.121**	**78.342**	**78.342**	**78.342**	**77.645**	**77.645**
ASP categorised DEMAND	2023	2024	2025	2026	2027	2028	2029	2030	2035
Primary	55.585	53.946	54.084	54.148	61.241	61.241	61.241	61.241	61.241
Partners	2.932	2.336	2.336	2.336	5.419	5.419	5.419	5.419	5.419
Students	6.667	6.667	6.667	6.667	6.667	6.667	6.667	6.667	6.667
Support	1.404	1.735	1.735	1.992	1.992	1.992	1.992	1.992	1.992
Commercial	0	0	0	0	300	300	300	300	300
Total Basic Demand	**66.588**	**64.684**	**64.821**	**65.143**	**75.619**	**75.619**	**75.619**	**75.619**	**75.619**
Primary	0	0	0	0	0	0	0	0	0
Partners	0	0	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0	0	0
Support	0	0	0	0	0	0	0	0	0
Commercial	0	0	0	0	0	0	0	0	0
Optional demand	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Total demand	**66.588**	**64.684**	**64.821**	**65.143**	**75.619**	**75.619**	**75.619**	**75.619**	**75.619**
ASP portfolio analysis	2023	2024	2025	2026	2027	2028	2029	2030	2035
match between basic supply and demand	-341	1.094	-404	-725	642	642	642	206	206
Optional demand	0	0	0	0	0	0	0	0	0
Desired margin	-695	-674	-1.352	-2.031	-3.062	-3.062	-3.062	-3.062	-3.062
Match between space requirements and basic supply	**-1.036**	**420**	**-1.756**	**-2.756**	**-2.420**	**-2.420**	**-2.420**	**-2.856**	**-2.856**
Optional supply	1.819	1.819	1.819	1.819	2.081	2.081	2.081	1.819	1.819
Match between space requirements and total supply	**783**	**2.239**	**64**	**-936**	**-339**	**-339**	**-339**	**-1.037**	**-1.037**

Table: ASP portfolio analysis, showing the match in m^2 UFA between basic and optional supply and demand

In 2024, the match between basic demand and basic supply is consistent with the premise that the faculty will be able to temporarily use ASP 107. The poor quality of the building is a concern. Renovation of ASP 107 will create a shortage, which shows that the building will be needed on a permanent basis to accommodate the ambitions for the campus. ASP 107 has therefore been added back into the basic supply. The Faculty of Science is aiming to accommodate all staff in 904, LAB42 and LabQ by further optimising the use of its office space. This has not yet been quantified in the portfolio analysis; it is likely that, in time, more space will become available to provide a margin.

Over time, the space shortage at the ASP will return, due to the growth of the faculties and increasing ambitions. For now, the model assumes that staff and student numbers will remain constant.

In the long term, supply and demand will be in balance. However, the lack of a margin means that supply and demand must be carefully managed in the ASP portfolio. If new initiatives are developed, it would be desirable if the corresponding accommodation could be arranged in a flexible way. The extent to which that can be achieved has decreased in recent years, because this

capacity has been used for the growth of the Faculty of Science. The area near the Dutch Research Council and Matrix IC buildings could be used as flexible space to temporarily address the additional space requirements.

Long-term growth and contraction
The campus site still has sufficient space for the construction of new buildings. However, the construction of a new building requires a lead time of at least four years. A decision on the LabQ project plan was made in early 2022, with the aim of ensuring that a new building would be available by 2026. It is now intended that this building will be ready for occupation in 2027.

In addition to the expected growth forecast, the Faculty of Science has provided minimum and maximum forecasts. Space requirement calculations were also performed for the possible international intake scenarios. The effects of these calculations are shown in the table below.

ASP	2024	2025	2026	2027	2028	2029	2030	2030
total supply	**65.778**	**64.418**	**64.418**	**76.261**	**76.261**	**76.261**	**75.825**	**difference**
total expected	64.752	64.821	65.143	75.499	75.499	75.499	75.499	326
total max	64.632	66.090	67.905	75.367	75.367	75.367	75.367	458
total min	63.580	64.613	65.954	73.417	73.417	73.417	73.417	2.409
total with stable intake	63.994	65.295	66.409	73.740	73.740	73.740	73.740	2.085
total with limited intake	63.994	65.295	66.591	73.953	73.982	74.072	74.653	1.172

Table: Effect on the portfolio analysis in m² UFA of the expected growth/contraction of the Faculty of Science

The spectrum of growth and contraction for the Faculty of Science is relatively narrow. The envisaged minimum and maximum growth would have little impact on the availability of the portfolio. The international intake scenarios fall between the minimum and maximum values on the spectrum.

When planning new accommodation, the spectrum of developments will have to be identified as clearly as possible, to ensure that further growth can be absorbed within the available space.

B1.2   Roeterseiland Campus (REC)

The Roeterseiland Campus is situated between Roetersstraat, Sarphatistraat and Plantage Muidergracht. The campus is home to the Faculty of Social and Behavioural Sciences (FMG), the Faculty of Economics and Business (FEB) and the Amsterdam Law School. This heavily populated campus (with more than 24,000 students) is also home to the cultural centre CREA, Student Services and the Executive Board of the UvA. With the REC and the AUAS' Amstel Campus, the area around Weesperplein has two innovation districts that are in close proximity and can enhance each other.

As well as the faculties, the Roeterseiland Campus also provides space to partners such as UvA Holding, ITTA, SEO, the Occupational Health and Safety Service, CREA, Folia, ONCAMPUS Amsterdam and the health centre. In addition, REC Impact will open in 2024. This is the valorisation part of REC JK, where collaboration partners and spin-offs can rent offices.

Current use of space at the Roeterseiland Campus
REC P will still be under renovation at the start of 2024, but once it is ready for occupation (Q1 2024), the REC will have approximately 78,000 m² of floor space. There will be around 4,000 m² of vacant space as a result of the second phase of REC JK (top section). There will also be vacant space in the basement of REC H and on the top floor of REC G, which would require an investment to make it suitable for leasing. Once REC JK is completed, there will be almost no construction-related vacant space at the REC, and all floor space will be used effectively.

Roeterseiland Campus	teaching	research	offices	support	other	total
total	26.771	2.334	35.805	4.818	8.811	78.539
in use	26.538	1.740	34.137	3.295	8.811	74.521
vacant	233	594	1.668	1.523	0	4.018
primary	22.998	1.526	29.446	56	1.734	55.760
Faculty of Economics and B	1.362		7.527	15	96	9.000
Faculty of Social and Behav	1.316	1.526	15.705	15	483	19.044
Amsterdam Law School (exc	1.162		4.815		824	6.800
PPLE	589		588	15		1.192
Faculty of Humanities (CEDLA)			723			723
University Library	5.428		1	12	78	5.519
University Library heritage			87		254	341
BOL	13.140					13.140
other internal	371	0	3.024	2.980	5.638	12.014
FS	371		732	2.389	5.638	9.130
StS			1.103			1.103
B&B			298	250		547
ICTS			579	342		920
AC			111			111
Student Health Services Office			201			201
Third parties	3.169	214	1.667	258	1.438	6.747
LAW Hub			502			502
REC Impact					632	632
Occupational Health & Safety Servuce		30	129			159
CREA	2.590	135	556	258		3.539
Folia			80			80
On Campus	579		85			664
Neurensics			69			69
Health Centre		49	224			273
Contracting parties			23			23
Commercial atrium					806	806
vacant	233	594	1.668	1.523	0	4.018
due to renovations	233	594	1603	1459		3.889
for economic reasons			65	64		129

Table: Use of space at the REC in m² UFA in 2024

Developments on the Roeterseiland Campus

Student numbers
Over the past few years, student numbers in the Faculty of Social and Behavioural Sciences and the Faculty of Economics and Business have grown strongly. This growth has mainly been seen in the number of international students in Bachelor's programmes, particularly those taught in English.
Without measures or tools to restrict or regulate the international intake, the number of international students at the REC will continue to increase. On the other hand, it is still not clear whether or when tools will be provided to control the international intake.
This makes it hard to predict the number of students at the REC in the next few years, so the forecasts present a wide range of numbers.

The uncertainty around student numbers has had a big impact on future space requirements. As a result, calculations have been performed for multiple scenarios, for both the short and long term.

Temporary measures
Following the removal of the COVID-19 measures, the 2022–2023 academic year was back to normal, which meant the pressure on the facilities at the REC was once again apparent. Accordingly, we again looked at a set of temporary measures in 2023 that could be used to tackle short-term issues relating to the availability of space. A number of these measures were a good idea in any case and were therefore developed and implemented. For example, use-detection sensors and dual use of teaching rooms.

Other measures will be more complex to implement. These will be developed so that they can be deployed quickly when the need is so great that it outweighs the disadvantages of the measures. Such measures include relocating the use of space to an off-campus location or holding more lectures and tutorials in the evenings.

There is no possibility of creating more floor space at the REC in the short term. Furthermore, recent exploratory work has revealed that leasing space for teaching purposes in the immediate vicinity of the campus is not really possible either. The faculties have indicated that moving the primary process to a remote location is not desirable. Instead, they will initially focus on using the available space on campus more efficiently.

Teaching space
The changing demand for lecture rooms is subject to developments in education and growth in student numbers. Several projects have been launched to obtain insights into the nature and extent of the future demand for lecture rooms. Based on this information, it will be determined whether a new demand for space will arise at the REC and how this demand can be met through development of the campus.

Pressure on lecture rooms at the REC has been high for a number of years. External rooms have been leased for a number of lectures, while others are being held in rooms in the OMHP. In the short term, this has been sufficient to meet demand for lecture rooms.
With the phased approach to the renovations, the OMHP rooms will remain available for the time being. In addition, some of the demand for lecture rooms is being met by leasing rooms elsewhere in the city. If demand continues at these levels, it would be preferable to create an additional room on campus. This could form part of the new-build programme.

The UvA's Vision on Teaching and Learning (*Onderwijsvisie*) is committed to blended learning. There has been a small but noticeable shift to small-scale education, active classrooms and skills training. This has given rise to the desire for educational landscapes with small rooms, and adjacent study landscapes where students can collaborate. Clustering teaching activities by theme leads to the formation of more tightly-knit groups of students. This development can be seen in

new degree programmes such as Computational Social Science (CSS), as well as other programmes.

The Teaching Logistics Office and the University Library are working on a joint schedule of requirements for this type of teaching space, in which classes alternate more between independent or guided study and active teaching. In REC JK, we are experimenting with a flexible area that lends itself well to dual and mixed use.

It is not yet known whether this new need will lead to additional demand for floor space or a quantitative adjustment of existing rooms. The demand has therefore been included in the portfolio analysis as optional demand.

Study places
Most study places are now equipped with sensors, giving the University Library good information about how much they are used. Examining the actual occupancy confirmed the picture that had emerged from the policy-based approach. There is still a significant shortage on the campus (around 800 places, based on the standard).

To meet the demand for study places presented by a growing student population, the university is constantly looking at new options. For example, we are investigating whether additional study places could be created in REC JK and REC H. Possibilities are also being investigated in the nearby University Quarter to temporarily make an additional supply of study places available in both the short and medium term.

However, combined use will also become an increasingly important part of the solution. The University Library, the Teaching Logistics Office and the faculties are investigating how parts of REC V could be scheduled for education purposes right before the exam period, so that a large part of the building can be used as a study centre. During peak periods (such as during exams), these measures would enable the supply to be scaled up by around 800 temporary places.

To date, the conclusion of our market research has been that it is not really possible to lease additional floor space to address the shortage in an acceptable way.

Further development of the REC
With the renovation of REC P and REC JK, all buildings at the REC are of sufficient quality.
The basic supply more or less matches the basic demand. Depending on changes to student numbers, a new demand for floor space may arrive once REC V is taken out of use. Accordingly, the Accommodations Plan includes funds for an expansion of approximately 3,000 m^2, which is mainly intended for the primary process or another internal UvA use.

In 2022, an action plan was drafted for the further development of the REC. The action plan should lead to an area vision, a master plan, substantive positioning of the REC and shaping of the campus organisation. The primary focus is on adding quality. The substantive ambitions are linked to the opportunities arising from the area development. The three REC faculties are working closely with HO, FS, FP&C, S&B, IXA and the city council.

An initial exploratory urban planning study has been carried out to assist with development of the concrete details of a floor space expansion at the REC. These details will be incorporated into the master plan and developed into an area plan and concrete construction projects.

Valorisation
The faculties have worked with UvA Holding to develop their ambitions to create more space for valorisation in REC Impact. REC Impact offers multiple opportunities to develop entrepreneurship in the social sciences. The valorisation space in REC JK will be ready for use in

early 2024. It consists of small office spaces and flexible workspaces for lease. It also includes a large space for events and teaching with a focus on entrepreneurship.

In the longer term, the numbers of partnerships with faculties, start-ups and scale-ups, and established companies in the social science domain, on and around the campus, will significantly increase. The combination of the social science entrepreneurship-focused programme of the UvA and UvA-VH inside or in the immediate vicinity of a business complex at the REC would offer opportunities for all parties concerned. As part of the further development of the REC, the UvA and its partners are investigating the possibilities for the creation of a business complex.

REC JK upgrade
In the summer of 2023, the first phase (lower section) of REC JK was completed, and the new teaching rooms were taken into use. The second stage of the renovations (the top section) was then started. The entire renovation project is expected to be completed by the summer of 2024. Exploratory studies are currently being conducted to investigate the creation of a sports facility (USC) and additional study places in the basement of REC JK. Where possible, this would make additional floor space available for use.

Renovation of REC P
The renovation of REC P began in 2022. The construction work is now well underway. Due to delays, the anticipated completion has been postponed to February 2024. The building will be used for small-scale and exclusive forms of teaching, such as PPLE, contract teaching by the Amsterdam Business School and contract teaching by UvA Academy. REC P will thus be the flagship for lifelong learning at the UvA. Wherever possible, a circular approach will be taken to renovating the building, and sustainability improvements will be made.

REC E1
With the relocation of PPLE to REC P, space will become available in the REC E1 tower. This will provide an opportunity to create a stronger connection between the use of space in REC ABCD and the REC E, L, G and H cluster. Good positioning of the lower floors of the buildings in particular would make the area around the canal more appealing.
Users of the REC have collectively designed a layout for REC E1, which will largely be used by the Faculty of Economics and Business and the Faculty of Social and Behavioural Sciences. The adjustments are part of the functional modifications programme. Due to the delays on REC P, the start of work on REC E1 has also been delayed. It is anticipated that this work will be completed by the summer of 2024.

Faculty of Social and Behavioural Sciences (FMG)

The Faculty of Social and Behavioural Sciences is housed in the REC BCD and REC G buildings and the REC L lab building. In 2024, it will also move into part of REC E1. With 11,557 students, the FMG is the largest faculty at the UvA. The faculty has experienced strong growth in recent years, particularly due to the increase in degree programmes taught in English. Any restrictions on the intake of international students in Bachelor's programmes will therefore have a major impact on student numbers. The faculty has made a slight downwards adjustment to its student numbers forecast.

Last academic year, the new Bachelor's programme in Computational Social Science began. It will eventually grow to a maximum of 350–400 students. The REC JK upgrade will provide accommodation. The range of contract teaching offered under the aegis of UvA Academy will be expanded and given a home in REC P.

With the expected student numbers, sector plan funds and grants, the faculty will grow to around 1,400 FTE staff.

year		2022–2023	2023–2024	2024–2025	2025–2026	2026–2027	2027–2028	2028–2029	2029–2030
students	min	11.388	11.557	10.950	10.800	10.600	10.400	10.400	10.400
	expected	11.388	11.557	11.500	11.500	11.500	11.300	11.300	11.300
	max	11.388	11.557	12.050	12.200	12.400	12.200	12.200	12.200

year		2023	2024	2025	2026	2027	2028	2029	2030
FTEs	min	1.280	1.320	1.250	1.200	1.200	1.200	1.200	1.200
UvA-employed personnel+personnel not employed by the UvA	expected	1.339	1.371	1.380	1.400	1.400	1.400	1.400	1.400
excl. guests	max	1.360	1.420	1.450	1.500	1.500	1.500	1.500	1.500

Table: Numbers of enrolled students and FTE staff in the FMG

With the adoption of the new space standard for offices, on paper, the faculty has sufficient room to grow. However, the faculty has indicated that the current office layout is not always suitable for the application of the new standard. In addition, some departments are short of floor space, while others have too much.

If the growth scenario for the faculty plays out as expected, the adjustments will have to be accelerated to accommodate this growth. When REC E1 is ready for occupation, the faculty will have reserve space, allowing it to make adjustments to its other offices where necessary.
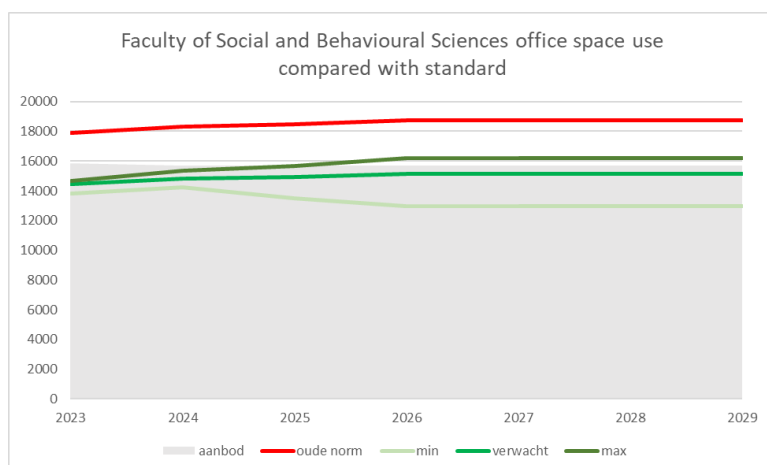
Graph: Current supply of office space for the FMG and expected changes in demand for offices.

Faculty of Economics and Business (FEB)

The FEB is housed in REC M, which is primarily used by the Amsterdam Business School (ABS), and REC E, which is home to the Amsterdam School of Economics (ASE) and the Faculty Service Department. The faculty has 7,400 students in the 2023–2024 academic year and expects to grow to 7,600 students. Like the FMG, the FEB has a large number of international students in its Bachelor's programmes, and these numbers are expected to continue increasing. Measures to restrict the intake could therefore have a major impact. The projected number of students has been adjusted downwards from last year.

Staffing levels will increase to 662 FTEs in 2024, and the faculty is expected to continue growing in subsequent years.

year		2021–2022	2022–2023	2023–2024	2024–2025	2025–2026	2026–2027	2027–2028	2028–2029
students	min	7.011	6.945	7.400	7.220	7.220	7.220	7.220	7.220
	expected	7.011	6.945	7.400	7.600	7.600	7.600	7.600	7.600
	max	7.011	6.945	7.400	7.980	7.980	7.980	7.980	7.980

year		2022	2023	2024	2025	2026	2027	2028	2029
FTEs	min	608	617	629	625	620	615	609	603
UvA-employed personnel+personnel not employed by the UvA	expected	608	649	662	676	689	703	717	731
excl. guests	max	608	682	695	726	758	791	824	859

Table: Numbers of enrolled students and FTE staff in the FEB

The office concept that was implemented in REC E in 2015 involves a large number of individual offices. The project to implement the new space standard will include looking at what modifications will be needed to the office environment. The faculty has indicated that it is committed to an efficient use of space, but at the same time, it is experiencing strong growth. The new space in REC E1 will provide an opportunity to absorb growth in an office concept that is consistent with both the new standard and new desires arising from hybrid working.

Based on the new standard, the faculty will have sufficient office space to cater for expected growth up to 2027. The maximum growth scenario will probably lead to additional demand.
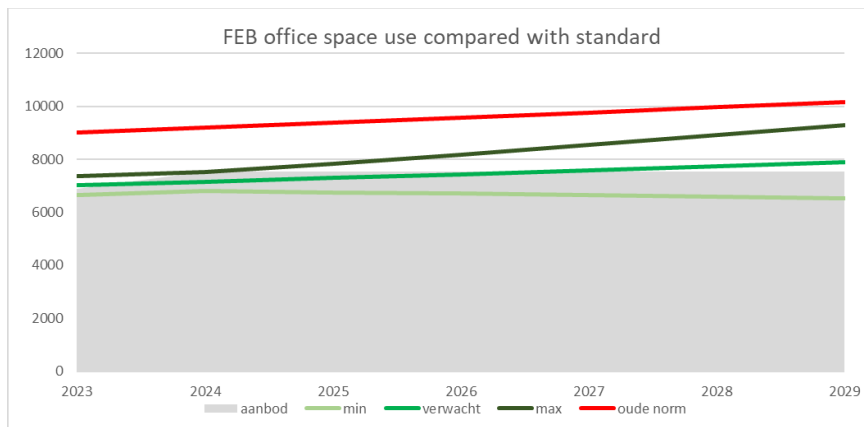
Graph: Current supply of office space for the FEB and expected changes in demand for offices.

Amsterdam Law School

The Amsterdam Law School is housed in REC A. The faculty began the 2023–2024 academic year with 4,823 students and expects to have 455 FTEs in 2024.

Year		2022–2023	2023–2024	2024–2025	2025–2026	2026–2027	2027–2028	2028–2029
students	min	4.944	4.823	4.743	4.743	4.743	4.791	4.839
	expected	4.944	4.823	4.993	4.993	4.993	5.043	5.093
	max	4.944	4.823	5.243	5.243	5.243	5.295	5.348

year		2023	2024	2025	2026	2027	2028	2029
FTEs	min	446	446	446	446	446	446	446
UvA-employed personnel+personnel not employed by the UvA	expected	446	455	464	473	482	492	502
excl. guests	max	455	464	473	482	492	502	512

Table: Numbers of enrolled students and FTE staff at the Amsterdam Law School

Student numbers have risen steadily for several years now. This was initially caused by the launch of PPLE, but in recent years it has also been due to an increase in market share. Because many of the courses offered focus on the Netherlands, the proportion of international students is relatively small. In recent years, the faculty has used selective admission to slow the growth in the number of international Master's students. All Bachelor's and Master's programmes are going through a process of educational reform. The revamped Bachelor's programmes started in September 2023 with a focus on small-scale, skills-based training.

The growth of staffing levels at the Amsterdam Law School has led to the faculty growing to fit its accommodation in REC A, which was initially rather spacious. Because accommodation costs are passed on directly to the departments, the faculty is careful in how it uses space, resulting in relative growth and contraction between departments. In addition, over time, some of the office space has been converted to teaching space through functional modifications.

Slight growth is expected over the next few years, due in particular to the focus on research. When the number of FTE staff increases, the faculty will use the available space in REC A more efficiently. In recent years, small adjustments have been carried out to make the accommodation in REC A more suitable. This is helping the faculty move towards the new space standard, but minor adjustments have their limit. Under the supervision of an external adviser, the faculty will hold discussions about a workplace concept that will be more consistent with the new space standard and hybrid working. Among other things, the faculty will look at creating more meeting spaces.
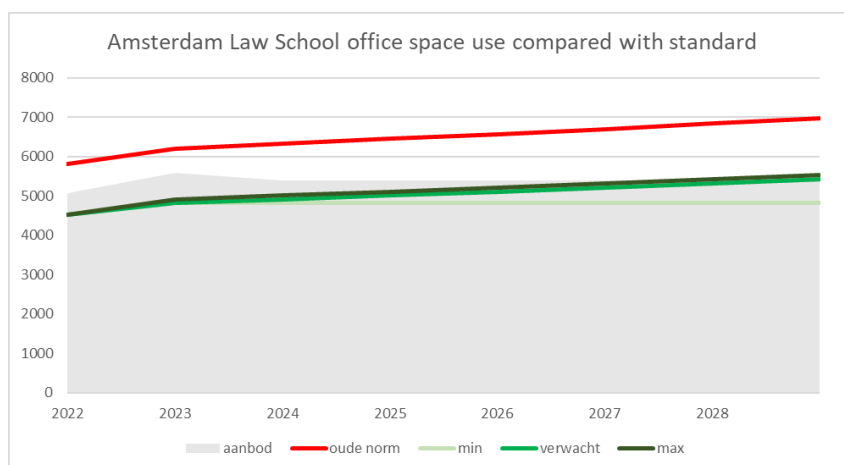
Graph: Current supply of office space for the Amsterdam Law School and expected changes in demand for offices

Roeterseiland Campus portfolio analysis

The table below compares the basic and optional supply and demand. This is followed by a variance analysis including the desired margin.

REC categorised SUPPLY		2023	2024	2025	2026	2027	2028	2029	2030	2035
Good		64.604	67.775	68.375	68.375	68.375	68.375	68.375	68.375	69.842
Adequate		420	3.002	8.615	8.615	8.615	8.615	8.615	8.615	8.615
Poor		7.309	4.107	0	0	0	0	0	0	0
Leased		1.103	1.400	1.070	341	341	341	341	341	341
Basic available		**73.436**	**76.284**	**78.060**	**77.331**	**77.331**	**77.331**	**77.331**	**77.331**	**78.798**
Good		0	0	0	0	0	0	0	0	0
Adequate		0	0	0	980	980	0	0	0	0
Poor		335	934	334	334	334	334	334	334	334
Leased		400	640	970	1.699	1.699	1.699	1.699	1.699	1.059
Optional supply		**735**	**1.574**	**1.304**	**3.014**	**3.014**	**2.034**	**2.034**	**2.034**	**1.394**
TOTAL supply		**74.171**	**77.859**	**79.365**	**80.345**	**80.345**	**79.365**	**79.365**	**79.365**	**80.191**
Renovation		5.834	1.506	0	0	0	0	0	0	0
TOTAL floor space (m²)		**80.340**	**80.299**	**79.699**	**80.679**	**80.679**	**79.699**	**79.699**	**79.699**	**80.191**
REC categorised DEMAND		2023	2024	2025	2026	2027	2028	2029	2030	2035
Primary	basic	63.416	66.310	67.219	66.495	66.559	66.647	66.820	66.127	66.127
Partners	basic	1.361	2.049	2.049	2.049	2.049	2.049	2.049	2.049	2.049
Students	basic	4.119	4.093	4.793	4.793	4.793	4.793	4.793	4.793	4.793
Support	basic	4.654	3.918	3.918	3.918	3.765	3.765	3.765	3.371	3.371
Commercial	basic	806	806	806	806	806	806	806	806	806
Total Basic Demand		**74.357**	**77.177**	**78.785**	**78.062**	**77.972**	**78.060**	**78.233**	**77.147**	**77.147**
Primary	optional	0	1.380	1.380	1.380	1.380	1.380	1.380	1.380	1.380
Partners	optional	0	0	0	0	0	0	0	0	0
Students	optional	0	0	0	0	0	0	0	0	0
Support	optional	0	0	0	0	0	0	0	0	0
Commercial	optional	0	0	0	0	0	0	0	0	0
Optional demand		**0**	**1.380**	**1.380**	**1.380**	**1.380**	**1.380**	**1.380**	**1.380**	**1.380**
Total demand		**74.357**	**78.557**	**80.165**	**79.442**	**79.352**	**79.440**	**79.613**	**78.527**	**78.527**
REC portfolio analysis		2023	2024	2025	2026	2027	2028	2029	2030	2.035
Match between basic supply and demand		-920	-893	-725	-731	-641	-728	-902	185	1.651
Optional demand		0	-1.380	-1.380	-1.380	-1.380	-1.380	-1.380	-1.380	-1.380
Desired margin 5%		-793	-829	-1.680	-2.494	-3.328	-3.332	-3.341	-3.306	-3.306
Match between space requirements and basic supply		**-1.713**	**-3.101**	**-3.785**	**-4.604**	**-5.349**	**-5.441**	**-5.623**	**-4.502**	**-3.035**
Optional supply		735	1.574	1.304	3.014	3.014	2.034	2.034	2.034	1.394
Match between space requirements and total supply		**-978**	**-1.527**	**-2.481**	**-1.591**	**-2.335**	**-3.407**	**-3.589**	**-2.468**	**-1.642**

Table: REC portfolio analysis, showing the match in m² UFA between the basic and optional demand and supply

Both supply and demand for space will increase in 2024. This means there will be a slight shortage, which will remain virtually unchanged in subsequent years. The faculties' base forecasts are still based on growth, which means the demand for space on the campus will continue to increase. However, the scenarios relating to the possible restrictions on the international intake show a wide range of space requirement figures. This has created considerable uncertainty around the decision of whether to add more floor space to the REC. At the same time, the campus has been suffering from a shortage of space for many years, which has manifested in a shortage of study places and teaching space. The demand includes around 2,500 m² of study places and teaching space that is yet to be created. Based on the portfolio analysis, some of this space should already be present within the REC portfolio, but in practice there is very little free space available. In the next few months, we will investigate where this 'free space' can supposedly be found.

The shortage of space will partially be resolved once REC JK, REC P and REC E1 are ready for occupation (2025). In addition, the faculties are taking temporary measures to use the available space even more efficiently and to ensure the primary process can continue effectively.

The growth in staff numbers in the REC faculties, combined with the new space standard, makes it clear that there is sufficient office space to cope with the growth of the faculties in the years ahead. However, where the assumption was previously that the new space standard would lead to an excess of space that could be used for other purposes, it is now apparent that the amount of floor space will be suitable around 2027. An even more efficient office concept that takes account of the increase in hybrid working could offer more breathing room and create opportunities for

inter-faculty working environments. The extent and rate at which the faculties are able to implement such a concept will become clear in the next few months.

REC Impact can give a boost to partnerships and valorisation activities on the REC campus. This may result in higher space requirements. The 'Further development of the REC' project will investigate how these space requirements can be catered for on the campus. Through densification, use of the area can be intensified and opportunities for new development programmes may arise.

The Accommodations Plan currently includes funding for a UvA-wide development programme to create 3,000 m^2 of floor space, to be ready by 2035. To make sure the UvA does not invest in space that is ultimately not needed, greater certainty around future developments is required before a decision about creating the space can be made. In the meantime, ways of adding additional space to the campus will be investigated.

Long-term growth or contraction

In their growth forecasts, the REC faculties provided both minimum and maximum scenarios for staff and student numbers. Translating these trends into space requirements results in a spectrum of figures. Calculations were also performed for scenarios relating to a restriction of the international intake. The spectrum of results from these calculations is extremely wide.

REC	2024	2025	2026	2027	2028	2029	2030	2030
total supply	76.284	78.060	77.331	77.331	77.331	77.331	77.331	difference
total expected	78.237	79.145	78.422	78.268	78.204	78.009	77.615	-283
total max	78.237	80.167	80.557	81.042	81.452	81.959	81.589	-4.258
total min	78.237	74.532	73.084	72.698	72.571	72.524	72.150	5.181
total with stable intake	78.237	77.722	76.248	76.340	76.784	77.055	73.990	3.341
total with limited intake	78.237	77.490	73.920	70.686	67.832	68.109	66.330	11.001

Table: Effect on the portfolio analysis in m^2 UFA of the expected growth/contraction of the REC faculties

In a scenario where demand declines, the pressure on available space will decrease and there will be excess capacity. If there is surplus space, it is expected that there would be sufficient interest in leasing the space to cover a temporary drop in demand. Before the UvA can make a decision about expanding floor space at the REC, greater clarity is required around the direction in which student numbers will head in the next few years.

B1.3 University Quarter

The University Quarter is the building complex around Binnengasthuisterrein, Oude Turfmarkt, Nieuwe Doelenstraat and Oudemanhuispoort, stretching as far as the Bushuis, Oost-Indisch Huis and Spinhuis buildings. The current city centre cluster also includes other buildings (PC Hoofthuis, UB Singel, Maagdenhuis, the Aula auditorium and Handboogstraat).

The University Quarter is home to the Faculty of Humanities, the University Library and the heritage collections, as well as the UvA's administrative centre. A lease agreement was concluded with the Royal Netherlands Academy of Arts and Sciences (KNAW) in 2016 for the Oost-Indisch Huis and Spinhuis, which house a number of humanities institutes.

Current use of the University Quarter
A total of approximately 56,700 m² UFA in and around the University Quarter is used by the UvA and its partners. There is approximately 22,000m² UFA of vacant space due to relocations and renovations (mainly the latter). Some of this has had to be temporarily used as reserve space during the renovations. A letting policy is actively pursued to accommodate new initiatives (temporarily or permanently) and the use of space by third parties. Depending on the final plan for the development of the University Quarter and the timing of the various phases, the use of space will temporarily be intensified or reduced. The location enables a range of activities, but quality (and safety in particular) imposes limitations.

University Quarter		teaching	research	offices	support	other	total
	total	**12.533**	**2.465**	**36.660**	**9.792**	**17.620**	**79.032**
	in use	9.515	1.330	26.506	6.083	13.274	56.669
	vacant	3.017	1.135	10.154	3.710	4.346	22.363
primary		**9.450**	**1.294**	**17.747**	**2.342**	**6.780**	**37.612**
	Faculty of Humanities	898	1.294	13.505	15	181	**15.893**
	University Library	3.449		2.473	518	3.284	**9.723**
	University Library heritage	74		1.295	1.808	2.856	**6.034**
	BOL	5.029				459	**5.488**
	IAS			473			**473**
other internal		**0**	**29**	**4.783**	**3.129**	**3.736**	**11.639**
	FS			713	2.050	1.395	**4.158**
	B&B			2.552	812	2.341	**5.705**
	Student Health Services Office		29	456	72		**557**
	Development & Alumni Relations Office			55			**55**
	Communications Office			542	20		**562**
	Real Estate Development			182			**182**
	AC			39			
	ICTS			244	175		**420**
affiliated		**0**	**0**	**322**	**0**	**0**	**322**
	German Studies Institute			322			**322**
	Venture Lab						**0**
third parties		**66**	**6**	**3.654**	**612**	**2.758**	**7.096**
	KNAW	66	6	3.272	246	500	**4.090**
	DUWO					2.164	**2.164**
	other commercial			382	366		**748**
	OMHP homes					94	**94**
vacant		**3.017**	**1.135**	**10.154**	**3.710**	**4.346**	**22.363**
	Vacant space in temporary use						**0**
	due to renovations	2.988	1.135	8.652	3.512	4.346	**20.633**
	for economic reasons	29		1.503	198		**1.730**

Table: Use of space in the University Quarter in m² UFA in 2024

Developments in the University Quarter
The development of the University Quarter is extensive and ambitious. The complexity of the city centre (construction logistics, municipal regulations, heritage status, construction risks) means that the ambitions often cannot be realised within existing project reserves. This requires decisions to be made and also requires optimisation. That process is well underway, particularly for BG5

and the OMHP. For the Faculty of Humanities and the University Quarter as a whole, it would be desirable for these projects to be completed within the next few years.

Decisions and optimisations will be sought through improvement of the process (vision for the listed buildings, decisions about the tendering strategy, better risk management, improvements to permit application processes, etc.) and the programme (a building-oriented approach, intensification of use, potential relocations, etc.).

Campus development

The UvA is working on developing the University Quarter in the heart of Amsterdam. The ambition is to create a University Quarter that stimulates the interdisciplinary exchange of ideas and promotes interactions between students, lecturers, researchers, collaboration partners, neighbours and alumni. To realise this ambition, the University Quarter Programme was launched. This programme will give direction to the development of the University Quarter, based on different perspectives and in collaboration with a wide variety of interested parties.

With the largest market share in humanities and the strength of a campus in the centre of Amsterdam, the University Quarter is shaping up to be a national humanities hotspot. Having the humanities institutes of the Royal Netherlands Academy of Arts and Sciences (KNAW) setting up offices in the Spinhuis and Oost-Indisch Huis will strengthen this position. The UvA has entered into a partnership agreement with the City of Amsterdam and the KNAW. By joining forces in this humanities & society organisation, we are positioning the University Quarter as a humanities hub with international appeal. This will make it especially attractive for other partners to set up offices in or around the University Quarter, particularly with the Faculty of Humanities labs being combined in the Research Building in the Bushuis.

The Germany Institute Amsterdam (DIA) has already found a home in Oost-Indisch Huis. Student initiative VoxPOP has already become a success, with a full and well-attended programme. The Humanities VentureLab and start-ups such as Buzzhouse have also been successful.

Area development: University Quarter Strategic Master Plan

The University Quarter is located in a sensitive urban area with many listed buildings. All stakeholders (city, university, residents, businesses and visitors) have an interest in the harmonious and coherent development of the area. The UvA and the City of Amsterdam jointly drew up a Strategic Master Plan (SMP) for the University Quarter to ensure cohesion in terms of both scheduling and quality. The SMP was adopted in 2021, and the implementation process has contributed to stakeholder support for the plan. The SMP includes development opportunities for the area at a social, academic and economic level, the basic principles underlying topics such as sustainability improvements, logistics and management, and the development frameworks for the buildings.

Implementation of the SMP is under financial pressure. The complexity and ambitions of the development as a whole have required more investment than anticipated. Consequently, it is going to take longer to realise the ambitions in the SMP.

Faculty of Humanities

The Faculty of Humanities is located in the University Quarter and had 8,246 students at the start of the 2023–2024 academic year. In 2024, the faculty expects to grow to 870 FTE staff.

year		2022–2023	2023–2024	2024–2025	2025–2026	2026–2027	2027–2028	2028–2029
students	min	8.029	8.246	7.648	7.554	7.461	7.367	7.273
	expected	8.029	8.246	8.246	8.246	8.246	8.246	8.246
	max	8.029	8.246	8.599	8.641	8.683	8.829	8.974

year		2023	2024	2025	2026	2027	2028	2029
FTEs	min	845	827	825	825	825	825	825
UvA-employed personnel+personnel not employed by the UvA	expected	854	870	877	877	877	877	877
excl. guests	max	862	897	912	920	920	920	920

Table: Number of students and FTE staff, as stated in the 2024 budget

After a significant drop, student numbers in the Faculty of Humanities have increased strongly since 2016. This growth has partly been driven by international students, as a result of the English-language Bachelor's programmes. The faculty aimed to attract students by updating and expanding its profile, and its market share has now increased. After this year, the faculty does not intend for its student numbers to grow any further.

Due to the large proportion of international students in Humanities Bachelor's programmes, the measures to restrict internationalisation could have a major impact on the size of the faculty.

Staff numbers in the Faculty of Humanities are likewise expected to stabilise. In spite of the growth in the number of FTE staff over the past few years, the faculty's accommodation is still well above the standard.

Once the faculty moves into its final accommodation in the University Quarter, there will be a considerable reduction in the amount of office space it occupies. The new standard for the use of office space will gradually lead to a further reduction in the amount of space used. It is important for the faculty to be able to implement a future-proof office concept. The faculty's ultimate goal is to become compliant with the new space standard. The first steps have already been taken with the occupation of BG3 and the optimisation of BG2. Due to the delays in building projects in the University Quarter, the faculty is investigating whether it is possible to take steps to accommodate its staff more efficiently in the meantime.

The surplus accommodation rules[3] still apply to the Faculty of Humanities. Once the new accommodation in the University Quarter is ready for occupation, the use of space by the faculty will decrease and the surplus will be reduced.
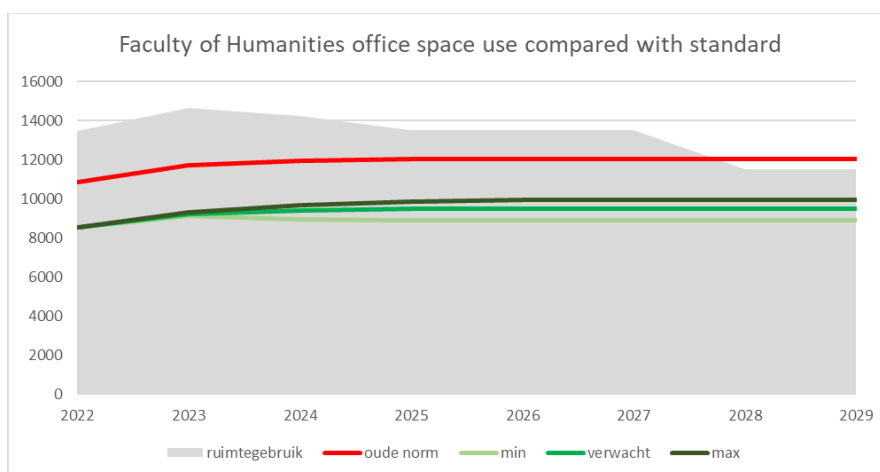
Graph: Current supply of office space for the Faculty of Humanities and expected changes in demand for offices

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[3] Financial compensation for inefficient use of space by faculties that have not yet implemented their final accommodation arrangements.

University Quarter portfolio analysis

The table below compares the basic demand and supply with the optional demand and supply. This is followed by a variance analysis including the desired margin.

Categorised SUPPLY		2023	2024	2025	2026	2027	2028	2029	2030	2035
Good		10.166	10.166	10.166	18.159	18.159	29.512	30.948	36.926	36.926
Adequate		40.876	40.132	40.132	34.511	39.054	19.589	19.589	19.589	15.151
Poor		6.835	8.685	6.521	6.521	2.346	1.450	1.450	1.450	1.450
Leased		292	0	0	0	0	0	0	0	0
Basic available		**58.169**	**58.984**	**56.819**	**59.191**	**59.559**	**50.551**	**51.987**	**57.965**	**53.527**
Good		0	0	0	0	0	0	0	0	0
Adequate		0	0	0	0	0	0	0	0	0
Poor		10.215	9.979	11.851	17.473	10.077	11.859	11.859	55	55
Leased		0	0	0	0	0	0	0	0	0
Optional available		**10.215**	**9.979**	**11.851**	**17.473**	**10.077**	**11.859**	**11.859**	**55**	**55**
TOTAL supply		**68.384**	**68.963**	**68.671**	**76.665**	**69.636**	**62.410**	**63.846**	**58.020**	**53.582**
Renovation		5.451	9.866	9.866	12.340	12.881	7.414	5.977	0	0
TOTAL floor space (m²)		**73.835**	**78.829**	**78.536**	**89.005**	**82.517**	**69.824**	**69.824**	**58.020**	**53.582**
To be determined	TBD	**0**	**0**	**0**	**0**	**0**	**11.706**	**11.706**	**23.510**	**27.948**
TOTAL portfolio		**73.835**	**78.829**	**78.536**	**89.005**	**82.517**	**81.530**	**81.530**	**81.530**	**81.530**
							-987			
Categorised DEMAND		2023	2024	2025	2026	2027	2028	2029	2030	2035
Primary		39.292	38.248	37.525	36.424	36.424	33.847	34.138	33.441	33.441
Partners		5.053	5.053	5.053	5.053	5.053	5.053	5.053	5.053	5.053
Students		531	531	531	531	531	531	531	531	531
Support		10.754	11.871	11.871	10.311	9.533	9.533	9.533	9.683	8.353
Commercial		842	3.006	842	842	842	187	187	187	187
Total Basic Demand		**56.471**	**58.708**	**55.821**	**53.160**	**52.382**	**49.150**	**49.441**	**48.894**	**47.564**
Primary		0	0	0	980	980	0	0	0	0
Partners		0	0	0	500	1.000	1.500	2.000	2.500	2.500
Students		0	0	0	0	0	0	0	0	0
Support		0	0	0	0	0	0	0	0	0
Commercial		0	0	0	0	0	0	0	0	0
Optional demand		**0**	**0**	**0**	**1.480**	**1.980**	**1.500**	**2.000**	**2.500**	**2.500**
Total demand		**56.471**	**58.708**	**55.821**	**54.640**	**54.362**	**50.650**	**51.441**	**51.394**	**50.064**
UQ portfolio analysis		2023	2024	2025	2026	2027	2028	2029	2030	2035
Match between basic supply and demand		**1.698**	**275**	**999**	**6.031**	**7.177**	**1.401**	**2.547**	**9.070**	**5.963**
Optional demand		0	0	0	-1.480	-1.980	-1.500	-2.000	-2.500	-2.500
Desired margin		-491	-478	-938	-1.366	-1.821	-1.692	-1.707	-1.672	-1.672
Match between space requirements and basic supply		**1.206**	**-203**	**60**	**3.185**	**3.376**	**-1.792**	**-1.160**	**4.898**	**1.791**
Optional supply		10.215	9.979	11.851	17.473	10.077	11.859	11.859	55	55
Match between space requirements and total supply		**11.422**	**9.777**	**11.912**	**20.658**	**13.453**	**10.067**	**10.699**	**4.954**	**1.846**
To be determined		0	0	0	0	0	11.706	11.706	23.510	27.948

Table: University Quarter portfolio analysis, showing the match in m² UFA between the basic and optional demand and supply

Due to the implementation complexity, the University Quarter schedule is subject to change throughout the duration of the campus development project. The schedule for the University Library has been pushed back by a year, and BG5 is also running slightly behind schedule; it is now likely to be ready for occupation in mid-2027 or a little later.

The sections of the OMHP along Oudezijds Achterburgwal and Kloveniersburgwal are being renovated. The lecture and tutorial rooms and the quadrangle remain in use. The quality of the building sections that remain in use will be improved to a standard that will be adequate for the next 15 years. The entire complex will be fully occupied again by 2028.

Due to the developments in the University Quarter, minor accommodation issues often arise, which must be resolved to ensure that groups of users are accommodated in the right place and to enable relocations. The Gasthuiskerk is an example of such an issue, which will be resolved this year. The C wing can provide a solution for temporary demand. The B wing will be occupied by AP, so that the entire AP programme can be housed within the physical shell of the AP. This will free up space in the Oude Turfmarkt building for the Strategic Plan Theme-based Groups.

The development of the TES plan for the University Quarter is close to producing a final design. This project has suffered from delays and schedule changes, since it is dependent on sustainability improvements being made to all buildings before the system can be connected to those buildings. The effect of the changes is not yet entirely clear; decisions on these changes will be made later this year.

Long-term growth or contraction

The minimum and maximum space requirements could be estimated based on the range of scenarios provided by the Faculty of Humanities in its growth forecast. Space requirement calculations were also performed for the international intake scenarios.

The table below shows that a wide range of space requirements has emerged.

UQ	2024	2025	2026	2027	2028	2029	2030	2030	>2035	2035
total supply	58.984	56.819	59.191	59.559	50.551	51.987	57.965	difference	53.582	difference
total expected	58.648	55.761	53.100	52.322	49.090	49.441	48.586	9.379	48.586	4.996
total max	58.940	56.495	53.964	53.228	50.142	50.639	49.784	8.180	49.784	3.798
total min	58.648	55.158	52.403	51.530	47.642	47.898	47.043	10.922	47.043	6.539
total with stable intake	58.648	55.761	52.725	51.947	48.559	48.909	46.668	11.296	46.668	6.914
total with limited intake	58.648	55.761	52.339	50.799	45.851	46.202	44.676	13.289	44.676	8.906

Table: Effect on the University Quarter portfolio analysis in m^2 UFA of the growth/contraction of the Faculty of Humanities

The maximum growth scenario in the University Quarter can be absorbed within the envisaged portfolio.

Over the next few years, greater clarity will emerge around the changes in student numbers. If there is a sharp drop in demand, the UvA must consider which buildings it wishes to invest in for its own use.

Some of the floor space could be repurposed, on a temporary basis if necessary. This would preferably be done by attracting partners who can add value to the campus. Because of the high demand, the risk profile of the floor space in the centre of Amsterdam is fairly small.

B1.4   Other locations

In addition to the REC, University Quarter and ASP campuses, the UvA uses space in the Medical Business Park on the AMC site, at ACTA on the Zuidas campus and on Hogehilweg in Amsterdam Zuidoost.

other		teaching	research	offices	support	other	total
total		**2.687**	**0**	**4.996**	**12.760**	**0**	**20.443**
	in use	**2.687**	**0**	**4.996**	**10.652**	**0**	**18.336**
	vacant	**0**	**0**	**0**	**2.107**	**0**	**2.107**
primary		**2.687**	**0**	**525**	**10.004**	**0**	**13.216**
	BOL	2.687		94			**2.781**
	University Library			431	10.004		**10.435**
other internal		**0**	**0**	**2.547**	**569**	**0**	**3.116**
	AC			828	48		**876**
	FS			327	409		**736**
	ICTS			1.392	113		**1.504**
third parties		**0**	**0**	**1.924**	**79**	**0**	**2.003**
	AUAS			1.924	79		**2.003**
vacant		**0**	**0**	**0**	**2.107**	**0**	**2.107**
	due to renovations				2107		**2.107**
	for economic reasons						**0**

Table: Use of space by the UvA in other locations in m² UFA

Hogehilweg

The Facility Services, ICTS and AC service units are housed on Hogehilweg in Amsterdam Zuidoost. The building has been leased for at least 10 years. Structural modifications have been carried out to make it suitable for the shared service units of the UvA and AUAS within the more stringent standard applied by the AUAS, with a workplace concept that is aligned with current and desired ways of working, including agile working.

Housing the service units in Amsterdam Zuidoost means that small office hubs have had to be set up on the campuses, to give staff in the service units somewhere to work when they visit the campuses. This is in line with the orientation to the desired forms of service delivery on campus. Through collaboration, it would probably be possible to use less space overall.

Medical Business Park/IWO

In 2018, the Amsterdam Medical Centre (AMC) merged with the VUmc under the name Amsterdam UMC. It is responsible for the accommodation of the Faculty of Medicine. The Medical Business Park was developed on the AMC site in Amsterdam Zuidoost.
This campus is home to the IWO, which houses the University Library's book storage depot. It also contains rooms where digital and paper exams are held. The University Library is focusing on reducing its use of the IWO storage depot, which has created an increasing amount of vacant space. This vacant space could be used to accommodate new collections, both within and outside of the UvA.

ACTA

The Faculty of Dentistry set up the Academic Centre for Dentistry in Amsterdam (ACTA) in collaboration with the Faculty of Dentistry of VU Amsterdam. In 2010, ACTA moved to a new building constructed by VU Amsterdam on its Zuidas campus. In total, ACTA uses 18,567 m² UFA; the UvA share in the building lease is 10,212 m² UFA.

Portfolio analysis – Other locations

The table below compares the basic and optional supply and demand. This is followed by a variance analysis.

Other categorised SUPPLY		2023	2024	2025	2026	2027	2028	2029	2030
Good		0	0	0	0	0	0	0	0
Adequate		0	0	0	0	0	0	0	0
Poor		0	0	0	0	0	0	0	0
Leased		30.097	30.097	30.097	30.097	30.097	30.097	30.097	30.097
Basic supply		**30.097**	**30.097**	**30.097**	**30.097**	**30.097**	**30.097**	**30.097**	**30.097**
Good		0	0	0	0	0	0	0	0
Adequate		0	0	0	0	0	0	0	0
Poor		0	0	0	0	0	0	0	0
Leased		0	0	0	0	0	0	0	0
Optional		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL supply		**30.097**	**30.097**	**30.097**	**30.097**	**30.097**	**30.097**	**30.097**	**30.097**
Renovation		0	0	0	0	0	0	0	0
TOTAL floor space (m^2)		**30.097**	**30.097**	**30.097**	**30.097**	**30.097**	**30.097**	**30.097**	**30.097**
Other categorised DEMAND		2023	2024	2025	2026	2027	2028	2029	2030
Primary		22.997	22.997	22.997	22.997	22.997	22.997	22.997	22.997
Partners		0	0	0	0	0	0	0	0
Students		0	0	0	0	0	0	0	0
Support		5.550	5.550	5.550	5.550	5.550	5.550	5.550	5.550
Commercial		0	0	0	0	0	0	0	0
Total Basic Demand		**28.548**	**28.548**	**28.548**	**28.548**	**28.548**	**28.548**	**28.548**	**28.548**
Primary		0	0	0	0	0	0	0	0
Partners		0	0	0	0	0	0	0	0
Students		0	0	0	0	0	0	0	0
Support		0	0	0	0	0	0	0	0
Commercial		0	0	0	0	0	0	0	0
Optional demand		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Total demand		**28.548**	**28.548**	**28.548**	**28.548**	**28.548**	**28.548**	**28.548**	**28.548**
Portfolio analysis – Other		2023	2024	2025	2026	2027	2028	2029	2030
Match between basic supply and demand		**1.549**	**1.549**	**1.549**	**1.549**	**1.549**	**1.549**	**1.549**	**1.549**
Optional demand		0	0	0	0	0	0	0	0
Desired margin		0	0	0	0	0	0	0	0
Match between space requirements and basic supply		**1.549**	**1.549**	**1.549**	**1.549**	**1.549**	**1.549**	**1.549**	**1.549**
Optional supply		0	0	0	0	0	0	0	0
Match between space requirements and total supply		**1.549**	**1.549**	**1.549**	**1.549**	**1.549**	**1.549**	**1.549**	**1.549**

Table: Portfolio analysis for the other locations in m² UFA

B2.1 The Accommodations Plan in general

B2.1.1 History

In 1995, the government transferred ownership of university buildings to the universities. As a result, the UvA became the owner of an extremely diverse real estate portfolio.

The origins of the Accommodations Plan date back to 1998, when the vision for forming UvA accommodation into clusters on campuses was born. This strategy was developed in greater detail in the Accommodations Plan 2000–2015. At that time, the plan consisted of an investment programme spread over the period of the plan, with a financial assessment focused mainly on the liquidity and affordability of the investment programme. Before the first major investment for the construction of a new building in the Amsterdam Science Park, the plan was revised to create the Accommodations Plan 2005–2020. That plan used a space standard to ensure that sufficient floor space of good quality would be created. It also added more financial parameters, such as solvency and the 12% standard. The Accommodations Plan was updated again in 2010. Since then, due to changes in space requirements, it has been updated annually as part of the university's budget. Because of the lengthy preparation time for renovations, the horizon of the plan is now 2030. The first reinvestments are due to occur in this period, which means the Accommodations Plan has become more of a rolling forecast.

B2.1.2 Organisation

The UvA has set up a real estate accounting structure with its own balance sheet, in which all UvA buildings are listed and all ownership costs are accounted for, along with revenue from use-of-space offsets. The Finance, Planning and Control (FP&C) unit manages the real estate accounting structure, as well as the Accommodations Plan, and acts as an internal lessor of space. In doing so, the unit takes on the internal role of owner. FP&C also offers support with drafting plans and developing ideas, working through issues and understanding risks, processes and financial consequences.

Units are not allowed to acquire, lease or let space independently, other than for short periods of time (less than a year). The organisation of real estate and accommodation is shaped in collaboration with the Real Estate Development and Facility Services units as well as with the faculties and service units.

The Real Estate Development unit is responsible for the construction and ongoing development of the campuses and for actively communicating the campuses' ambitions. This means it has primary responsibility for UvA construction and renovation projects, but it also actively communicates the missions, visions and ambitions of the campuses. The campuses form part of and operate within a big city and are firmly embedded in its neighbourhoods and districts. The activities of the Real Estate Development unit include shaping the strategic contours of the campuses in programme activities and managing construction and renovation projects.

Facility Services performs the management tasks associated with real estate. This includes planning and implementing major maintenance and functional modifications, measures relating to accessibility and safety, building management, cleaning, energy supply and carrying out the maintenance tasks to be performed by tenants.

B2.2 Accommodation strategy

Accommodation is a key infrastructure component and should contribute to the achievement of the UvA's objectives. The UvA's accommodation strategy is in line with the UvA's ambitions and is focused on developing the campus to provide high-quality facilities for teaching, research and valorisation at the lowest possible cost. Strategic accommodation decisions are made based on changes in supply and demand, planning and financial headroom.

B2.2.1 Campus development: ARBC

The UvA's campuses are dynamic and attractive environments where teaching, research and knowledge valorisation take centre stage. Synergy and collaboration contribute to strengthening the academic ecosystem. The campuses can make a significant contribution to this aim by creating attractive places for collaboration, sharing facilities and providing space for partners. In other words, campus development is more than just a question of accommodation; it requires a comprehensive vision of the campus's profile and the way it is used.

On the campuses, there is an interactive interplay between academic research and the complex issues facing society and the business community. When knowledge, businesses and talent share the same space, cross-fertilisation occurs. In that space, work can be done to accelerate innovation when we work together on the challenges facing society. In that space, work can be done to actively promote crossovers between sectors, so that we can learn from each other and innovation and impact can be accelerated and strengthened.

B2.2.2 Strategic partnership/ownership

In terms of accommodation, a shift is taking place from coordination to true collaboration. A healthy, longstanding partnership requires professional agreements and reciprocity. The collaboration between the City of Amsterdam and the UvA becomes stronger each year. This is particularly evident when many developments are taking place. The city council and the UvA need each other to achieve their ambitions. That also increasingly applies to parties such as Matrix IC and UvA Holding. Strategic partnerships make it possible to resolve accommodation issues in situations of shared ownership.

B2.3 Letting policy

The leasing and letting model was introduced in 2006. The core of the model is that every unit in the UvA 'leases' the space it uses for a uniform price per m² LFA. When the model was introduced, it was decided that this price would not take into account aspects such as quality and location. The pricing was introduced to give the units a kind of enlightened self-interest in genuinely reducing their use of space, as had been intended with the Accommodations Plan.

When it was first introduced, the price was set at €135 (the amount of the real estate operations expenses divided by the amount of floor space in 2006), well below the market price for real estate in Amsterdam. Moreover, it was decided that the internal rent rate would increase each year until 2022 by no more than the CPI plus 3.5%. This additional increase of 3.5% represented the strategy that, in the future, by implementing the Accommodations Plan, the UvA would have less, but better-quality floor space. So, on average, the units' actual rental expenses would not increase by 3.5%, because renovation and construction projects would lead to a reduction in the amount of floor space they needed. As a result, accommodation costs as a percentage of turnover for the UvA as a whole (the income-to-rent ratio) will not increase by 3.5% but will remain under 12%. For the faculties, these costs will remain approximately 7% on average.[4] This is illustrated in the graph below. The difference between the income-to-rent ratio of the faculties and of the UvA as a whole is due to the fact that spaces in the library, study centres and teaching rooms are managed by the units. These accommodation costs are ultimately borne by the faculties via the rates set by the service units. Accordingly, the UvA as a whole has an interest in striving for an efficient use of teaching and study spaces.

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[4] 5% for most faculties and 9% for the Faculty of Science, which has a lot of laboratories

B2.3.1 Use-of-space policy

The UvA is aiming to create lively campuses where learning (teaching, research, valorisation and support for these three core tasks) is optimally facilitated. To make this possible, it is important to maintain a good balance in terms of the quality and quantity of the use of space: sufficient floor area, which is suitable for the intended purpose. The space must be available on time, but it must also be affordable. The campus has space for all functions and facilities that belong on campus. In the context of the UvA's sustainability ambitions, the effective use of accommodation is an important subject.

To achieve an efficient and effective use of space, two policy instruments have been introduced:
- The leasing and letting model, introduced in 2006, allows units to pay for their use of space and thus gives them a measure of self-interest in preventing unnecessary use of space;
- The UvA Space Standard, introduced in 2007 and adopted by the Executive Board, calculates space requirements and provides a test for assessing spatial plans and desires.

B2.3.2 UvA standard for the use of office space

The UvA Space Standard is a calculation standard used to determine the university's space requirements, based on the number of staff (office space) and the number of students (teaching space). It is also a touchstone for space-related desires and schedules of requirements. When a decision has to be made, the size of a unit is translated into a reasonably appropriate use of space. In theory, units are free to make their own decisions within the overall scope of standardised use, for example in relation to the workplace concept, provided the unit will be using the facilities over a long period of time. Units always pay for the actual amount of space they use.

The standard is used to determine the size of a unit's space requirements. In other words, the space standard is a calculation standard for investment and accommodation decisions. The standard ensures that it is possible for everyone to work, collaborate, learn and interact on campus.

B2.3.2 UvA standard for education-related space

The main categories of space for which a standard has been developed are:
- education-related space: lecture theatres, tutorial rooms, education desks, study places and break rooms;
- staff-related space: integrated workplaces supporting a variety of activities such as work requiring concentration, communication (formal and informal meetings, working online, etc.) and facilities such as kitchenettes, print services rooms, cupboards, bookshelves, etc.

These spaces are important for the primary process and make up the majority of the accommodation portfolio. It is important to monitor developments affecting these categories of space. They provide insight into possible changes in requirements and demand for these spaces.

Space requirements also cover:
- research rooms;
- special facilities;
- support services.

These types of space requirements are so specific that they are difficult to capture in a generic standard, which is why they are not standardised. The basic principle applied by the Accommodations Plan is that any new demand for these facilities must be assessed before it can be included in a project.

Demand for floor space is defined as usable floor area (m² UFA) in accordance with NEN 2580. The use of space is paid for on the basis of the lettable floor area (m² LFA), which NEN 2580 prescribes as being 35% higher than the UFA.

As well as deducting a surcharge of around 35% for communal space in accordance with the NEN 2580 guideline, the UvA applies a system in which a number of additional spaces are designated as communal space, such as sanitary facilities, first aid rooms, contemplation rooms, etc. This space is credited to building users pro rata, which means the surcharge factor to convert UFA to LFA is higher than 35%, working out at 40%.

The Space Standard is a touchstone for space-related desires and schedules of requirements. When a decision has to be made, the size of a unit is translated into a reasonably appropriate use of space. The Space Standard was structured to underpin the analysis that was done in 2022 of the use of space at the UvA and serves to ensure that a sufficient amount of appropriate floor space is planned for in the Accommodations Plan, taking into account the expected size of faculties and service units. In theory, units are free to make their own decisions within the overall scope of standardised use, for example in relation to the workplace concept, provided the unit will be using the facilities over a long period of time. The Space Utilisation Regulations are also applied to ensure efficient use. Units always pay for the actual amount of space they use.

The table below summarises the basic principles and parameters of the Space Standard:

Type of space	Standard	Explanation
Education-related space:		
Study places	0.43 m^2 / student	0.14 places per student, 3.0 m^2 per place
Student break rooms	0.05 m^2 / student	
Student cafeteria	0.15 m^2 / student	
Education desks	0.05 m² / student	
Tutorial rooms	Occupancy >80%	Based on the curriculum
Lecture theatres	Occupancy >80%	Based on the curriculum
Training area	None	Based on need
Study associations	None	In staff-related floor area
Staff-related space:		
Integrated workplace	10 m^2 per FTE UvA-employed personnel + personnel not employed by the UvA	6 m^2 for work requiring concentration
		3 m^2 for communication
		1 m^2 for support services
Storage for part-time staff and guests	20% (only for faculties and APM)	
Use factor	0.9	
Other:		
Research facilities	None	Based on need/research budget
Library	None	Based on need
Support services	None	Facilities, special storage, etc.

B2.4 Accommodations Plan Quality

The quality of the buildings should reflect the high level of quality that the UvA aims to achieve in teaching and research. That translates into a certain desired level of quality in terms of usability, flexibility, maintenance and sustainability.

At a minimum, all construction and renovation projects carried out under the Accommodations Plan must comply with the following requirements:
- All renovations and construction will be carried out in accordance with the laws and regulations;
- All renovations and construction will be carried out in accordance with internal UvA policies:
  o accessibility: the building complies with the highest possible level of accessibility performance, based on a building-oriented approach and giving consideration to historic value;
  o occupational health and safety: facilities provided in the building comply with occupational health and safety guidelines and are set up in such a way that the authorised representative can agree that the building is fit for occupation;
  o asbestos: in accordance with the asbestos policy, before renovations begin, an asbestos inventory must be performed, and any asbestos that is found must be removed so that the building is asbestos-safe. All work must be carried out in compliance with current laws and regulations;
  o safety: the building complies with the UvA Safety Policy. Any issues that arise from a HIRA must be taken into account in the plan;
  o use of space: the creation of spaces that are subject to the space standard complies with or is below the standard. After modifications, the surcharge factor is no greater than 1.4;
  o upon delivery, fully finished and ready for lease; users can occupy the building without having to make any adjustments themselves;
- The building complies with the FS and ICTS schedules of requirements. The service units are responsible for keeping the schedules of requirements up to date; they must provide for the delivery of services to take place without restrictions;
- The new building operations are feasible within the financial frameworks of the units concerned: user, service provider and owner;
- The building components have a technical service life that is equal to or exceeds the economic service life of the investment:
  o building systems: 15 years;
  o fit-out package: 15 years;
  o finishing: 30 years;
  o landscaping: 30 years;
  o shell: 60 years;
- The building will be used in a flexible way, for example:
  o The functions in the building can be adjusted with minimal building work;
  o System capacity is such as to allow for flexibility in terms of a change in function. Air treatment in particular is a determining factor;
  o The size of the rooms can be adjusted with minimal work;
  o The building has a clear structure, with horizontal and vertical division possible;
  o The building has logical dimensions.

A building then undergoes maintenance, with Class 3 of NEN 2767 Condition measurement serving as a guide. When a building has been in use for a long time and renovations are nearly due, the quality may be scaled back. Buildings must comply with the current laws and regulations at all times and must be safe, wind resistant and watertight.

B2.4.1 Sustainability

The [Sustainability White Paper](#) was adopted in 2021. It sets out five goals for a sustainable UvA. The Accommodations Plan is in line with the first goal: *Towards a fair ecological footprint: 25% reduction in 5 years.* The objectives are explained in greater detail in relation to business operations in the [Annex to the White Paper](#). The following objectives apply specifically to real estate:

1. Make the campuses 'Paris proof';
2. Make the campuses fossil free;
3. Achieve optimal sustainable energy production on the campuses;
4. Make the campuses circular, nature inclusive and climate resilient.

Accommodations projects must contribute as much as possible to the achievement of the goals set out in the White Paper. The ways in which projects will contribute must be specified in the assignment letter, and subsequently in all phase documents. This substantiation is then submitted to the Transition Council (portfolio holders and sustainability advisers from HO, FS and FP&C) for review. The Transition Council issues an opinion that forms part of the phase document when it is sent to the accommodation steering group. The Transition Council monitors the implementation of ambitions and objectives relating to sustainability, including by giving advice to the programme and project managers with regard to effective and efficient measures to improve sustainability.

Energy transition – 'Paris proof all electric'

The pathway to achieving the first two of the above goals, 'Paris proof' and fossil free (or all electric), is explained in detail in the UvA's [Energy Transition Road Map](#), which was adopted in 2021 with the objective of making the real estate portfolio 'Paris proof all electric' by 2040. 'Paris proof' means that we are striving to achieve a maximum energy consumption of 70 kWh/m^2 (including energy consumed by users) for our real estate portfolio. Based on this level of energy use, it will be possible to meet the climate goals in the Paris climate agreement. 'All electric' means that, by 2040, natural gas will no longer be used as part of the energy supply for any of our buildings.

Before 2040, sustainability improvements will be made in a one-off operation to each building in the portfolio, in addition to the sustainability improvements made as part of major maintenance.

Not all buildings are the same. For the portfolio as a whole to be Paris proof, a specific and appropriate energy ambition must be achieved for each building. This building-specific energy ambition will depend on the characteristics of the building and how it is used. As a general rule, this means that the energy used for renovations must be below (preferably well below) the Paris proof standard. At present, the ambitions for each building have not yet been established. The ambition for a building/project must be made explicit in the initial phase of construction and renovation projects (in a project initiation document or assignment letter) so that the basic principle is clear right from the start. New-build projects must have an energy-neutral ambition at a minimum, in line with the Road Map and the White Paper.

Climate adaptation and nature inclusiveness

The new Climate-adaptive and Nature-inclusive Campuses policy took effect in September 2023; see 2.1.2. Control and responsibility for the implementation of this plan are incorporated in the line organisation. HO and FS have responsibility for project and programme management. The policy is included in schedules of requirements (the FS schedule of requirements and/or project-specific schedules of requirements) and forms part of the scope of projects. Responsibility for management and expertise in landscaping and management lie with FS. Users are involved through participation in project teams and programme and steering groups as well as campus or project-specific participation processes.

Ground rules that serve as basic principles for the implementation of this plan:
General

✓ Based on the management of the site layout and ongoing projects, measures will be taken that contribute to the objectives;
  ✓ Coordinate plans and projects with other stakeholders and partners to ensure consistency and good management.
1. The campuses are climate adaptive. This means that the buildings and public spaces can withstand both major flooding and long periods of drought. Providing shaded areas creates a more comfortable climate.
  ✓ Minimise paved surfaces, and maximise infiltration and water storage;
  ✓ Create shaded areas for a comfortable climate and water retention;
  ✓ Use rainwater for a grey water circuit and irrigation of green spaces, and guide water runoff towards the green areas of the campus.
2. The campuses are nature inclusive. This means a green, attractive campus that provides a living environment with high biodiversity.
  ✓ For new construction and redevelopment projects: the design must comply with the 30 points[5] for nature-inclusive buildings;
  ✓ Minimise the dependence of green spaces on technology or systems: grow plants in the open air with sufficient sunlight;
  ✓ Where possible, use native plant species that are resilient against climate change. The plants must be able to sustain themselves in the local microclimate;
  ✓ Create a good biotope for native animal species, including foraging areas and nesting sites;
  ✓ Coordinate plans and projects with other stakeholders and partners to ensure consistency and good management;
  ✓ Indoor greenery makes a positive contribution to the working environment. The goal of the UvA is to create multiple 'green lungs' by making them a standard service.
3. The campuses are testing grounds for education and research relating to water, water quality and biodiversity. We conduct research into the impact of the way in which we design the campus and involve staff and students in the design process.

Circularity

The Facility Services Schedule of Requirements contains important provisions relating to circularity. Appropriate, comprehensive policies to achieve our objectives for this theme are still being developed. The Accommodations Plan contains a number of fundamental rules and objectives that could serve as a starting point for these policies. The knowledge and expertise of the Transition Council could be used to help formulate more concrete and explicit objectives.

B2.4.2 Real estate data management

Developments around data and the use of data are moving quickly, and the amount of data available has grown enormously. We obviously depend on data for our work, and there are many possible ways we could use data in our processes. At the moment, two things are important to the UvA:
- making data and data systems universally available;
- being in control of data.

This means that we are able to use and manage data well, which involves ensuring that our use of data is accessible and reliable.

Tools

We have acquired a great deal of experience with the use of simulations, energy management systems and reflective monitoring. Several pilot projects are underway, in collaboration with academics and users.

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[5] https://www.amsterdam.nl/wonen-leefomgeving/duurzaam-amsterdam/publicaties-duurzaam-groen/puntensysteem-natuurinclusief-bouwen/?PagClsIdt=16294772#PagCls_16294772

GDPR

The UvA complies with the General Data Protection Regulation (GDPR). This means that we are careful when collecting data. That can lead to restrictions in policies and projects.

B2.4.3 Protecting historic value

The UvA owns a large number of buildings that have been designated as national or city heritage sites. In addition, some buildings are part of a protected cityscape or protected district. The UvA considers it important to take great care when dealing with these buildings of historic value. At the same time, the UvA faces the challenge of making and keeping the buildings suitable for modern education and research, in a sustainable way.

When undertaking renovation and refurbishment projects in protected buildings, the UvA engages in formal and/or informal coordination with the City of Amsterdam. The cultural and historical underpinning is written down, and research is done into the building's history, including an assessment of value. Based on this knowledge and underpinning, the university engages in discussions with the city council, specifically the Monuments and Archaeology (M&A) Department, to ensure effective coordination.

B2.4.4 Safety and security

The building owner is responsible for ensuring that a building is safe. At the UvA, responsibility for ensuring building safety lies with the management organisation (Facility Services). The safety policy is based on the following basic principles:
- It must be safe for staff, students and visitors to use UvA buildings;
- The safety of a building's users is the highest priority at all times;
- 'Safety' includes safe campuses and grounds, building safety and social safety;
- The UvA's Code of Conduct, which was recently updated and adopted;
- The UvA policy on building safety is complete and has been updated to reflect current laws and regulations;
- Any safety risks in or on buildings are communicated to the people responsible and actively managed with respect to internal and external parties;
- The management organisation has a proactive attitude with regard to reporting new risks.

It is also safe for contractors and other parties to perform work on UvA buildings. Alongside the current laws and regulations, this is ensured by the safety policy through:
  o the Asbestos policy (2022);
  o the management plan for buildings containing asbestos;
  o rules for third parties;
  o work permit procedure;
  o the NEN-3140 manual on the operation of electrical installations;
  o the 'Working on roofs' instructions;
  o the Facility Services Schedule of Requirements for Facilities 2019;
  o regular tests and inspections.
The regulations, procedures and protocols will be amended and supplemented where necessary.

An Owner HIRA (Hazard Identification and Risk Assessment) will be performed on a regular basis. This involves assessing the risks associated with the buildings, facilities and grounds in the UvA's real estate portfolio and that are used by the UvA. Topics to be covered in a HIRA include asbestos, systems, working at height, electrical safety, legionella, fire safety, construction safety, and grounds and outdoor facilities. For each topic, there will be an examination of current legislation and UvA policies, measures taken to ensure safety in the organisation and the risks for the various categories of people who use our buildings. The recommendations from the 2020 HIRA were implemented as actions by Facility Services, to achieve a comprehensive embedding of the management cycle within the departments.

Safety with regard to *activities performed by staff and students* in the building falls under the mandate of the units.

B2.5 Control and assessment policy

For major renovation and construction investments, an assessment framework is used. The aim of the assessment framework is to make clear as early as possible in the plan development process that the facilities to be provided are affordable, meet the desires of the end user and can be operated for an extended period of time. The financial checks in particular test the affordability within the assumptions of the Accommodations Plan. In conjunction with the qualitative test, insight is gained into any new risks for the Accommodations Plan. The assessment framework is kept up to date based on established policies and frameworks under the Accommodations Plan.

To maintain a focus on and to assess feasibility and efficiency during the process of developing accommodation plans, the assessment framework is completed at the end of each phase in the process and assessed at each decision-making stage.
The assessment framework forms part of each phase document and will also be included in assignment letters. The accuracy, completeness and quality of the information are important to enable a proper assessment.

Unlike the other reference points, the sustainability reference points are project specific. Accommodations projects must contribute as much as possible to the achievement of the goals set out in the White Paper. The ways in which projects will contribute will be specified in the assignment letter. The Transition Council (portfolio holders and sustainability advisers from HO, FS and FP&C) will monitor progress and decisions relating to sustainability by assessing and by making recommendations in phase documents.

The assessment framework comprises the following components:
Investment assessment:
  - The design is compatible with the investment frameworks of the Accommodations Plan and the balance sheet ratios, i.e. it is affordable and it will be possible to obtain financing for it;
  - There is a reasonable degree of certainty that the resources for building the campus overall are sufficient;
  - The investment per square metre compares favourably with the market;
  - There is a reasonable degree of certainty regarding the extent of the vacancy risk.

User assessment:
  - All available floor space, in m² LFA, will be occupied and paid for by end users for a period of at least 10 years;[6]
  - The programme will be implemented in such a way as to ensure that the services are in line with the rates charged;
  - The way in which the programme will be integrated into the building is assessed by the user as compatible with the services it intends to provide, i.e. meeting its service quality criteria;
  - There is no programme displacement to other buildings, i.e. no functions are being pushed out of the building, necessitating their accommodation elsewhere;
  - The involvement of students and staff in the formulation of the request is clearly demonstrated, e.g. through the fact that a positive recommendation has been issued by representative advisory bodies (whether centralised or decentralised, i.e. project dependent).

Operating assessment:
  - The operating expenses of the building are within the set limits.

Sustainability assessment:

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[6] Balancing online and on-campus teaching is part of this assessment.

- Paris proof all electric: the design is gas free, with total building-related energy consumption of $\leq$ xx kWh/m^2 and user-related energy consumption of $\leq$ xx kWh/m^2;
- It is clear from the design that the energy requirement is as low as possible (priority review and integrality test);
- The design meets the circular performance requirements in accordance with the schedule of requirements in terms of value preservation, the environment and accessibility. In areas where the schedule of requirements does not contain specific requirements, the ambition is set in line with the sustainability ambitions in the White Paper;
- The sustainability performance is weighed against investment and operation costs using a Total Cost of Ownership (TCO) approach;
- Aspects relating to energy use, circularity and nature inclusiveness are submitted to the Transition Council, and their opinion and advice form part of the phase document.

Assessment against the standard:
- The creation of spaces that are subject to the space standard complies with or is below the standard;
- Integration of the schedule of requirements will not result in a shift from use that complies with the standard to use that does not;
- There is no increase in use that does not comply with the space standard.

When drafting plans and developing ideas, the synergy assessment framework can be used. This exists alongside the assessment framework for projects.

Synergy assessment:
- Added value is delivered for teaching, research and/or valorisation in both the short and long term (future-proof);
- The ecosystem is strengthened and/or enriched, e.g. in terms of collaboration, composition, interdisciplinarity, etc.;
- There is a positive impact on the campus, e.g. through increased meeting and interaction, a lively atmosphere, visitors or exposure.

Annex 3: 2024 Functional Modifications Plan

Request number	Management unit	Building code	Project location	Purpose of FM request	Cost estimate
1	AUC	697	AUC	Installation of a partition wall in the cafeteria/common room that can be closed for events	
2	AUC	697	AUC	Redesign of reception area and the office space behind it 0.03	
5	FS/Faculty of Humanities	110	OMHP	Additional wall sockets in BOL rooms	
6	FS/Faculty of Humanities	910	PCH	Additional wall sockets in BOL rooms	
15	FS	320		Create access to REC A	
16	Faculty of Social and Behavioural Sciences	320	REC B	Create two usable offices	
17	Faculty of Social and Behavioural Sciences	320	REC D	Redesign office area for new user and to meet new standard. This could free up another building storey.	
18	Faculty of Social and Behavioural Sciences	320	REC D	Redesign office area for new user and to meet new standard.	
19	Faculty of Social and Behavioural Sciences	354	REC L	Creating a reception desk for the LAB at the REC	
20	FEB	432	REC M	Converting an open, flexible space into an office	
21	Amsterdam Law School	310	REC A	Converting an open, flexible space into an office/offices	
22	FEB	331	REC E	Adapting Room E1.63	
23	Amsterdam Law School/BOL	320	REC B	Making the BC basement suitable for skills training	
24	FEB	331	REC E	Multiple small adjustments for ASE	
25	Faculty of Science	904	ASP Building C	Night entrance to ASP904	
26	Faculty of Science	904	ASP Building D	Laboratory ML-I/II	
27	University Library	233 and 261.	APM	Creating storage for room furniture and audiovisual equipment on the first floor	
					€ 2.196.403

Annex 4: 2024 Major Maintenance Plan

Cluster	Code	Object name	Activities	Explanation	incl. VAT June 2023 prices
UQ	100	General	Safety systems: Camera, server and break-in	Replacement of components	
UQ	110	OMHP	Repairing natural stone on balcony/clock	Repairing damage to natural stone, anchors, lead.	
UQ	180	Oost-Indisch Huis	Exterior painting	Window frames, stucco work, scaffolding and repairing rotting woodwork.	
UQ	180	Oost-Indisch Huis	Façade maintenance	Repairs to façade: mortar, zinc and lead.	
UQ	180	Oost-Indisch Huis	Item for UQ TES investigation in 2024		
UQ	181	Bushuis	Exterior painting	Window frames, stucco work, scaffolding and repairing rotting woodwork.	
UQ	181	Bushuis	Façade maintenance	Repairs to façade: mortar, zinc and lead.	
UQ	181	Bushuis	Sprinkler system investigation	Inspection for any blockages in pipes	
UQ	211	BG3	Roof repairs	Repairs to tiled and flat roofs	
UQ	212	BG4	Exterior painting	Window frames, stucco work, scaffolding and repairing rotting woodwork.	
UQ	212	BG4	Natural stone repairs	Repairing natural stone on towers, façade and gates	
UQ	212	BG4	Façade maintenance including 2 gates	Repairs to façade: mortar, zinc and lead.	
UQ	233	APM	Replacing circuit breaker		
UQ	233	APM	Overhauling lift 233-01-PL	Complete overhaul	
UQ	263	UB Special Collections	Façade maintenance	Repairs to façade: mortar, zinc and lead.	
UQ	263	UB Special Collections	Exterior painting, front of building		
UQ	263	UB Special Collections	Replacing circuit breaker	No longer available from supplier	
UQ		OTM/student doctors	Replacing distribution boxes	At end of technical service life	
UQ	271	UT	Overhauling lift 271-01-PL	Overhaul of drive system/cabin/doors	
UQ	271	UT	Replacing decentralised emergency lighting fixtures	Improving sustainability and phasing out fluorescent tubes	
UQ	271	UT	Replacing distribution boxes	At end of technical service life	
UQ	271	UT	Refurbishing air handling units	Chemical and technical cleaning	
UQ	271	UT	Replacing fire and evacuation alarm systems	At end of technical service life	
UQ	271	UT	Replacing decentralised evacuation lighting fixtures	Improving sustainability and phasing out fluorescent tubes	
UQ	275	Aula/LK	Replacing distribution panels incl. main distribution box	At end of technical service life	
UQ	279	Maagdenhuis	Repairing and improving sustainability of tiled roofs	Extra work required over and above 2023 tasks: replacing roof boarding, tile battens and existing tile brackets.	
UQ	279	Maagdenhuis	Solar panels	Making the roof on this listed building more sustainable	
UQ	280	University Library	Replacing circuit breakers	No longer available from supplier	
UQ	280	University Library	Replacing distribution panels	At end of technical service life	
UQ	280	University Library	Overhauling lift 280-A02-PL	Overhaul of drive system/cabin/doors	
UQ	280	University Library	Overhauling lift 280-E09-PL	Overhaul of drive system/cabin/doors	
UQ	280	University Library	Overhauling lift 280-E10-PL	Overhaul of drive system/cabin/doors	
UQ	280	University Library	Replacing dry cooler (KM block E&D)	At end of technical service life and faulty	
UQ	280	University Library	Replacing cooling unit scroll 60–100kW	At end of technical service life and faulty	
UQ	280	University Library	Replacing decentralised emergency lighting fixtures	Improving sustainability and phasing out fluorescent tubes	
UQ	280	University Library	EML – Replacing emergency lighting fixtures with LED	Improving sustainability and phasing out fluorescent tubes	
UQ	280	University Library	Replacing cooling unit in building section E	The building section is going to remain in use for longer than planned	
REC	300	General	Safety systems: Camera, server and break-in	Replacement of components	
REC	300	REC grounds	Engineering quay walls	Preparing for replacement projects 1, 3 and 6 (investment plans)	
REC	306	Central energy system	Replacing valves, transport and circulation pumps	Preventing failures/parts supply problems	
REC	306	Central energy system	Replacing frequency regulators	Preventing failures/parts supply problems	
REC	306	Central energy system	Repairing insulation	Improving sustainability	
REC	306	Central energy system	Replacing expansion feature	At end of service life	
REC	310	REC A	Repairing ground floor fixed ceiling for student association	Rectifying construction defect	
REC	320	REC D	Replacing Bolidt flooring	The floor was damaged due to a leak.	
REC	320	REC D	Replacing glazing in D8.128	Replacing/improving glass	
REC	320	REC BCD	Lifts overhaul, controller and cabin	Preventing failures/parts supply problems	
REC	331	REC E	Lifts overhaul, controller and cabin	Preventing failures/parts supply problems	
REC	331	REC E	Replacing façade maintenance system	Preventing failures/parts supply problems	
REC	332	REC H	Lifts overhaul, controller and cabin	Preventing failures/parts supply problems	
REC	355	REC G	Replacing central heating pumps, control valve/adjustment motor	Preventing failures/parts supply problems	
REC	362	REC I	Lifts overhaul, controller and cabin	Preventing failures/parts supply problems	
REC	362	REC I	Building management system – replacing controllers in control box (converting from JC to Schneider)	Improvement	
REC	432	REC M	Building management system – integrating various projects	Improvement	
REC	432	REC M	Replacing frequency regulators	Preventing failures/parts supply problems	
REC	432	REC M	Overhaul of air handling units	At end of service life	
REC	432	REC M	Replacing façade maintenance systems	Preventing failures/parts supply problems	

Cluster	Code	Object name	Activities	Explanation	incl. VAT June 2023 prices
ASP	630	Building G	Exterior painting	Painting window frames	
ASP	630	Building G	Replacing centralised emergency lighting	Can no longer be supplied with PCBs	
ASP	631	Building V	Replacing 1 x circuit breaker	Replacement parts no longer available	
ASP	640	Building E	Replacing centralised emergency lighting	Replacing centralised emergency lighting E and G, dividing amount into 2 x 25	
ASP	640	Building E	Replacing 2 x circuit breakers	Replacement parts no longer available	
ASP	645	Building ABCD	Repairing expansion joint	All expansion joints are due for replacement	
ASP	645	Building ABCD	Replacing turnstiles	Due to numerous faults; have also reached the end of their technical service life	
ASP	645	Building ABCD	Replacing timber roof structure	Timber structure of sedum roof has rotted away in places	
ASP	645	Building ABCD	Building management system – replacing components	Building management system – replacing Johnson strand(s) for spare parts and to correct disruptors	
ASP	645	Building ABCD	Replacing centralised emergency lighting	Ageing + faults	
ASP	645	Building ABCD	Replacing decentralised emergency lighting	Ageing + faults	
ASP	645	Building ABCD	Replacing SER aircon fans	Continuity of business process	
ASP	645	Building ABCD	Overhaul of suspended scaffolding	Suspended scaffolding for building sections A, B and D	
ASP	646	USC	Overhaul of lift controller	Replacing frequency regulator	
ASP	650	Building F	Connection between energy generation system and Building F	Connecting building F cooling to central unit in accordance with business case	
ASP	699	Building 107	Connecting chilled water system to Nikhef distributor	Cooling for	
BS	910	PCHH	Roof renovation	Renovation of roof surface A1	
BS	910	PCHH	Replacing distribution panels	At end of technical service life	
BS	910	PCHH	Emergency generator controller	At end of technical service life	
BS	910	PCHH	Overhauling exterior lift BS 910-07-GOI	Overhaul of drive system and controller	
BS	910	PCHH	Overhauling lift 910-03-PL	Overhaul of drive system/cabin/doors	
BS	910	PCHH	Overhauling lift 910-04-PL	Overhaul of drive system/cabin/doors	
BS	910	PCHH	Replacing centralised and decentralised emergency lighting fixtures with decentralised LED lighting	Improving sustainability and phasing out fluorescent tubes	
BS	910	PCHH	Replacing centralised evacuation lighting fixtures with decentralised LED lighting	Improving sustainability and phasing out fluorescent tubes	
BS	910	PCHH	Sprinkler system investigation	Inspection for any blockages in pipes	
				Total	€ 8.819.210

Annex 5: List of acronyms

ASP	Amsterdam Science Park
AUC	Amsterdam University College
BOL	Teaching Logistics Office
BVO	Operational Management Consultation
DSCR	Debt Service Coverage Ratio
CvB	Executive Board
FM	Functional Modifications
FdG	Faculty of Medicine
FdR	Amsterdam Law School
FdT	Faculty of Dentistry
FEB	Faculty of Economics and Business
FGw	Faculty of Humanities
FMG	Faculty of Social and Behavioural Sciences
FNWI	Faculty of Science
FP&C	Finance, Planning and Control
FS	Facility Services
MM	Major Maintenance
HO	Real Estate Development
AUAS	Amsterdam University of Applied Sciences
HvP	Accommodations Plan
ICTS	Information and Communication Technology Services
SP	Strategic Plan
ITS	Universal Accessibility Standard
IvI	Informatics Institute
UFA	Usable Floor Area
NSE	National Student Survey
PPLE	Politics, Psychology, Law and Economics
SoR	Schedule of Requirements
REC	Roeterseiland Campus
HIRA	Hazard Identification and Risk Assessment
StS	Student Services
TCO	Total Cost of Ownership
UB	University Library
UQ	University Quarter
UvA	University of Amsterdam
USC	University Sports Centre
LFA	Lettable Floor Area
WIB	Bill for the Act on Balanced Internationalisation

Long-Term Implementation Plan/
ICT Portfolio 2024

Date
14 November 2023

Subject
MJUP/ICT Portfolio 2024

From
Information Management (IM)

Contents

MJUP/ICT Portfolio 2024 at a glance

Investing in ICT to make more effective use of digitalisation to update research and education.
This Long-Term Implementation Plan (*Meer Jaren Uitvoeringsplan*, MJUP)/ICT Portfolio sets out
the initiatives we will be working on in 2024 as well as the initiatives scheduled for 2024 and
beyond. In 2024, we will invest more than €8.5 million in the UvA's digital environment. This plan
includes initiatives to ensure that digital services continue to be delivered smoothly, as well as
initiatives to update research and education, allowing us to respond in a timely manner to
opportunities and risks in the area of digitalisation. These investments will be based on the
digitalisation vision formulated in the digital agenda[1]. This vision is centred on the need to use
digitalisation more effectively to update research and education.
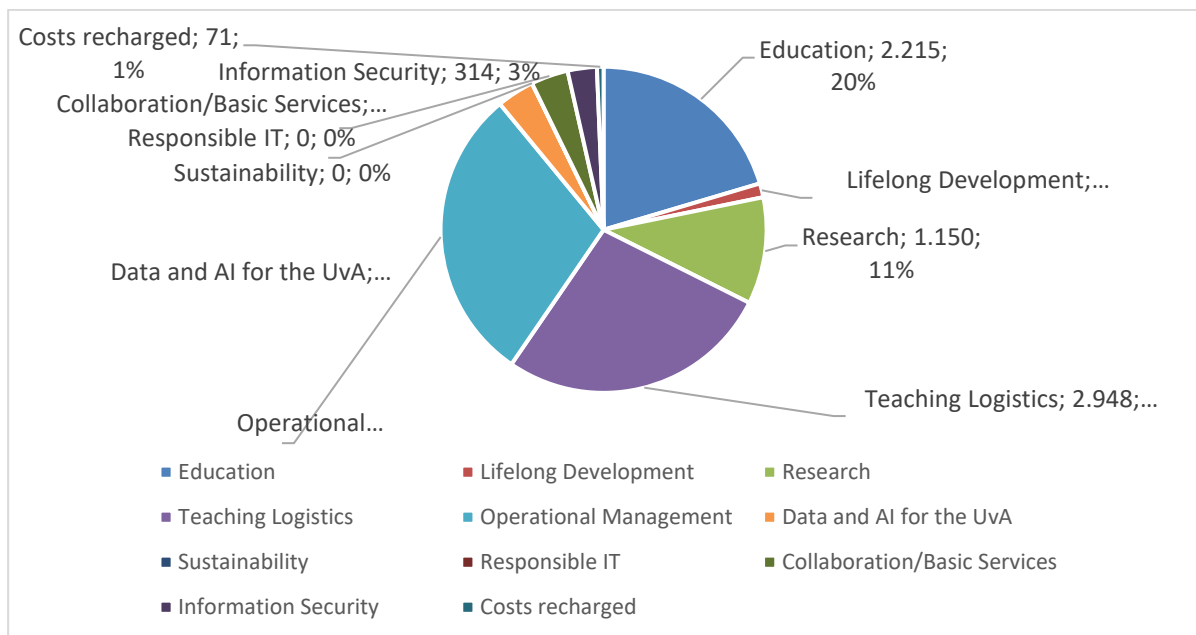
Continuity in innovation with a focus on Education and Teaching Logistics. To a large extent
(70%), our work in 2024 will be determined by initiatives that were launched in 2023 (or earlier) and
will be continued in 2024, and initiatives which need to be implemented in 2024 for various reasons.
All of these initiatives will contribute to achieving our digitalisation vision. These initiatives are
labelled as 'Required'. Of the available budget, around half will be spent in the domains of
Education and Teaching Logistics, and 30% in the Operational Management domain.

The UvA organisation chooses initiatives from among those 'To be considered'. Part of the
available budget will be spent on initiatives for which a launch in 2024 is considered desirable but
which do not fall into the 'Required' category. In the document, these initiatives are labelled as
'Chosen'. To choose these initiatives, a workshop was held with faculties, service units and staff
departments. In the workshop, the faculties and service units chose initiatives from among those 'To
be considered'.

A few examples of topics being worked on. The MJUP/ICT Portfolio comprises 41 initiatives. The
following list gives a few examples of the topics being worked on, to provide a general impression of
the work being done:

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[1] The digital agenda can be viewed at: https://www.uva.nl/over-de-uva/beleid-en-regelingen/algemeen/digitale-agenda.html.

- *Education.* Ans Exam (digital assessment software) and Evalytics (the replacement for Evasys for feedback on teaching) are implemented. Work is being done on supporting the thesis workflow.
- *Research.* Funding is provided to increase the computing capacity (Lisa GPU cluster). Initiatives are being launched to improve services at various steps in the research process (e.g. conducting research: fair data hub; archiving research results: sustainable archiving).
- *Teaching Logistics.* A new solution will be rolled out for the Master's Admissions registration system. The first steps are being taken towards the implementation of the academic plan. An app is being developed for course coordinators.
- *Operational management.* The new solution for the staff website and UvAweb, which is still to be selected, will be implemented. The implementation of a new Enterprise Service Management system (to replace TOPdesk) will begin in 2024.
- *Information security.* Improving information security remains a crucial topic. Funding for this area is largely provided from outside of the portfolio. However, the ongoing roll-out of Intune is included in the portfolio.
- *Miscellaneous.* Within the portfolio, initial steps are being taken on the topics of lifelong development (LLD), which includes setting up a CRM system for the LLD courses, and on Data and AI for the UvA (implementing data governance and setting up an internal Data Expertise Centre).

Introduction

This document sets out the Long-Term Implementation Plan (*Meer Jaren Uitvoeringsplan*, MJUP)/ICT Project Portfolio 2024 for the UvA. The MJUP/ICT Portfolio is the implementation plan for the digital agenda for 2024. This plan includes activities to ensure that digital services continue to be delivered smoothly, as well as initiatives to update research and education, allowing us to respond in a timely manner to opportunities and risks in the area of digitalisation.[2]

This document provides:
- an overview of the contents of the MJUP 2024;
- a look ahead for the coming years.

A description of the process that was followed can be found in Annex 1. The MJUP was adopted in the ICT Steering Group meeting of 14 November 2023.

About the digital agenda

The digital agenda is a detailing of the Strategic Plan to give direction to the development of digitalisation at the UvA. The digital agenda was created in collaboration with a large number of subject-matter experts from faculties and service units and was assessed by a number of specialists and bodies. The Executive Board adopted the digital agenda on 10 May 2022. The digital agenda is a starting point; it is a dynamic agenda that is further elaborated an annual basis. Based on this elaboration, each year a schedule is developed for the implementation of the digital agenda. Following the prioritisation of the scheduled initiatives, the plans are included in the MJUP. The MJUP is adopted by the Executive Board as part of the UvA budget.

About this document

In this document, we provide an overview by domain of the initiatives to be implemented in 2024. These initiatives are based on the following:
1. MJUP/ICT Portfolio 2023;
2. workshops held in May and June 2023. By means of these workshops, an initial picture was formed of the steps to be taken for the 2024 portfolio. The discussion paper drafted for these workshops contained a longlist of initiatives.
3. The initiatives from the workshops and subsequently contributed initiatives were then further detailed.

For each focus area, this document provides an overview of the topics we aim to implement in 2024 and the topics on the agenda for 2025 and beyond.

The initiatives are divided into three categories:

- Ongoing. A long-term budget is available for this category. This budget is included in the long-term plans. The budget is indicative. This means that each year the actual allocation of the budget takes place after a detailed consideration of all initiatives in the MJUP/ICT Portfolio. The

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[2] The UvA has an annual ICT Investment Portfolio with an associated investment budget. The purpose of the ICT Investment Portfolio is to contribute to the updating and modernisation of the delivery of ICT services for research, education and support. The MJUP/ICT Portfolio covers the topics listed in the ICT Investment Portfolio. The MJUP/ICT Portfolio is an annex to the UvA budget.

budget for 2024 will be allocated once the decision-making on the MJUP/ICT Portfolio has been completed.

- Scheduled. For this category, a budget will be made available in 2024 (and possibly for 2025 and beyond) by means of the adoption of the MJUP/ICT Portfolio. The budgeted funds for this category will be released based on plan assessed by the ICT Steering Group.
- TBD To be determined. The initiatives in this category are not scheduled for 2024. An indicative budget forecast for 2025 and beyond has been prepared for this category. Each year, when drawing up the long-term plans, an assessment is made of whether any budgeting will be made available for initiatives in this category.

In addition to the above categorisation, initiatives are labelled as either:
- Required (indicated in the tables by an 'R'). These initiatives are an essential part of the 2024 portfolio. These are long-term projects on which decisions have already been made. They concern projects that have already started and will continue in 2024 (e.g. UvAQ or the intranet replacement project), or initiatives to which the UvA has committed itself as a result of previously made decisions (e.g. annual plan of DLE Board or SaNS).
- Chosen (indicated in the tables by a 'C'). Initiatives which the faculties, service units and Information Management consider important to work on in 2024. It is considered desirable to start with these initiatives in 2024, based on the prioritisation agreed on in the workshop on 2 October 2023. An estimate has been made of the necessary budget.

Education

Portfolio for 2024

Successful adoption. *Lecturers have access to digital options for delivering and developing online teaching and are well supported in using them.*

- DLE Board. Implementation of the Virtual Learning Environment (DLE) long-term plan for 2020-2025 to be drawn up by the DLE Board. Each year, the DLE Board prepares an annual plan for specific activities and developments. A number of developments that emerged in 2023 have been addressed in the 2024 Annual Plan:
  - UvATrends Conference 2024;
  - Education & Microsoft 365;
  - Successful adoption;
  - Evaluation of Impact & FBF;
  - AI and the DLE.
- Thesis workflow. An effective thesis process and the supporting workflow are important for the quality of education. This project will contribute to improved adoption of DLE tools and resolve a number of issues with the DLE.
- UvAQ. UvAQ is the UvA's teaching feedback system. In 2023, a European tendering procedure was successfully run for UvAQ: gradual implementation of Evalytics began in September 2023, in collaboration with the faculties. The implementation and migration from the current UvAQ environment (Evasys) will be completed in 2025.

Development and re-use of high-quality teaching materials. *Lecturers have innovative options for developing digital teaching materials. They share and re-use each other's teaching materials.*

- Tendering procedure for video.uva.nl. The current Kaltura licence will expire in 2024. A tendering procedure was launched in 2023 and preparations were made for implementation in 2024.

Bringing educational data under control. *Educational data is used to increase the quality and effectiveness of education, with a clear assignment of responsibilities.*

- Keeping Track. The main goal of the Keeping Track project is to provide data-based insights into the use of the UvA's virtual learning environment (DLE). Understanding how the DLE is used is valuable for faculty ICT and Education (ICTO) and Teaching and Learning Centre (TLC) teams, Academic Affairs and directors of UvA Colleges and Graduate Schools, for instance for monitoring policy implementation. This is a long-term programme that started in 2022. For 2024, in addition to updating the Canvas-based data infrastructure, the focus will be on delivering a range of data dashboards for the various target groups.

Online assessment. *Infrastructure for the safe and reliable administration of online and digital assessments and exams is in place and aligned with the procedures of lecturers and degree programmes.*

- Online Assessment. In 2023, we successfully carried out a European tendering procedure (in collaboration with AUAS) for new software for online assessments and exams: Ans Exam. Implementation began in September 2023 in collaboration with the faculties. The implementation and migration from the current assessment system (TestVision) will be completed by the end of 2024.

- New infrastructure for assessment records. This is a follow-up project to the Assessment Records study that was started after the 2023 summer break. Based on the results of that study, a project has been designed to create new infrastructure for assessment records.

Strengthening grass-roots innovation.

- Grass-roots programme. Grass-roots projects are small-scale, accessible ICT

projects carried out by lecturers or students. The results can immediately be used in teaching. This is a bottom-up form of educational innovation. Successful grass-roots projects provide a starting point for (campus-wide) upscaling. The Teaching and Learning Centre (TLC) has been given responsibility for implementing the grass-roots programme.

Portfolio for 2025 and beyond

Online assessment. *Infrastructure for the safe and reliable administration of online and digital assessments and exams is in place and aligned with the procedures of lecturers and degree programmes.*

- <u>Innovation and updating of the online assessment environment</u>. In the spring of 2023, a new Online Assessment business case was adopted for 2024-2028. The new business case includes creating room for innovation and ongoing development. This will be done by the DLE Board in collaboration with GALOP, which together will provide more steering on innovation and its prioritisation. In the coming year, it would be desirable to make a start on:
  - o Facilities in exam rooms;
  - o Optimisation and digitalisation of the assessment chain;
  - o Investigating the possibility of BYOD exams;
  - o Virtualisation of the digital assessment environment.

Initiatives that are not part of the portfolio: For your information

Successful adoption. *Lecturers have access to digital options for delivering and developing online teaching and are well supported in using them.*

- <u>Visible learning paths (funded by Academic Affairs)</u>. Tools to describe, visualise and report on learning paths. The learning path methodology was developed to map the structure and cohesion of a curriculum. This methodology ensures alignment of the learning outcomes at course and curriculum level, and communication and collaboration within lecturer teams. Under the methodology, learning paths are introduced and lecturers formulate ultimate objectives at the learning path level (learning path outcomes), thus connecting course learning outcomes and exit qualifications. For students, understanding the connection between the various learning outcomes in their degree programme contributes to a sense of purpose, study motivation and retention of what they have learned.

Development and re-use of high-quality teaching materials. *Lecturers have*

innovative options for developing digital teaching materials. They share and re-use each other's teaching materials.

- <u>Reusable teaching materials</u> is an ambition that is part of the "Vision for Blended Learning". It is also one of the main pillars of the national educational innovation programme Npuls. This topic will be addressed further by Npuls. The UvA will be involved in the design and detailing of this topic through the UvA Npuls key team. The TLC will also be involved. Wishes at the UvA and UvA projects will be further addressed through this process.

High-quality ICT in lecture rooms. *Lecture rooms on campus have multi-purpose ICT facilities for regular and hybrid teaching methods.*

- <u>Lecture room innovation.</u> As part of the Vision for Blended Learning, Academic Affairs has launched a project entitled "Educational innovation and the impact on the physical learning environment". This project is about the portion of UvA accommodation that is directly linked to providing and receiving education. The

initiatives that arose from the various workshops for inclusion in the 2024 portfolio, such as the potential for creating intermediate spaces, experimenting with new possibilities and ensuring that the standard facilities are up to par, will be included in this project.

Overview

Ambition	Initiative	Type	R/C	2024	2025	2026	2027
Successful adoption	Annual plan of VLE Board	Ongoing	R	300	300	300	300
	Thesis workflow	Scheduled	R	250	250		
	UvAQ	Scheduled	R	465			
Teaching materials	Tendering procedure for video.uva.nl	Scheduled	R	250			
Online assessment	Online assessment (updating of current assessment app)	Scheduled	R	400			
	New infrastructure for assessment records	Scheduled	C	100			
	Innovation and updating of the online assessment environment.	TBD		0	300	300	
Grass-roots innovation	Grass-roots programme for Education	Ongoing	R	250	250	250	250
Educational data	Keeping Track	Scheduled	R	200	200		
ICT in lecture rooms							
Total for Education				2215	1300	850	550

Lifelong Development

Portfolio for 2024

General Lifelong Development (LLD) ambitions. *Giving shape to the UVA's social task of promoting people's long-term employability and personal development.*

- CRM system for the LLD courses
  In the exploratory study into the teaching logistics of LLD, by far the most urgent need identified by the faculty LLD providers (particularly by the ABS Executive Programmes and the UvA Academy) was a more efficient recruitment process to enable them to achieve the growth ambitions. There is strong momentum for taking steps together with the faculty LLD providers to improve Microsoft Dynamics, the most widely used CRM solution for LLD courses, and to upscale its use across the UvA. In 2023, an exploratory study was launched for the CRM project to identify the investment costs and the impact of a gradual implementation. The customer journey perspective, which has been mapped by the ABS, will be included in this study. Based on this preparatory work, a decision on the actual implementation can then be made in 2024,. Although the recruitment processes differ from other possible applications of Microsoft Dynamics, the parties involved will take coordinated steps so as not to exclude the possibility of collaboration in the medium term.

Providing teaching. *Lifelong development courses involve blended learning. Meeting each other in person is at the heart of LLD, but some course components are offered online. Participants can meet up online both during and after LLD courses.*

- No initiatives in 2024

Portfolio for 2025 and beyond

General Lifelong Development (LLD) ambitions. *Giving shape to the UVA's social task of promoting people's long-term employability and personal development.*

- LLD infrastructure programme
  This development programme will involve the gradual development of ICT infrastructure for lifelong development (including in relation to marketing, registration, invoicing, study progress and alumni). As second and third-priority needs (in addition to CRM), the faculties mentioned the optimisation of systems and processes around enrolment and invoicing for LLD. These findings are consistent with the issues raised in the 2021 contract teaching audit: processes are scattered across to many different systems, which makes these processes more labour-intensive and increases the risk of errors.
  The following sub-projects have been detailed for 2024 to enable further facilitation of the development that has been initiated, by improving and, where possible, harmonising existing processes.
  - Enrolment processes and systems for LLD courses.
  - Invoicing processes for LLD courses.

Overview

Ambition	Initiative	Type	R/C	2024	2025	2026	2027
General	LLD infrastructure programme	TBD		0	350	500	
	CRM system for LLD courses	Scheduled	C	**150**			
Providing teaching							
Total for Lifelong Development (LLD)				**150**	**350**	**500**	**0**

Research

Portfolio for 2024

State-of-the-art infrastructure. *Researchers have access to digital infrastructure that enables them to conduct top-level academic research.*

- Research IT Implementation plan 2024. The development of IT solutions for researchers will continue. The topics covered by the implementation plan include:
  - Virtual Research Environment (VRE);
  - Research Management Services;
  - Data storage.
- Lisa GPU cluster. In 2019, the Lisa GPU cluster at SURF was expanded. The Lisa GPU cluster is used extensively for data science. Given the successful start of the Data Science Centre, this use can reasonably be expected to increase in the years ahead. The cluster has been updated. The costs of the update are a long-term component of the MJUP.
- Impact of AI on research: Large Language Models (LLMs). With the advent of ChatGPT, LLMs are attracting a great deal of attention. LLMs can obviously also be used in research, for example in a real-time feedback loop between experiment and researcher. This initiative explores the possible applications and what wishes there are in this respect, and will result in a proposal setting out what is needed.
- Sustainable archiving. ICTS and the Library would like start with an inventory to find out what comprehensive solution, including infrastructure, would best meet the requirements set by the RDM policy

and the UvA faculties for sustainable archiving. Based on this inventory, an advisory report will be written on the implementation of a UvA-wide archive. The basic principle is that proven technology and best practice must be used wherever possible.

- Research Management Support (RMS). Development of the existing RMS system into a fully-fledged one-stop shop that can be customised for each faculty. A product vision will be created in the autumn of 2023, based on conversations with the various stakeholders of the RMS system. This product vision will guide the further development – and possible redesign – of the RMS system. This development or redesign is necessary because the RMS system no longer sufficiently meets the needs and wishes of researchers.
- FAIR data hub. The UvA wants to automate the data deposition process using an integration platform still to be created, a so-called FAIR data hub. This will allow for the automated transfer of research data from digital working environments (e.g. a desktop/laptop or VRE) to an archive or publication platform with the addition of metadata, such as data originating from the RMS system. This innovation in research data management (RDM) will make a significant contribution to the operationalisation of the RDM policy.

Safeguarding public values. *Digital research facilities support and safeguard public values, such as independence and integrity.*

- No initiatives in 2024.

Portfolio for 2025 and beyond

State-of-the-art infrastructure. *Researchers have access to digital infrastructure that enables them to conduct top-level academic research.*

- Yoda Long-Term Plan. Yoda is a data management platform that can be used to manage research data in all phases of a research project. The current data storage facilities, such as local faculty storage, will

therefore eventually become redundant. Yoda is being developed by a consortium on the basis of the FAIR principles. The consortium is a partnership of seven Dutch universities. Its objective is to make Yoda the standard data management platform solution in the Netherlands. At present, the UvA is not an active participant in the consortium, which means we are missing out on the opportunity to influence the development of the roadmap.

Supporting researchers. *Advanced digital facilities are within reach for all researchers. No specific technical knowledge is required and support is available when needed.*

- Setting up support for researchers. Research IT and the University Library are setting up a one-stop shop for research support.

Overview

Ambition	Initiative	Type	R/C	2024	2025	2026	2027
State-of-the-art infrastructure	Lisa GPU Cluster	Scheduled	R	400	400		
	Research IT Implementation Plan 2024	Ongoing	R	300	300	300	300
	Fair data hub	Scheduled	C	100			
	Yoda Long-Term Plan	TBD		0		150	
	Impact of AI on research: Large Language Models	Scheduled	C	100			
	Research Management Support	Scheduled	C	150			
	Sustainable archiving	Scheduled	C	100			
Supporting researchers	Setting up support for researchers	TBD		0		50	
Total for Research				1150	700	500	300

Teaching Logistics

2024 Portfolio

Insight for students. *We want students to have an overview of and insight into their studies, enabling them to take responsibility for a successful education. Procedures are user-friendly and fair.*

- Annual innovation budget for the online provision of information (WISH). At present, students can find all general and programme-specific information about their studies at student.uva.nl. In 2024, the site/app will be redeveloped into a comprehensive dashboard and notification centre for current students, where all personal and push information is collected in one location and where you can see and arrange everything to do with your studies. The rollout of the 'Ask a question' feature will continue, and the possibilities presented by modern AI, based on large language models, will be further investigated and implemented.
- Annual innovation budget for GLASS. The new course registration app is in use throughout the university. The following innovations will be incorporated into the GLASS app: an update of the front-end screens for students, further refinement of the allocation algorithm and integration with the new academic plan module (still to be built).
- Master's Admissions – new registration system. The system selection process was completed in late 2023. The new system will facilitate a transparent, measurable and, where possible, UvA-wide process for students and the organisation. At present, every year more than 30,000 prospective Master's students use four different admissions systems, which creates confusion and inefficiency. There is significant variation in the document verification processes applied by the various Master's admissions offices. There is no overview of the entire enrolment process for each prospective student. Many actions are still performed manually, which is labour-intensive and increases the risk of errors.

- Implementation of Academic Plan. The action plan was completed in late 2023. The academic plan ensures that students (and staff) can see the information regarding their graduation requirements in a single location and can in practice chart the path to their graduation 'at the touch of a button'. This is a long-term initiative. Students and staff have a strong need for a digital service with which students can give shape to their academic plan, assess whether the combination of courses they have chosen is sufficient to be eligible for a degree, and check that they are on track to graduate. At present, students are only partially facilitated to do this, which leads to a plethora of (often unnecessary) questions and unwelcome surprises when students are preparing to graduate, as well as delays and a great deal of graduation-related stress for students. During the summer months, it also creates a bottleneck in the degree certificate process for staff.
- Registering for minors. Falls within the scope of the long-term Implementation of Academic Plan initiative.

Supporting study ambitions. *We support students in their ambitions. We inspire students with the options available and ensure they are actually feasible.*

- Registering progress of PhD candidates. The UvA aims to ensure an efficient and effective doctorate process. This means a single, well-organised process chain, in which PhD candidates, supervisors and other support staff are given optimum support throughout the doctorate process via a UvA-wide, user-friendly, reliable and transparent information system. Based on a preliminary study performed in 2023, a proposal was formulated for a tendering procedure for and implementation of a new system as part of a comprehensive change process, in which improvements will be made with

regard to policy, governance and process management.

Flexible organisation of studies. *Students can design their studies in a flexible way and can easily take courses both at the UvA and at other institutions.*

- Continuing the outbound exchange process (RAUES). Following the successful implementation of the Mobility Management module in SIS for the inbound exchange student process (RAIES), this initiative will ensure that the administrative process for outbound exchange students (registration, placement, management and nomination) is also supported by SIS Mobility Management. This initiative was launched in 2023 and will be completed in 2024.

Making life easier for lecturers. *We make life easier for lecturers in terms of the organisational side of education, allowing them to focus on teaching.*

- Providing information to lecturers. In 2023, we made a start on optimising services for lecturers. Lecturers have high workloads, and teaching logistics tasks in particular appear to consume more time than necessary. In a design sprint, it was established that the main need is two-fold: 1) Optimising static online information. This will be tackled within the *Intranet replacement* initiative (as part of the Operational Management domain); 2) Implementing an app for course coordinators which gives them a workflow-based overview of their tasks for all courses and ensures they receive timely notifications when a task must be performed. This would replace the current practice of multiple emails and checking a various overviews in different systems. Team WISH started building the Course Coordinator app after the 2023 summer break. The aim of this initiative, which will continue in 2024, is to proactively and at the right time provide course coordinators with aggregated, customised teaching logistics information, so they can organise their courses efficiently,

maximising the time they can spend on the substantive side of education.
- Updating of Mark Registration Application (CRA). The Mark Registration Application (*Cijfer Registratie Applicatie*, CRA) is part of DataNose; it supports the entire UvA-wide process of calculating and signing off on final marks. DataNose is now technologically outdated, making the CRA difficult to maintain and leading to sub-standard performance for large courses. At the same time, the faculties have expressed a desire for the CRA to be redeveloped, with improvements made to the user-friendliness of the mark calculation feature. Changes to the teaching logistics landscape have also created a need for further development (new assessment app, thesis workflow, academic plan). The updating of CRA is a sub-project within the overall project for the updating and modular redesign of DataNose.

Responding to changing needs. *The organisation of teaching support is designed in a way that enables us to respond to changing wishes and needs.*

- Continuing RIO. In 2024, infrastructure will be set up for the automated delivery of UvA educational data to the new mandatory nationwide Register of Institutions and Programmes (*Register Instellingen en Opleidingen*, RIO). SURF will provide a central connection point based on an Open Education API (OOAPI) so that Dutch institutions can exchange information on the courses they offer. Students will soon be able to see the courses offered by the UvA and other institutions in a single location.
- Developing UvANose. Implementation of structural improvements at the start of the teaching logistics chain, with the aim of making the process of inputting educational data at the source fast, transparent and agile. UvANose can make the source data available and expand it in a flexible way, which means the data is available in real time across the entire chain. This will ensure that there is always a 'single source of truth'

throughout the chain and in all receiving systems. Therefore, manual adjustments will no longer have to be performed repeatedly throughout the chain to keep educational data consistent. To enable these fundamental improvements, UvANose will be adjusted and based on a new technical foundation.

- Depreciation of POL. The budget includes depreciation charges in respect of multiple years for the functionality built into the Teaching Logistics Programme

(*Programma Onderwijslogistiek*, POL). These depreciation charges are part of the portfolio budget.

- SaNS. A regular part of the MJUP/ICT portfolio for the ongoing development of the Student Information System (SIS).

Alumni involvement. *Alumni are involved in the UvA.*

- No initiatives in 2024.

Portfolio for 2025 and beyond

Other initiatives for 2025 and beyond:

- Teaching and Examination Regulations (OER) – digitalising the process
- Updating of Course Catalogue;
- Updating of UvA website for prospective students;
- Wish relating to student scholarships (UvA-wide solution);

- ERASMUS without Papers;
- Smarter academic year pilot;
- Automatic timetabling after course registration;
- Implementation of functionality for non-standard students.

Overview

Ambition	Initiative	Type	R/C	2024	2025	2026	2027
Insight for students	Master's Admissions – new registration system	Scheduled	C	300	**200**		
	Implementation of Academic Plan	Scheduled	C	450	**400**	400	400
	Annual innovation budget for WISH	Ongoing	R	250	**250**	**250**	**250**
	Updating of Course Catalogue	TBD		0	200		
	Annual innovation budget for Glass	Ongoing	R	150	**150**	**150**	**150**
	Registering for minors (part of the academic plan)	Scheduled		0			
Flexible organisation of studies	RAUES	Scheduled	R	50			
Making life easier for lecturers	Providing information to lecturers	Scheduled	R	270	**100**		
	Updating of Mark Registration Application (CRA)	Scheduled	C	150			
Supporting study ambitions	Registering progress of PhD candidates	Scheduled		200	200		
Changing needs	Continuing RIO	Scheduled	R	120			
	Developing UvANose	Scheduled	C	200			
Other	Depreciation of POL	Ongoing	R	545	**545**	**545**	**545**
	SaNS	Ongoing	R	263	**273**	**284**	**297**
Total for Teaching Logistics				**2948**	**2318**	**1629**	**1642**

Operational Management

Portfolio for 2024

Increasing agility. *Our predictive capacity has increased, enabling us to focus on and respond to changing circumstances, desires and needs (agility) in order to achieve continuity in the quality of education, research and operational management.*

- SAP Roadmap. Innovation in the financial domain, HR domain, information security and underlying technical infrastructure. The following is a list of the initiatives included in the SAP Roadmap 2024:
  - *Migration to H4S4.* Preliminary study into upgrade from SAP HCM to SAP HCM for S/4HANA On-Premise (H4S4).
  - *Expanding Self-Service Tool.*
  - *Replacing TOPdesk HR forms.*
  - *HR project with Morgens concerning PIDs.* Optimisation of administrative HR processes for UvA-employed personnel (PIDs).
  - *HR project with Morgens concerning PNIDs.* Optimisation of hiring process for personnel not employed by the UvA (PNIDs).
  - *SAP – New General Ledger (GL).* Migration from current GL to new GL.
  - *New principal bank.*
  - *Study into adjustments to profit centres, cost centres and WBS elements.*
  - *Reassessing the accessibility of management information.* Preliminary study into and selection of new front-end solutions for increasing the accessibility of management information.
  - *Dashboard for the use of Administrative Agreement funds.* Dashboards will be designed in UvAdata to display financial information and the accompanying mandatory non-financial information, both for the UvA as a whole and per unit.
  - *Dashboard in UvAdata on the use of public funds in private activities.* For the purposes of monitoring and accountability in respect of the UvA's compliance with the conditions set out in the policy rule on investing public funds in private activities.
  - *Mobility card.* Outsourcing of a mobility card and administration of all commuting and travel on official business within the Netherlands.
- New booking tool. The contract for the Mapiq booking tool, currently used by students to find available study places, will expire in July 2024. The options for broader use of a booking tool were explored in 2023. A new, broader service will make it possible to better facilitate the increase in hybrid working. A tendering procedure will be launched. The selected new tool will be implemented in 2024.
- Smart buildings: Sensors in teaching rooms pilot. Reliable figures/measurement of actual use and attendance for planned educational activities can ensure that teaching rooms are used more efficiently and can be freed up sooner for other activities. To collect this data, the Teaching Logistics Office (FS BOL) will run a sensor pilot in the REC V building in 2024.
- Digital signatures. Implementation of a reliable and generic process for the use of digital signatures, e.g. for employment contracts and other contracts.

Improving provision of information and support. *Staff have the information and support they need for the proper performance of their jobs, roles and duties.*

- Staff website/UvAweb. In 2022, the future of the staff website and UvAweb were explored. In 2023, ideas were mapped for the updating of the staff website and the replacement of UvAweb, and implementation scenarios, organisational aspects and preconditions were detailed. The selected solution will

be implemented in 2024 in collaboration with the faculties.

Optimising processes. *Owing to well-designed and digitalised processes, the operational management is compliant with laws and regulations, efficient, user friendly and appropriate for the UvA.*

- Cloud Expertise Team. A start was made in 2022 on establishing a Cloud Expertise Team within ICTS. This was prompted by a desire to be able to provide better, professional support to new and existing initiatives using Cloud Computing technology at the UvA and AUAS, and to ensure that we do so in a safe, standardised, well-founded, traceable and controlled manner, so that our organisation remains in control of our use, our data and our costs in the cloud. The Cloud Expertise Team will be partly funded from the ICT portfolio budget in 2024.
- Enterprise Service Management. A preliminary study on replacing TOPdesk, the system for handling questions and requests, was carried out in 2023. The

contract for TOPdesk cannot be extended past May 2025, which meant the tendering procedure for a new Service Management system had to begin in 2023. Following the conclusion of the tendering procedure, the new system will be implemented in 2024.
- SAP Ariba. SAP Ariba is replacing the old GHX/Order Direct purchasing module. Alongside the technical migration, the issues in the Ordering to Payment chain will be addressed and the cultural aspect will be taken into account.
- Robotic Process Automation (RPA). In 2023, pilots involving robotic processes were successfully performed within HR, FI and Teaching Logistics. A temporary technical solution was used for the pilots. ICTS also created a structural on-premise RPA technical platform in 2023, which will be used to facilitate RPA in the years ahead. In 2024, several new robotic processes will be designed within HR, FI and Teaching Logistics. The internal management organisation will be set up, so that RPA can form part of the line organisation by 2025.

Portfolio for 2025 and beyond

Improving provision of information and support. *Staff have the information and support they need for the proper performance of their jobs, roles and duties.*

- LMS (internal training programme). Development and implementation of a Learning Management System (LMS)/Learning Experience Platform (LXP) for use throughout the UvA. The range of courses on offer for UvA staff is growing and access must be improved, so that information about training courses/programmes is easy for all UvA staff members to find, and so that the learning environment where staff participate in online training courses is accessible, inviting and personalised. The

design of administrative and logistical process must also be better/more efficient.
- Staff onboarding. The UvA believes it is important that new staff members feel at home at the university and want to remain part of the UvA community. This requires an effective onboarding programme appropriate to the new role or position. An action plan is expected to be completed by the end of 2023; this plan will also describe the desired IT component. This initiative is related to the 'warm digital welcome' initiative in the Collaboration/Basic Services domain.

Other initiatives for 2025 and beyond:

- Investigation into compliance tools for tendering procedures.
- Information provision for and between academics. D

- "My UvA" portal.
- Smart buildings.
- Investigation into UvA-wide Risk Management tools.

Overview

Ambition	Initiative	Type	R/C	2024	2025	2026	2027
Increasing agility	SAP Roadmap	Ongoing	R	580	250	250	250
	New booking tool	Scheduled	R	152			
	Sensors in teaching rooms pilot	Scheduled	C	40			
	Digital signatures	Scheduled	C	75			
Provision of information	Staff website/UvAweb (1)	Scheduled	R	360	330	259	259
	LMS (internal training programme).	TBD		0		150	
	Staff onboarding	TBD		0		100	
Optimising processes	Enterprise Service Management	Scheduled	R	1200	1000		
	SAP Ariba (2)						
	RPA (Robotic Process Automation)	Scheduled	C	140			
Cloud Expertise Team	Cloud Expertise Team	Scheduled	R/C	650	100		
Total for Operational Management				3197	1680	759	509

(1) The long-term budget for the UvAweb project has been estimated at €1,985,000. The long-term budget is:

2024	2025	2026	2027	2028	2029	2030	Total
360	330	259	259	259	259	259	1,985

(2) Funding not part of the MJUP/ICT portfolio 2024.

Data and AI for the UvA

Portfolio for 2024

Infrastructure and data management ready for data and AI. *The infrastructure and data management are or have been made suited for the use of data applications and AI, enabling the UvA to comprehensively utilise the potential of its administrative data.*

- Implementing data governance. Ongoing development of data policy, setting up the organisation and developing and implementing data governance (through collaboration between Executive Staff, Institutional Research and Information Management with service units and faculties).

Data and AI applications at the UvA in line with public values. *The UvA uses data applications and AI in line with the public values it aims to uphold.*
Staff and students are aware of the pros and cons.

- No initiatives in 2024.

UvA support services ready for the application of data and AI. *Both central and*

decentralised UvA support services have knowledge and expertise regarding data and AI, actively engage in mutual cooperation and actively participate in a network.

- Data Expertise Centre (DEC). The UvA has a range of teams with expertise in data. Under the banner of the DEC, collaboration and knowledge sharing between the various teams will be facilitated, and work will continue on developing the infrastructure and setting up the internal DEC team, for the purposes of the development of the infrastructure, as well as the implementation of data policies (including with regard to definitions and data quality) and agile services (e.g. central back-end for internal data deliveries). This will be done on the basis of a joint roadmap. The proposal is to fund the DEC (3 extra internal FTEs in ICTS on permanent contracts) out of the ICT portfolio budget in 2024 and 2025, and if it is successful, to include it in the SLA from 2026.

Portfolio for 2025 and beyond

Infrastructure and data management ready for data and AI. *The infrastructure and data management are or have been made suited for the use of data applications and AI, enabling the UvA to comprehensively utilise the potential of its administrative data.*

- Infrastructure planning. Drafting of a plan (by Institutional Research and ICTS) for a

generic data infrastructure that will support the various concrete initiatives (e.g. UvAQ, Smart Buildings, Keeping Track, Master's Admission Dashboards, etc.) and provide insight into the technical and organisational preconditions that must be met.

Overview

Ambition	Initiative	Type	R/C	2024	2025	2026	2027
Infrastructure	Planning for generic infrastructure	TBD		0		75	
	and implementing data governance	Scheduled	C	**75**			
Support	Data Expertise Centre – Team	Scheduled	C	**330**	165		
	Grass-roots fund for bottom-up initiatives	TBD		0		100	
Total for Data and AI for the UvA				**405**	**165**	**175**	**0**

Sustainability

Portfolio for 2024

No initiatives in the 2024 portfolio.

Portfolio for 2025 and beyond

Sustainability of digitalisation. *Reducing the environmental footprint of digitalisation. This includes all the improvements, actions and measures aimed at minimising the footprint of our current and future digital resources.*

- Strengthening sustainability in purchasing. Developing a toolkit in collaboration with SURF and other organisations so as to give sustainability a greater role in purchasing procedures. The toolkit will include criteria that can be introduced, as well as tools and guidelines. The relevant staff will be trained in the use of the toolkit.

Sustainability through digitalisation. *Reducing our environmental footprint through digitalisation. This means effectively deploying digital resources for an optimal reduction of the footprint of our operating activities.*

- No initiatives.

Increasing awareness of sustainability aspects. *We make our environmental footprint transparent for staff, students and operational processes, so we know where we are and get an idea of how we can act sustainably.*

- No initiatives.

Overview

Ambition	Initiative	Type	R/C	2024	2025	2026	2027
Sustainable digitalisation	Strengthening sustainability in purchasing	TBD		0			
Total for IT Sustainability				**0**			

Responsible IT

Portfolio for 2024

No initiatives in the 2024 portfolio.

Portfolio for 2025 and beyond

Public values in practice. *The UvA accepts its social responsibility and takes a leading role in the debate on – and in giving shape to – public values in education and research. We put our public values into practice in developing and implementing digitalisation, thereby safeguarding digital sovereignty.*

- Planning for the longer term (>10 years). Aligning the digital infrastructure with the UvA values outlook is a long-term process. We must plan step by step how to align elements of digitalisation with our values. The aim of this initiative is to make a start on the planning.

Creating awareness of public values. *We are creating UvA-wide awareness of the importance of Responsible IT themes.*

- Small-scale pilot projects with 'responsible' applications. Pilots: experiments by staff/ICTS with alternative digital resources that are more closely aligned with public values. We can learn from these pilots, which provide inspiration for the long-term (5-10 year) plan. Carrying out pilots effectively requires coordination and guidance.

Overview

Ambition	Initiative	Type	R/C	2024	2025	2026	2027
Public values in practice	Planning for the longer term (>10 years)	TBD		0	100	350	350
Creating awareness of public values	Small-scale pilots with 'responsible' applications	TBD		0	100		
Total for Responsible IT				**0**	**200**	**350**	**350**

Collaboration/Basic Services

Portfolio for 2024

Effective and responsible collaboration with external parties. *You can collaborate with external parties (individuals and organisations) in a compliant manner (compliant: in accordance with laws and regulations, such as occupational health and safety (Arbo) rules for the digital workplace). Supporting valorisation and collaboration with external parties in UvA buildings.*

- Collaboration with external parties (on campus). In 2023, a study was started to determine the desired situation and structural solutions required to facilitate partnerships with external parties on campus and the underlying vision. Based on the outcomes of this study, an action plan will be drawn up that will form the basis for the implementation phase for the desired facilities and services, which will begin in 2024.
- Identity and Access Management (IAM). In 2023, the Chief Information Security Officer (CISO) drafted a vision for IAM in the years ahead. Based on this vision, work will be done to update the current Oracle IAM tool (OIM), which is no longer fit for purpose. In 2024, a tendering procedure will be prepared and implemented. In addition, the yet-to-be-designed provision of services to third parties (based on the experiences with

LAB42) will have a strong IAM component that should be developed in 2024.

Digital facilities support hybrid collaboration. *The digital facilities are optimally suited to the type of work and intended objective of the activity, even in hybrid collaboration. Collaborating from home (or another location) is just as easy as on campus.*

- No initiatives in the 2024 portfolio.

Basic services. *The digital services that are important to various domains are delivered effectively and are appropriate for what is needed for work and study.*

- Updating of support/infrastructure for online questionnaires. This initiative was prompted by the expiry of the current Qualtrics licence (on 1 September 2024). Qualtrics currently supports a variety of processes. Based on an earlier study, it will be necessary to take a further look at which tool is the most appropriate for each process. In addition, for the research domain, it is important to ensure the continuity of research programmes if Qualtrics were to be replaced.

Portfolio for 2025 and beyond

Staff and students can collaborate effectively. *Staff and students can collaborate, in different groupings and from different locations, so as to achieve the objective of their activity. Staff and students know the possibilities offered by digital resources and can competently use them.*

- Warm digital welcome for staff. Support for staff when they start using digital facilities, such as a laptop and the necessary apps. This initiative is related to the 'staff onboarding' initiative in the Operational Management domain.

UNIVERSITEIT VAN AMSTERDAM

Overview

Ambition	Initiative	Type	R/C	2024	2025	2026	2027
Effective collaboration	Warm digital welcome for new staff	TBD		0		100	
	Identity and Access Management (IAM)	Scheduled	C	**50**	200	200	200
Digital facilities to support hybrid	-						
Collaboration with external parties	Collaboration with external parties (on campus)	Scheduled	R	**200**	200		
Basic services	Updating of support/infrastructure for online questionnaires	Scheduled	C	**150**			
Total for Collaboration				**400**	**400**	**300**	**200**

Information Security

Portfolio for 2024

Increasing digital operational resilience.
Applying proportionate security measures to people, processes and technology, to minimise risks with an integral approach for faculties and service units.

- Follow-up to Secure Self project. Adoption campaign to make equipment (particularly laptops and mobile phones) more secure through the use of Intune. This initiative has a strong relationship with 'implementation of workplace security'. The UvA launched the Secure Self project in 2019 to improve end-point security as part of workplace security. Because it was suspected that the level of adoption was low, a study was conducted, which showed there was room for improvement. In 2023, a number of technical limitations are being addressed and internal processes and administration are improved.

Portfolio for 2025 and beyond

Risk-aware behaviour. *Timely identification, prevention and resolution of risks that pose a threat to the core values and open nature of the institution, with a focus on data security, particularly around personal data.*

- Performing a risk analysis for all systems. Setting up a risk management system is a task for the information security policy organisation. Once a risk management policy has been drafted (in 2023), a risk analysis will be performed and all systems will be reviewed and classified (2023-2024). Measures arising from this work will be implemented in 2024 and beyond.

Increasing digital operational resilience.
Applying proportionate security measures to people, processes and technology, to minimise risks with an integral approach for faculties and service units.

- Implementation of workplace security. Implementing security in the workplace in accordance with the adopted policy. The workplace security policy is expected to be adopted in the fourth quarter. Based on a preliminary study performed in 2023, insights will be generated (change strategy, technical solutions, organisation) as to what the implementation will entail, and a programme plan will be drawn up.

Incident response. *Timely detection of security breaches and a rapid and competent response to minimise the impact.*

- No initiatives.

Assurance in the organisation. *Assigning responsibility for information security in the organisation, setting up partnerships within the organisation and verifying compliance with the policy. The maturity of information security is mapped using the SURF audit model. Along with the entire sector, the UvA aims for a maturity level of 3 on a scale of 1 to 5.*

- Improvement programme: Attaining level 3 in the SURF standards framework. A UvA-wide programme focused on supporting faculties and shared service units to eventually attain the maturity level agreed within the UNL. In 2023, an inventory was carried out to identify what needs to be done in each faculty and service unit. It is expected that the necessary work will be substantial and will be performed over a period of several years.

Overview

Ambition	Initiative	Type	R/C	2024	2025	2026	2027
Risk-aware behaviour	-						
Increasing resilience	Implementation of workplace security	TBD		0	275		
	Follow-up to Secure Self	Scheduled	C	**314**			
Domain-wide	Programme: Complying with level 3 in the SURF standards framew	TBD					
Total for Information Security				314	275	0	0

(1) It is not possible to estimate the costs. The total budget necessary (for multiple years) will probably be so large that it will require funding separate from the MJUP/ICT portfolio. The UvA's draft budget includes a long-term budget under the heading 'Cyber security' (2024: €929,000; 2025: €676,000; 2026: €399,000; and 2027: €405,000). At the time of writing of this document, it is not yet known how this budget will be spent.

Depreciation and costs recharged

Portfolio for 2024

Depreciation. The depreciation charges for previously completed projects in respect of multiple years are included in the annual budget.

Costs recharged in respect of external ICTS personnel. Internal recharging of costs of services relating to temporary hiring of external personnel (included in the ICTS records).

Overview

Ambition	Initiative	Type	R/C	2024	2025	2026	2027
Depreciation	Depreciation	Scheduled	R	29			
Costs recharged	Costs recharged in respect of external ICTS personnel	Ongoing	R	42	45	45	45
Total for depreciation and costs recharged				71	45	45	45

Budget: framework and proposed spending

UvA's budgetary framework

The UvA budget includes an annual ICT investment portfolio with an associated investment budget. The ICT investment portfolio includes activities to ensure that digital services continue to be delivered smoothly, as well as initiatives to give direction to innovation activities, allowing us to respond in a timely manner to opportunities and risks relating to the digitalisation of research, education and operational management.

Overview. 'ICT Projects' is used to fund small and medium-sized projects in all areas of the digital agenda. In addition, we provide theme-based funding in 11 separate domains (see table below). In total, €8.6 million will be available for theme-based financing in 2024. Combined with the 'ICT Projects' budget, the hours for the ICT portfolio, the SURF contribution and the compensation for the depreciation method, the total available budget for the ICT portfolio in 2024 comes to €11.5 million. The total available budget is €11.5 million because an amount of €565,000 in respect of wage and price compensation will become available from the government for 2024. The breakdown in this table of the budgets by category of themed funding has been updated by incorporating this version of the MJUP/ICT portfolio. As part of this, the following changes have been made:
- The wage and price compensation is now shown in a separate line in the table to facilitate reconciliation with the UvA budget. In the portfolio, the available €565,000 is divided and allocated to the respective initiatives.
- The table sets out the UvA's available budgetary framework. As the budgeted costs of the current plans exceed the total budget available, the amounts in this table differ from those in the table entitled 'Financial overview for all domains in the portfolio'.

Long-term forecast for 2025 and beyond. The 'theme-based funding' budgets provide an indicative long-term forecast by domain for 2025 and beyond. In 2024, these budgets will be further detailed in collaboration with the faculties and service units. The detailed budgets will then be documented in the MJUP/ICT portfolio 2025.

Reserved theme-based funding. Scope for new investments in all areas of the digital agenda is created in the budget through the "reserved ICT theme-based funding".
Until the Executive Board makes a decision on the allocation of these funds, they are set aside under the reserved theme-based funding.

Portfolio	2023	2024	2025	2026	2027
ICT projects: Annual budget	1.000	1.000	1.000	1.000	1.000
ICT Projects: Hours worked at ICTS	1.360	1.360	1.360	1.360	1.360
ICT Projects: Compensation for depreciation method	125	-	-	-	-
ICT Projects: SURF contribution	496	583	583	583	583
Subtotal for regular ICT projects	*2.981*	*2.943*	*2.943*	*2.943*	*2.943*
ICT theme-based funding for Education	2.183	1.239	618	300	
ICT theme-based funding for Lifelong Development	150	122	350	500	
ICT theme-based funding for Research	1.119	936	700	500	300
ICT theme-based funding for Teaching Logistics	2.590	2.185	2.045	1.345	1.345
ICT theme-based funding for Operational Management	1.630	1.034	350	500	250
ICT theme-based funding for Operational Management UvAweb		360	330	259	259
ICT theme-based funding for Operational Management ESM		1.200	1.000		
ICT theme-based funding for Data and AI for the UvA	150	330	165	175	
ICT theme-based funding for Sustainability	100	-			
ICT theme-based funding for Responsible IT	154	-	200	350	350
ICT theme-based funding for Collaboration	385	325	400	300	200
ICT theme-based funding for Information Security	100	255	275		
ICT theme-based funding for Information Security Improvement Pla	328	-	-	-	-
ICT theme-based funding for Use of reserves for Information Secu	676	-	-	-	-
Subtotal for allocated theme-based funding	*9.565*	*7.985*	*6.433*	*4.229*	*2.704*
Reserved ICT theme-based funding	-	-	670	2.874	3.624
ICT theme-based funding for Additional reserve for Information Sec	500	-	-	-	-
Subtotal for reserved theme-based funding	*500*	*-*	*670*	*2.874*	*3.624*
Total	**13.046**	**10.928**	**10.046**	**10.046**	**9.271**
Wage and price compensation		565			
Total including wage and price compensation	**13.046**	**11.493**	**10.046**	**10.046**	**9.271**

Financial overview for all domains in the portfolio

Based on the proposed spending on both confirmed initiatives and those still under consideration, as detailed above by domain, the financial overview for all domains is as follows.

Row labels	Sum for 2024	Sum for 2025	Sum for 2026	Sum for 2027
Education theme	1.665	750	300	
Lifelong Development theme	150	350	500	
Research Theme	1.150	700	500	300
Teaching Logistics theme	2.685	2.045	1.345	1.345
Operational Management theme	3.197	1.680	759	509
Data and AI for the UvA theme	405	165	175	
Sustainability theme	-			
Responsible IT theme	-	200	350	350
Collaboration/Basic Services theme	400	400	300	200
Information Security theme	314	275		
Annual budget	884	868	879	892
Sum total	**10.850**	**7.433**	**5.108**	**3.596**
Hours worked at ICTS	1.360	1.360	1.360	1.360
SURF contribution	534	583	583	583
Deficit on SURF contribution	49			
Framework	**11.493**	**10.046**	**10.046**	**9.271**
Difference compared to framework	**-1.300**	**670**	**2.995**	**3.732**

Looking at the portfolio as a whole, the budgeted costs of the current plans exceed the budgetary framework by €1.3 million (11% of the total, of which €49,000 is due to the deficit on the SURF contribution for innovation). In 2024, steps will be taken to control the costs of implementing the plans such that they stay within the budgetary framework.

The budgetary framework is currently exceeded by more than the average amount for the period 2018-2023 (when the budgeted costs annually exceeded the framework by €307,000 on average). On average, actual expenditure in the period 2018-2022 was 85% of the budget. Experience from the past few years has shown that:

- Actual figures are generally lower than budgeted figures because initiatives start later than scheduled. The risk of not starting until later in the year is higher for new initiatives for which plans still need to be drawn up. The estimated amount of the reserved budget is €2,530,000.
- We expect that a number of initiatives will spend their entire budget. The estimated expenditure for these initiatives amounts to €5,593,000.
- Some of the initiatives will have actual expenditure close to the average (85%). The estimated expenditure for these initiatives amounts to €4,571,000.
- There will be sufficient opportunities during the year to make adjustments to ensure the expenditures stay within the framework.

Annex 1: Process followed

February. Input for the framework letter was obtained from the directors of the service units and heads of the staff departments. Based on this input, Information Management (IM) proposed requesting €1.0 million in additional funding for Finance and HRM initiatives. In February, the ICT Steering Group decided that increasing the budget would not be desirable for several reasons, which include the possible impact on operating costs. The capacity is limited by the current framework, and choices will have to be made within this framework.

April. IM drafted a preliminary memorandum. The preliminary memorandum provided an initial insight into a number of questions:
- Where are we at with the implementation of the 2023 portfolio?
- What new developments (particularly policy developments) need to be taken into account?
- What are the expectations for 2024 (e.g. in relation to ongoing projects)?
The document served as input for five workshops held between 8 May and 1 June.

May. In May and on 1 June, five workshops were held for the domains of Education, Research, Teaching Logistics, Operational Management and Basic Services/Collaboration. The input for participants was the preliminary memorandum. The goal of the workshops was to create an augmented overview of initiatives for the 2024 portfolio. In the workshops, we wanted to obtain input early in the year on the broad outlines/direction of the 2024 portfolio and make an initial attempt at prioritisation. There were 61 participants (excluding IM, 32 participants from faculties, 21 from service units and 8 from Executive Staff). The Education workshop was conducted with the members of the DLE Board. The Research workshop was conducted with the members of the ICT for Research Committee (OIC). The Teaching Logistics workshop was conducted with participants from all faculties, relevant service units and staff departments. The preparations for the workshops were carried out together with the Teaching Logistics Director (*Regisseur Onderwijslogistiek*). The Basic Services/Collaboration workshop was conducted with the members of Strafimo (the consultation group of the faculty ICT managers). The Operational Management workshop was conducted with the participants nominated by the faculties, service units and staff departments. The workshops produced reports that were disseminated among the participants and invited attendees.

May-June. Discussion paper. The discussion paper contained a longlist of the initiatives currently in the frame, to provide direction for the draft portfolio. The document was based on the information in the preliminary memorandum and the outcomes from the five workshops. The discussion paper was disseminated among the participants and invited attendees who took part in the five workshops.

June-September. Various steps were taken in this period:
- The initiatives on the longlist were augmented with information from the discussion paper;
- A list was drawn up of the 'Confirmed' initiatives and those 'To be considered', to get a clear picture of where choices still needed to be made.
- A draft portfolio was prepared. The draft portfolio contains an overview of the content of the portfolio in progress, a list of the choices to be made, an explanation of the budgetary framework and an overview of possible uses for the budget funds. The draft portfolio was included in the draft UvA budget on behalf of the ICT Steering Group.

October. Various steps were taken in October:
- A prioritisation workshop was held on 2 October. Participants were nominated by the Director of Operational Management, the service unit directors and the heads of the staff departments. There were 47 participants (21 from faculties, 14 from service units and 12 from the Executive Staff, of whom 5 were from IM). The goal of the workshop was to collectively make a well-considered and well-supported decision on which initiatives should be included in the ICT Portfolio 2024 for each domain, ensuring that they fit within the budgetary scope of €2,776,000. All participants

received the draft portfolio before the workshop to prepare for it. The advice drawn up on the basis of the workshop exceeded the budgetary framework by €373,000. All participants received a report on the workshop.

- A first draft of the final portfolio (this document) was drawn up by IM. In terms of substance, the initiatives in the final portfolio were largely identical to those in the advice drawn up based on the workshop conducted on 2 October. The only addition in terms of substance was the 'Registering progress of PhD candidates' initiative, which was added due to administrative priorities. In addition, €700,000 was added to the budget for Enterprise Service Management. The table below includes the adjustments made after 2 October.

Focus area	Ambition	Initiative	Type	R/C	2024
Teaching Logistics	Supporting study ambitions	Registering progress of PhD candidates	Scheduled		200
		SaNS	Ongoing	R	18
	Total for Teaching Logistics				218
Operational	Optimising processes	Enterprise Service Management	Scheduled	R	700
	Total for Operational Management				700
		SURF contribution			49
Total					967

October-November. In this period, advice was requested on the first draft of the final portfolio from the Operational Management Consultation Committee (*Bedrijfsvoeringsoverleg*, BVO), University Committee on Education (UCO) and Strafimo. The ICT for Research Committee (OIC) was informed of the outcome of the prioritisation workshop. Based on the advice given, a new draft of the document was drawn up.

November. The ICT Steering Group adopted the portfolio based on the latest draft and the advice given. The portfolio was included in the UvA's budget.

November-December. Decisions were made about the portfolio in the context of decision-making around the UvA budget.

Annex 2: Joint initiatives with AUAS

Focus area	Initiative	Explanation
Education	Online assessment	Joint tendering procedure for assessment software.
Research	ResearchIT Implementation Plan 2024	The same products (Research drive and VRE) will continue to be developed.
Teaching Logistics	SaNS	Contribution to Student Information System that is jointly managed by SaNS.
Operational Management	SAP Roadmap	Initiatives in the SAP domain are coordinated between the UvA and AUAS.
	Digital signatures	
	Enterprise Service Management	Relates to the shared service units.
	Cloud Expertise Team	The ICTS Cloud Expertise Team works for both the UvA and AUAS.
	Booking tool	
Collaboration/Basic Services	IAM	
	Collaboration with third parties	